

HAMILTON COUNTY SHERIFF'S OFFICE

2021 ANNUAL REPORT



Voted Tennessee's Best Looking Cruiser 2021

Presented to
Sheriff Jim Hammond



TABLE OF CONTENTS

Mission Statement	3
Message from Sheriff Jim Hammond	4
Executive Leadership	7
Law Enforcement Services	8
Uniformed Services	9
Operational Support Services	30
Investigative Services	41
Court Services & Security	58
Equal Employment Office (EEO)	61
Corrections Services	63
Human Resources	71
Finance & Information Systems	74
Public Relations Office	77
Internal Affairs	79
Crime Analysis Unit	82
General Counsel	83
Standards & Accreditation	85
FUSE Program	87





MISSION STATEMENT

"Commitment to Excellence for All Citizens with Fair and Equitable Performance"

VISION

To become "THE PREMIER LAW ENFORCEMENT AGENCY IN TENNESSEE" through the pursuit of professional excellence and partnerships with our community maintaining a high quality of life through collaborative problem solving.

INTEGRITY

We pledge to maintain a strong sense of honesty, morality, and ethical character.

HONESTY

We pledge to always be truthful, sincere, upright, and decent.

CHARACTER

We pledge to maintain the highest ethical standards and honorable personal qualities, serving as role models for our youth, our community, and our profession.

Message from the Sheriff



Jim Hammond
Sheriff

It seems almost trite to say that 2021 was one of the most trying years the Hamilton County Sheriff's Office has ever experienced. It was a year that witnessed many changes and challenges for the HCSO and most other agencies across our country. Most agencies had to face the continuing COVID-19 threat again, demands for defunding the police, political unrest, social disturbances, and significant shortages in hiring and retaining officers.

Before making the physical transfer of the Silverdale Detention Center to the sheriff's office last January, we formed a Transition Team consisting of 15 ranking personnel to oversee the smooth transfer of property, personnel, capital needs, repairs, new construction, and the physical operation of the entire five-acre facility with 120,000 square feet under roof. In June, we were compelled to move 500 inmates from the old county jail to Silverdale. There, we faced the task of combining those 500 with the 1,300 inmates already housed there.

County Government awarded us a 20 million dollar bond to construct new female housing, a new administration building, and new intake and release facilities. Also, designs began for a new 300 male housing unit. These new facilities are scheduled to open in December of next year.

I chose to enhance our Re-Entry Program at Silverdale. This robust program, begun over three years ago, is designed to assist inmates who will be released from the SDC and integrated back into society. Re-Entry personnel assist offenders with the help of many programs and services designed to reduce recidivism and boasts of increasing partnerships and volunteers to accomplish their mission. We are currently negotiating for alliances with the trade unions and local businesses that will provide on-the-job training and employment with a living wage to inmates committed to succeeding.

Our FUSE program was designed to bring relief to people who, because of homelessness and mental illness, become caught in an endless cycle of costly and avoidably incarcerations, hospitalizations, and exposure to our entire crisis care system. FUSE continues to embed itself into our community using six million dollars of federal and state grants and local support it has

obtained over the last two years. Its goal is to assist up to 150 mental health consumers, many of whom will be Silverdale inmates who clog up our judicial system.

We created a new recruiting team for our agency to aggressively attract and hire employees for several divisions of the HCSO, mainly Patrol, Corrections, and Court Officers. This effort has had mixed results, so we will begin 2022 with about 60 personnel short. I believe these hiring shortages are primarily due to increases in retirements and resignations, negative attitudes toward law enforcement, the lingering COVID-19 situation, a need for competitive starting salaries, and fewer applicants because of the strong job market here in Hamilton County. We plan to propose pay increases in our future budget hearings in 2022 to better compete for applicants.

And, don't forget that law enforcement is not the only occupation facing severe shortages of qualified job seekers. I believe there is a worker shortage – not a shortage of work. Like us, other professions such as nursing, teaching, construction, and the military are all experiencing severe labor shortages. So, we are not alone in this continuing challenge.

There is no doubt that the expanding demographics of the unincorporated areas of Hamilton County continue to impact the need for additional personnel and specialized training. I applaud our command staff, supervisors, and finance personnel, who work tirelessly to "make things work" for our agency and citizens. And I thank every member of our staff who has helped make this agency one of the premier sheriff's offices in the Southeast.

I believe one of our proudest achievements while I've been in office is attaining accreditations from the Commission on Accreditation for Law Enforcement (CALEA), the American Correctional Accreditation (ACA), and the National Commission on Correctional Healthcare Accreditation (NCCHC). In addition, we achieved the National Sheriff's Association's famed Triple Crown Accreditation by having these three accreditations.

The Triple Crown distinction is so rare that since the award's establishment in 1933, fewer than 100 sheriff's offices across the county and only five in Tennessee have qualified. However, I've never felt that achieving these accreditations for our agency is the end of the accreditation process; it's just the beginning. As I watch the ongoing evaluation process by our managers throughout the year, I am assured that the HCSO is continually following the best practices in the industry.

Finally, next August, there will be a change in our leadership at the top as I retire after fifty years of service to Hamilton County, with the last 14 of those serving as your sheriff. I can

assure you that the new sheriff will certainly face his share of continuing and new challenges. But, I am also sure that he will lead our men and women to new heights for our agency, local law enforcement, and Hamilton County citizens during his tenure.

Sheriff Jim Hammond



Austin Garrett

Chief Deputy

Chief Deputy Austin Garrett is responsible for overseeing the day-to-day operations of the HCSO and works consistently with members of the Command Staff to ensure the Sheriff's goals and mission is accomplished.



Gino Bennett

Chief of Staff

Chief of Staff Gino Bennett assists in overseeing and supporting the general operation of the sheriff's office. He administers all federal, state, and local grants and manages the HCSO's Justice and Mental Health's FUSE Program.

Law Enforcement Services



Mark King

Deputy Chief of Law Enforcement

Uniformed Services



Spencer Daniels
Captain



Patrol Sergeant Mickey Rountree issues a citation to a motorist

Uniformed Services is the most highly visible component of our agency. Working 24 hours a day, seven days a week, the Uniform Patrol Division represents the bulk of the agency's staffing. The members of the Patrol Division work in partnership with Hamilton County, and various law enforcement and social service agencies in providing their high-quality service.

In 2021 the Patrol Division was led by Captain Spencer Daniels.

Captain Daniels is responsible for all uniformed functions of the division The K-9 Unit, Field Training, Traffic, Marine Patrol,

SWAT, Civil Unrest, Honor Guard, Homeland Security, and all supportive functions under a Patrol's Captain.

Lieutenants, sergeants, and corporals run shifts. They are responsible for general supervision and command of uniformed deputies assigned to their perspective shifts.

They respond to incidents to supervise and guide the deputies under their command. Patrol is the foundation of police work, and its importance to the community cannot be overstated. The uniformed deputy is usually the most visible component of the agency.

The functions and objectives of the Uniform Patrol Division are representative of patrol, law enforcement, crime prevention activities, response to calls for service, preliminary investigations of crimes and incidents, arrests and prisoner processing, traffic direction and control, and traffic accident investigations.

Uniformed Services 2021 Annual Statistics	
Traffic Citations	2,048
Traffic Stops	8,026
D8 Reports	3,222
Misdemeanor Arrests	2,260
Felony Arrests	1,095
Warrant Transports	1,371
Calls for Service	29,416
Traffic Accidents	1,364
Field Interviews	438
Total Service Activity	38,389

Patrol personnel are also responsible for maintaining public order, provisions for emergency services, the development of positive relationships between citizens and the agency, and reporting information to appropriate components of the agency.

There were 29,416 calls for service for the Hamilton County Sheriff's Office in the year 2021. Patrol Services also conducted 10,067 business checks, 9,279 neighborhood checks, and 56 mental health transports and recovered \$83,338 in stolen property.



Deputy Charlene Choate speaks with an individual in a traffic stop

K-9 Unit



The Police Service Dog Program was established to enhance police services to the community. Highly skilled and trained teams of handlers and Police Service Dogs have evolved from the program and are used to supplement police operations. Primary areas of implementation will include scent detection, high-risk search and apprehension, rescue operations, drug detection, unusual occurrences and any other function requiring such specialized assistance. This will also define the administrative and organizational structure of the Police Service Dog Unit.

Sergeant Eric Baxter supervises the Hamilton County Sheriff’s Office K-9 Unit. The K-9 Unit currently owns two multiple-purpose canines. Deputy Andrew Voss is the K-9 handler for Nero, and Deputy Cole Stevens is the K-9 handler for Ferro. Both canines are trained in Drug Detection, Apprehension, Man Tracking, and Article Searches. In 2021, The Hamilton County Sheriff’s Office added a third canine. Corrections Deputy Corey Thomas is the K-9 handler for King. Canine King is trained in Drug Detection and is assigned to the Correction Division.

The K-9 Unit was highly active in 2021. The K-9 Unit made **32** arrests and seized large amounts of illegal drugs to include, Heroin, Cocaine, MDMA, Methamphetamine, Marijuana, Oxycodone, Hydrocodone and Fentanyl. The K-9 Unit also seized five vehicles, nine guns, and seized \$134,138.00 in cash.

2021 Annual K-9 Statistics	
Training Hours Attending & Instructing	887
Assisting Agencies (FBI, DEA, ATF, US Marshals, TBI)	124
Assisting HCSO Divisions (CID, Fugitive, Narcotics, NSO)	76
K-9 Care	350
Conducting Knock & Talks	3
Paperwork & Documentation	228
Backing Up Officers	103
Call Outs	23
Interviewing New K-9 Applicants	17
Calls for Service	20
Calls for Support	16
SWAT Calls	45
Tracks & Track Back-Up	27
Evidence Recovery	19
Totals	

Marine Patrol Unit



The Hamilton County Sheriff’s Office Marine Patrol Unit began in April of 1987 under the direction Sheriff H.Q. Evatt. Before then, a Marine Officer was using his own 27-foot cruiser on his off-time to assist boaters.

Currently, the Marine Patrol Team consists of two patrol boats that were acquired through grants from the Department of Homeland Security. Marine Patrol Deputies can respond to incidents 24/7. All personnel assigned to this team must receive yearly recertification by the Tennessee Wildlife Resource Agency to ensure they are knowledgeable on all applicable laws, updates, and procedures. All specialized training is handled in-house by the HCSO.



When requested, the HCSO Marine Patrol Unit is ready to respond to any of the ten surrounding Homeland Security Counties. The team also works hand in hand with the Tennessee Wildlife Resources Agency (TWRA) by patrolling the waterways during holiday weekends and responds to emergency calls for assistance from surrounding counties.

Members of the Marine Patrol Unit also assist with boat traffic at the yearly River Bend Festival as well as many other special events held on the Tennessee River.

Marine Patrol 2021 Annual Statistics			
All Other	10	Verbal Warnings	4
Assisted other Division	1	Call Outs	4
Boat Safety Checks	10	DOA’s	1
Calls for Service	53	Special Events	13
Call for Support	2	Physical Arrests	0
Citations	0	Business Checks	11
Training Days	6	Total	115

Traffic Unit



There are over 880 miles of paved roadway in Hamilton County, and the Hamilton County Sheriff's Office Traffic Unit plays an integral, daily part in ensuring those roadways are safe and secure for our residents and those who may be visiting our beautiful community.

The primary directive of the HCSO Traffic Unit includes patrolling our community for deterrence and enforcement of traffic violations, investigation, and reconstruction of vehicle crashes, particularly those which involve serious injury and/or death, and internal investigations of crashes involving sheriff's office vehicles.

The Traffic Unit will arrest and prosecute individuals when there is evidence of a traffic violation. Traffic Investigators work in conjunction with Hamilton County Traffic Engineering and the Hamilton County Highway Department to improve roadway concerns and safety. Traffic Investigators also give presentations to local schools, various organizations, and the neighborhood communities upon request to promote a safer culture of driving behavior.



Since the HCSO was started in 1819, many things have changed when it comes to how people commute and the technology used for investigating motor vehicle crashes. Vehicles have also changed dramatically. The days of the Model T are long gone, and today's vehicles are safer than ever with the advent of new safety sensors, airbags, and early warning detection devices. The Total Station software utilized by our agency along with forensic mapping, has replaced the days of measuring tapes and roller wheel measurements. Crash Data Retrieval equipment allows investigators to access vital vehicle information through internal computer systems. Advancements in photography equipment and digital storage allow for a more thorough documentation of crash scenes.

The use of drones for photographing scenes from overhead is now available as well through the HCSO Unmanned Aerial Systems Division (UAS). In 2016, the HCSO Traffic Unit acquired a mobile investigation vehicle to assist with on-scene collection of evidence and data. This new

vehicle allows a safe, climate-controlled workspace so investigators can utilize computers and other software to investigate large-scale traffic incidents in real-time without having to leave the scene itself.

Traffic Division 2021 Annual Statistics			
Funeral / Special Escorts	88	Training (Inter Departmental)	85
In- House Investigations	36	Speed Trailers/ Speed Spy	25
Traffic Crashes Investigations	164	Special Assignments	4
Traffic Fatalities Investigated	14	Assist Other Agencies	64
Crash Reconstructions	29	Traffic Stops	503
Inner Agency Traffic Consultations	41	Case Follow Ups	126
Scale Diagrams	0	Call Outs	12
Crash Reports Reviewed	1,626	Arrests	6
Hit and Run Investigations	21	Reconstruction Assist	6
Calls for Service	387	Traffic Supports	52
Calls for Support	191	Speed Reduction	54
Traffic Citations	53	Traffic Warnings Written/Verbal	447

As long as vehicles have been on the roadways, people have enjoyed the need for speed. Whether intentional or unintentional, making sure speed violators are held accountable is important to the overall safety of our county's roadways. To support legal and accurate traffic enforcement activities, the Traffic Unit utilizes electronic speed detection devices such as radar and LIDAR to gather data and evidence to help when and where there is a need for speed enforcement. The TITAN crash reporting system is also a source for monitoring crash data to assist in determining high volume areas for crashes to aid in selecting enforcement areas and times to be more efficient in reducing crashes in problem areas.

The mission of the Traffic Unit is to provide the citizens of Hamilton County with well-trained, well-equipped investigators to conduct thorough and professional crash investigations, enforcement, and educational initiatives to insure the safety of our citizens and to save lives on the roadways of Hamilton County.

Special Weapons & Tactics (SWAT)



Hamilton County Sheriff's Office Special Weapons and Tactics Team (SWAT) provides a ready response to several high-risk situations and circumstances that typically go beyond the capabilities of normally equipped and trained agency personnel.

Typically, SWAT will be requested when there is a barricaded subject or hostage incident where the suspect is presumed armed and dangerous, an incident where the suspect is believed to have been involved in a criminal act, or is a significant threat to the lives and safety of the public and/or police. Other situations include incidents where a suspect is in a position of advantage, affording cover and concealment, or is contained in an open area where the presence or approach of law enforcement could precipitate an adverse reaction by the suspect.



Other applications where SWAT personnel can be utilized can include reaching an armed suspect in a heavily fortified position or breaching a structure where weapons are present, and the subject(s) are known to be violent. Other scenarios include high-risk warrant service to locations where gang members or heavy narcotics use is present, waterborne entry may be necessary, or diversionary tactics and breaching entry may be required.



SWAT personnel responded to twenty incidents in 2021 that required their operators' experience and capabilities. Some of these call-outs included barricaded suspects, high-risk warrant

HCSO SWAT Team members while attending training at New Mexico Tech located at Playas, New Mexico 2021

service, an incident at the Hamilton County Jail, and several requests to assist other local law enforcement agencies.

Collectively, the team conducted over 240 hours of training in 2021. Training consisted of 12 monthly 12-hour training days, and various specialized training sessions throughout the year. The sniper section conducted an additional 4 hours of training monthly, for a total of 48 hours annually. Various team members attended the New Mexico Tech’s Response to Suicide Bombing 40 hour class in Playas, New Mexico. Various team members attended Maritime Vessel Boarding Training hosted by the U.S. Coast Guard in Guntersville, Alabama.

The entire team attended 24 hours of in-house Dignitary Protection Training. Various team members attended 24 hours of Hostage Rescue Training hosted by HCSO and taught by Esoteric Tactical. The team requested and was approved to add four 12-hour training days to the team’s annual training calendar, which will ensure the team meets the NTOA minimum required training hours for a collateral duty team.

In 2021, many surrounding agencies had eliminated tactical teams or cannot train, staff, or equip their teams to an effective operational capacity. This issue will create the need for HCSO SWAT to respond outside of Hamilton County or to other municipalities within Hamilton County more frequently in 2022. This creates the need for HCSO SWAT to be more self-sufficient in regard to manpower, equipment, and training.

2021 SWAT Operations	
Number of Operational Events	
Call-Outs	20
High Risk Warrants	6
Assist Other Agency	6
High Risk Prisoner Transport	5
Site Security Operations	2
High Risk Arrest Warrants	2
Dignitary Protection	1
Search & Rescue	1
Severe Weather Response	1
Administrative Events	
Training Days	26
Meeting/Homeland Security/Budget	21
Site Security Assessments	2
Total SWAT Events	93

Honor Guard



The mission of the Hamilton County Sheriff's Office Honor Guard is to serve as official ceremonial representatives of the agency at funerals, parades, and other official functions where the representation of the highest caliber is required. Currently, there are ten members of the Honor Guard who also serve in many other capacities within the agency. Selection into Guard requires candidates to be height and weight proportionate, successful completion of a physical fitness assessment, and complete a panel interview prior to appointment to the special assignment.

Moving forward, Honor Guard will always remain vigilant, ensuring the Hamilton County Sheriff's Office is represented with the highest level of professionalism and bearing a crisp appearance in every endeavor which it is assigned. All funerals will be conducted with the

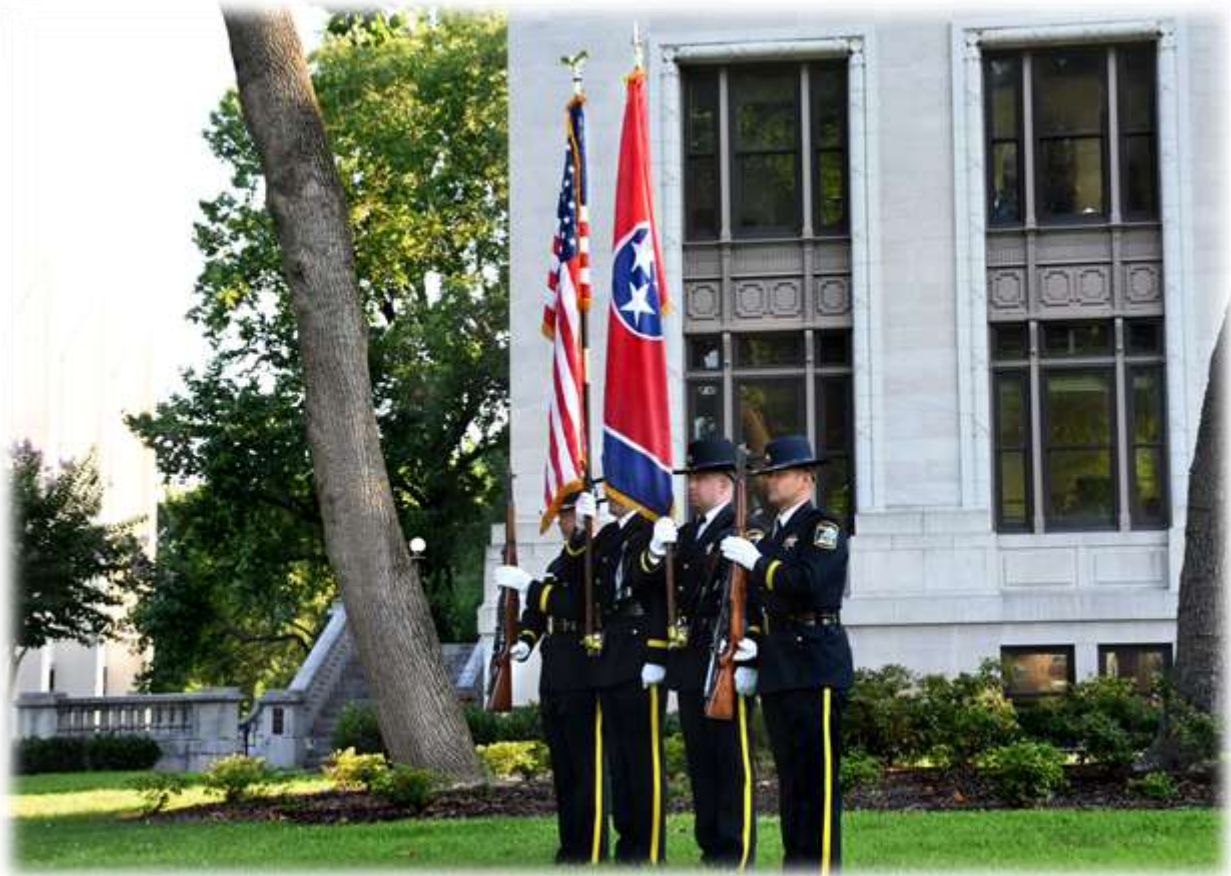
highest level of respect and dignity to leave the grieving families with a lasting, favorable impression of the Hamilton County Sheriff's Office.



Annually, the HCSO Honor Guard participates in the local Law Enforcement Memorial Service at the Law Enforcement Memorial located at 600 Market Street in Downtown Chattanooga. Additionally, members of the Guard travel to Washington, D.C. to participate in the National Law Enforcement Memorial Service and other Police Week activities, such as the National Police Week 5K race, which the team annually runs in memory of Deputy Donald Bond, one of our fallen deputies. Due to the Covid-19 pandemic, many events that the Honor Guard team would frequently participate in throughout the year were canceled or postponed.

The team conducted Color Guard details for five high-profile events in the Chattanooga Area in 2021 and attended two line-of-duty funerals.

Team members: Detective Brevin Cameron, Detective Rick Wolfe, Corporal Chris Walker, Deputy Marcus Dotson, Deputy Timothy Denton, Deputy Rodney Brown, Deputy Jeremy Lawson, Julian Chambers, and Deputy Austin Price.



Reserve Deputy Unit



The HCSO Reserve Deputy Unit has been in place for over forty years and serves a vital role in the support and daily function of the Hamilton County Sheriff's Office. Each year, the Reserve Deputy Unit, comprised of citizens from Hamilton County, volunteer thousands of dedicated hours of service to their community and helps complement the full-time law enforcement personnel of the HCSO.

Hamilton County Sheriff's Office Reserve Deputies enjoy the challenges and excitement offered by law enforcement, and the satisfaction of providing a worthwhile community service.

The unit is currently comprised of men and women who work in their respective careers and pursue their professional goals by day. With a great deal of pride and dignity, they transition into their Sheriff's uniform and patrol the streets and waterways with full-time deputies in their off-hours.



HCSO Reserve Deputy Rick Hlubek hands out stickers at the Hamilton County Fair at Chester Frost Park

Successful candidates must graduate a six-week Reserve Deputy Academy conducted by the HCSO Training Division, pass a thorough background investigation and other employee hiring requirements to become sworn reserve deputies. In addition to their initial training, each reserve deputy is required to participate in 40 hours of in-service training annually and other specialized training as necessary. Reserve Deputies must work 12 hours per month or 36 hours per quarter.

Reserve Deputies perform public safety duties for the community, such as traffic control, and security at large community events such as the Hamilton County Fair, Riverbend Festival, Iron Man Chattanooga, and other triathlon races, along with many other community activities during the year. They also help secure crime scenes and assist during times of natural weather or man-made disasters. In some cases, reserve deputies can offer critical, professional expertise based on their profession and education.

For example, Reserve Deputies provide service to the Patrol Division by supplying additional personnel in the patrol cars. Reserve deputies are encouraged to ride with the deputies as often as possible, thereby adding additional personnel, which greatly enhances our patrol capabilities. Often times this provides for a two-person patrol unit, which allows patrol supervisors to keep other deputies working in other districts of the county when the need arises for more than one deputy to handle an incident. Qualified Reserve Deputies can also devote their time to special assignments assisting the Marine Patrol, K-9 Division, Public Relations Officer, and Criminal Investigations.

Reserve Deputy Annual Operations 2021	
Patrol Operations	1,134
Special Events	0
Special Assignments	428
Training	276
CID	0
Call-Outs / Visits	0
Tactical Medics	57
Court	0
Marine	56
Corrections	125
Other	26
Total Hours	2,101

Reserve Deputies provide valuable service to the Sheriff’s Office and the citizens within the Hamilton County community. The Reserve Deputy knows their law enforcement commission is a privilege and all members remain active at the sole discretion of the Sheriff.

In 2021, Reserve Deputies logged a total of 2,101 hours of service. By contributing these hours, the Reserve Program helped the HCSO avoid overtime costs and eliminated the potential need to pull deputies from Patrol districts to work special events and assignments. This year’s annual service hours amount to a savings of \$40,213.14 contributed by Reserve Officers. These savings make it possible for the agency to provide additional services to the Hamilton County community.

Special Events supported by the Reserves during 2021:

- Sandhill Crane Festival

Special Assignments supported by the Reserves during 2021:

- TBI Lab Runs
- Assisting Corrections Division
- Role Players for SWAT Training

School Resource Deputy Unit



School Resource Deputies (SRDs) are sworn law enforcement officers responsible for safety and crime prevention in schools.

A local police department, sheriff's agency, or school system typically employs SRDs to work closely with school administrators to create a safe environment for learning.

The responsibilities of SRDs are similar to regular police officers in that they have the ability to make arrests, respond to calls for service, and document incidents that occur within their jurisdiction.



School Resource Deputy Mike Houston speaks with students.

Beyond law enforcement, SRDs also serve as educators, emergency managers, and informal counselors. While an SRDs primary responsibility is law enforcement, SRDs strive to employ non-punitive techniques when interacting with students whenever possible. Arrests are used only as a last resort under specified circumstances.



School Resource Deputy Joseph Dangler speaking to students



Hamilton County Sheriff's Office School Resource Deputy Unit

The Role of the School Resource Deputy

The U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office) and the National Association of School Resource Officers (NASRO) advocate for SRDs to fulfill a "TRIAD" role encompassing three primary functions:

- Educator
- Counselor/mentor
- Law enforcement problem solver

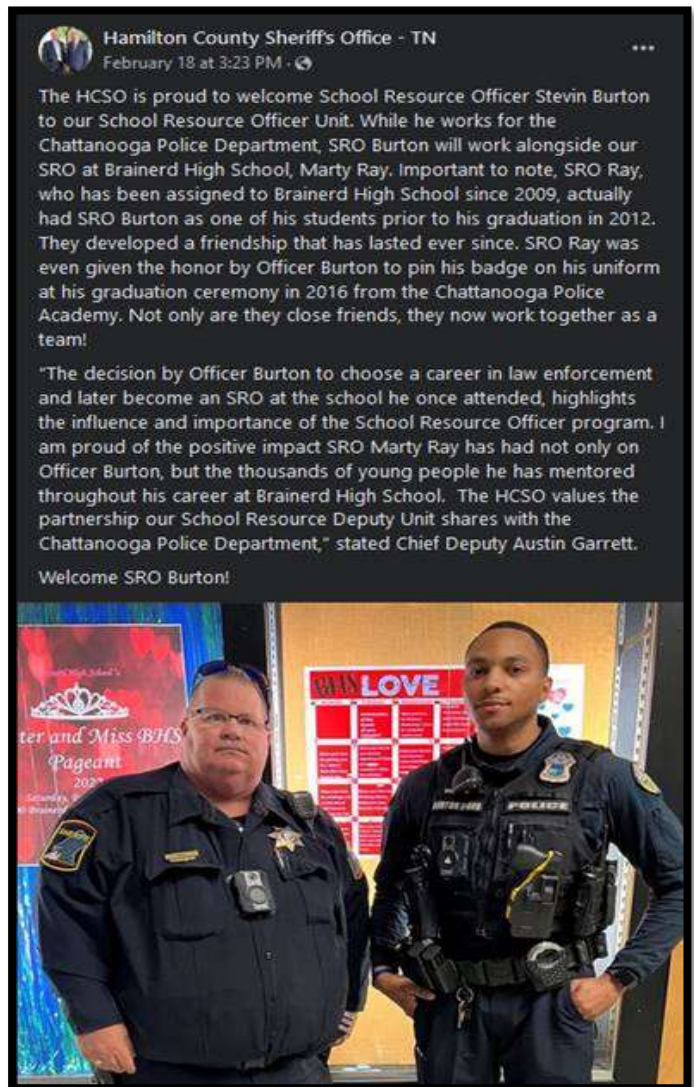
The ways each of these roles is carried out have the potential to keep youth out of involvement with the juvenile justice system.

SRD Triad Plus One	
Class Presentations	630
Faculty Advisory Sessions	1,930
Parent Advisory Sessions	879
Law Enforcement	1,177
Role Model	5,502
Total Activities	10,118

For example, when SRDs teach evidence-based programs like Gang Resistance Education and Training (GREAT), they are helping youth develop important life skills that can result in healthier decisions. Playing the counselor/mentor role is an obvious way that SRDs can help recognize that students may be facing a range of challenging issues in their lives, such as substance abuse, witnessing trauma at home or in a problem-solver role is yet another way the officer can possibly divert students from involvement with the justice system.

2021 Yearly Statistics and Successes

2021 School Resource Deputy Unit Operations	
Assist School Staff	3,570
Calls for Service	2,157
Citation in Lieu of Arrest	47
Felony Arrests	73
Juvenile Arrest- No Custody	24
Misdemeanor Arrest	188
Warrant Transport	47
Assaults	36
Fights	43
Drug Offenses	17
Weapon Offenses	6
Conflict Resolution	103
Faculty Advisory	1,983
Parent Advisory	879
Student Advisory	2,522
Class Presentations	630
Club/Organization Activities	126
Special Events	107
Thefts	15
Traffic Stops	869
Total SRD Activities	10,516



School Patrol Unit



The Hamilton County Sheriff's Office currently has five (5) funded positions for School Crossing Guard assigned around the unincorporated areas of Hamilton County to assist vehicle and pedestrian traffic on and off the campuses.

These part-time employees serve daily during regular school hours during each school term annually. These campuses are located in high vehicle traffic flows and necessitate the need for assistance. This is a matter of safety for the students, school staff, parents, and citizens.



School Patrol Officer directs traffic

The times they serve are varied based on start and dismissal times at their assigned campuses.

These campuses are serviced by the Hamilton County and State of Tennessee Highway Departments depending on the roadway location and each are equipped with the proper safety equipment of pedestrian cross walks and warning lights for school zone speed reduction notices.

These locations have been monitored for the amount of traffic flow with the determination that there still exists a need to support the locations with traffic assistance by our agency.

Hamilton County Sheriff's Office School Resource Deputies (SRD) currently handle the security at the following schools:

- East Hamilton High School
- Westview Elementary

Hamilton County Sheriff's Office Traffic Investigators assist when needed.

The Hamilton County Sheriff's Office currently has five (5) part-time crossing guards on staff covering the following schools:

- School Patrol Crossing Guard – Middle Valley Elementary
- School Patrol Crossing Guard – Sale Creek Middle/High
- School Patrol Crossing Guard – North Hamilton County Elementary
- School Patrol Crossing Guard – Wallace Smith Elementary & Hunter Middle School
- School Patrol Crossing Guard – Ooltewah Elementary
- Wallace Smith Elementary SRD
- Hunter Middle School SRD
- East Hamilton Middle/High SRD
- Westview Elementary Traffic Unit



HCSO School Crossing Guard Louise Wright directing traffic at North Hamilton Elementary. Louise has served the HCSO for over 30 years.



Chemical, Biological, Radiological, Nuclear Explosives

The Hamilton County Sheriff's Office Chemical, Biological, Radiological, Nuclear Explosives (CBRNE) Response Team was activated in September 2021. The CBRNE Response Team is called in to evaluate scenes potentially linked to possible terrorist or suspected terrorist activity. Such events typically involve using devices that can cause damage or injury over a large area, for example, poisonous gases or explosives. The team looks for trace evidence and collects samples to determine if a chemical, biological, radiological, or nuclear weapon of mass destruction was used.

The Hamilton County Sheriff's Office CBRNE Response Team can also be deployed to major events in Hamilton County, such as the Iron Man, Armed Forces Day Parade, to provide an immediate, on-site analysis of suspicious packages, attacks, or unexpected incidents.

When requested, the CBRNE Response Team assists local law enforcement agencies and area fire departments following a CBRNE event.

The Hamilton County Sheriff's Office CBRNE Response Team is slotted for ten (10) team members. Currently, there are six (6) active members.

In 2021, The Hamilton County Sheriff's Office CBRNE Response Team responded to the following events in Hamilton County:

- September 2021 IRONMAN
- September 2021 Moon River Festival
- October 2021 6233 Dayton Blvd (Powder brought into HCOEM in a barrel)
- December 2021, 1150 Carter Street (Sweep of Blue Cross Bowl)

In 2021, The Hamilton County Sheriff's Office CBRNE Response Team participated in the following training:

- Conducted a three-day training event with the TN National Guard 45th Civil Support / WMD Team on June 9-11.
- Participated in a radiological evaluation drill on August 6.
- Conducted a joint operations event with the Chattanooga Bomb Squad and the Nuclear Regulatory Commission on November 2 – 5.

Neighborhood Watch



While the most obvious reason for a Neighborhood Watch Program is to prevent crime, the Hamilton County Sheriff's Office also wants to create awareness and camaraderie within the community of Hamilton County. Neighborhood Watch Programs can provide an opportunity to discuss important topics such as suspicious activities, traffic concerns, and animal control issues within neighborhoods.



Sheriff Jim Hammond addresses members of the Lookout Valley Neighborhood Association

A neighborhood or community watch program is an organized group of citizens devoted to crime prevention within a community. Members of a given community agree to keep an eye on one another's properties, patrol the street, and report suspicious incidents to the police. The Neighborhood Watch is a community crime prevention program that the National Sheriffs' Association launched in 1972 to encourage citizens to look out for each other, work on neighborhood problems, and make themselves safer. Today, more than 40% of Americans live in areas covered by some form of a community or neighborhood watch group.

There were no Neighborhood Watch meetings conducted in 2021 due to COVID restrictions. Citizens who wanted to hold watch meetings were advised to be put on the list as soon as restrictions were lifted. These groups were given Neighborhood Watch printed information as well as window clings and Neighborhood Watch signage for communities reflecting they were part of the Neighborhood Watch program. Communities were provided the non-emergency number for the Hamilton County Sheriff's Office. There are currently twenty-two groups awaiting watch meetings for the next calendar year once COVID restrictions are lifted.

Groups interested in starting programs came and picked up neighborhood watch program information to distribute within their communities. The neighborhood watch coordinator was able to meet the representatives of the various communities and provide them with the information they requested.

Employee Health, Wellness & Chaplaincy



Jonathan Parker
Senior Chaplain

The mission of the Sheriff's Office begins with "A commitment to excellence for all citizens," and that commitment must begin with a commitment to excellent care for our most valuable resource, the employees who serve the citizens of Hamilton County.

In addition to mental health and wellness-related training classes during annual in-service, the program focuses on the physical, emotional, and financial wellbeing of our personnel and offers education, counseling, and peer-support based services to employees in need throughout their career with the HCSO.

The Law Enforcement Chaplain Program is a professional wellness resource consisting of chaplains who provide spiritual and emotional support services, education, and counseling to agency personnel, their immediate families, and, as needed in an ancillary function, to victims of crime or violence.

Through the visionary leadership of Sheriff Hammond to make employee health and wellness a priority, the agency's first full-time law enforcement chaplain was appointed in August 2019 to coordinate the wellness initiative and further develop programs that will support the needs of employees.

The full-time chaplain is a P.O.S.T. certified, uniformed deputy who serves the employees as chaplain, and recruits, trains, and oversees the volunteer civilian chaplains.

There are currently five volunteer chaplains who served a combined total of 252 hours in 2021.

2021 Annual Chaplain Activities	
Total Incident Responses	23
Murder	1
Suicide	3
Deaths (Natural/Other)	11
Death Notifications	3
Traffic Fatalities	3
DIRECT CONTACTS (counseling, visits, etc.)	148
GENERAL SITE VISITS	50



Mark Hooper
Captain

Training Unit



The Law Enforcement (LE) Training Unit consists of the Law Enforcement Training Coordinator/General Department Instructor (Lieutenant), Law Enforcement Training Sergeant (newly created), Law Enforcement Tactical Trainer, and Training Administrative Assistant/Records Clerk. This staff is augmented by 60+ specialized instructors assigned full-time responsibilities in other divisions throughout the agency. Special Note: Since Nov. 1, 2014, the Corrections Facility Training Officer has been moved back under Corrections Division oversight.

Additionally, a P.O.S.T. Rule and corresponding TCA statute were brought to the attention of Training Officers across the state that governs training oversight of all employees that have weapons authority.

Despite the separation of the Training Divisions, Law Enforcement Training Staff is still responsible for training oversight and P.O.S.T. compliance of all weapons authorized Corrections personnel (approximately 111 Deputies). This involves providing instruction in the Corrections In-Service Training and the Corrections Basic Class.

The training conducted for Corrections employees consists of emergency vehicle operations, child sexual abuse, mental health training, and all firearms-related training (basic pistol, shotgun, and off-duty encounters).

The LE Training Division is responsible for planning and executing all training required for Sheriff's Office employees and the Hamilton County Park Rangers. The training curriculum includes subjects mandated by the Peace Officers Standards and Training P.O.S.T. Commission, the Tennessee Corrections Institute (T.C.I.), the Commission on Accreditation for Law Enforcement Agencies (C.A.L.E.A.), the



Patrol Deputy Karigan Fulghum trains with a patrol rifle
Detective Patrick Miller (Firearms Instructor)

American Correctional Association (A.C.A), and the Office of Safety and Health Administration (O.S.H.A.).

Additionally, it conducts specialized training for individual officers, all civilian employees, and various divisions within the agency as well as outside law enforcement agencies.

The Training Division also conducts basic training courses for initial entry employees and volunteers, such as Basic Corrections Class (240 hours / 129 P.O.S.T. approved hours), and Basic Reserve Class (148 hours). In 2021, the Training Division was involved in three Basic Corrections Classes.

2021 Training Summary

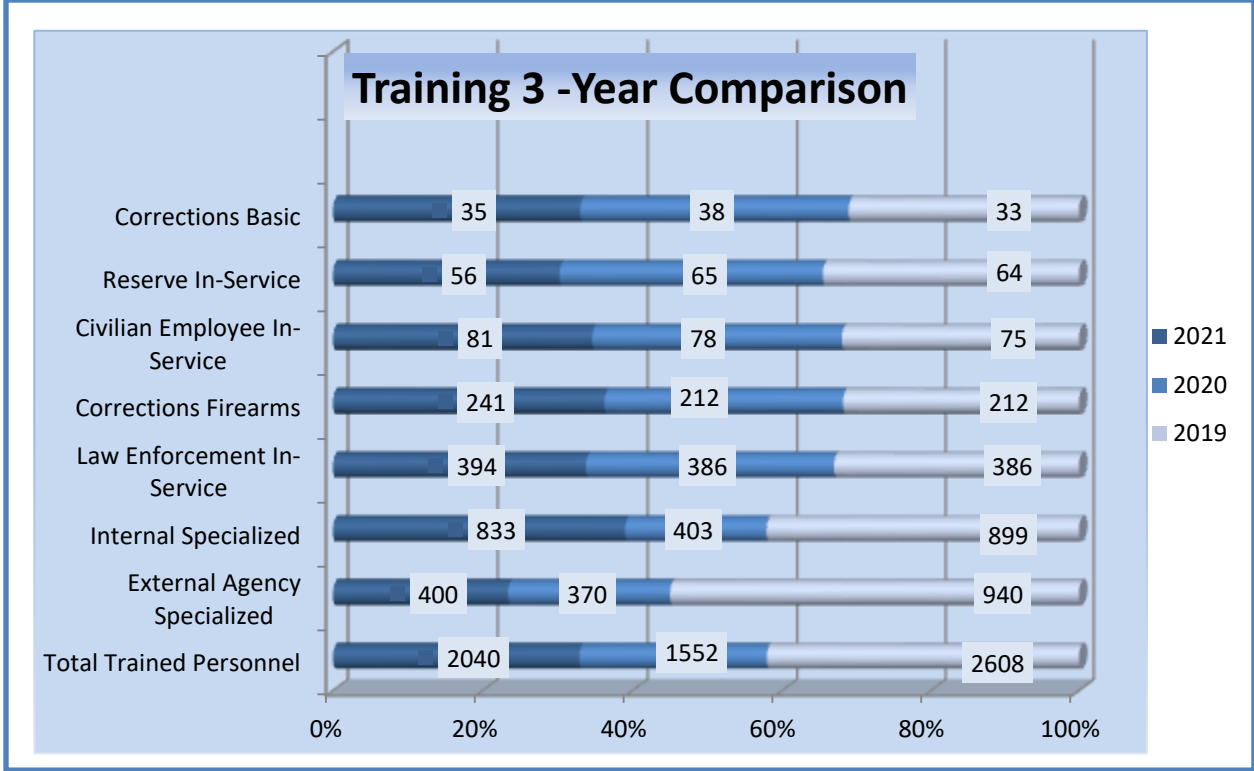
The Training Division is comprised of three full-time trainers, one civilian, and numerous part-time instructors. The Training Division staff consists of Lieutenant Paul Maupin, Sgt. Jeremy Durham, Deputy Chris Walker, and Secretary Crystal Crawley.

During 2021 the Training Division conducted (15) in-service sessions to ensure P.O.S.T. compliance of all certified Sheriff's Deputies, Park Rangers, and weapons authorized sworn employees. Numerous basic level certification classes were conducted to include, but are not limited to, basic firearms classes, PIT classes, PR24 transition, basic patrol rifle, taser, STOPS, and defensive tactics classes. Specialized schools from internal and external instructors included night fighter instructors, patrol rifle instructors, basic and advanced SRD, instructor development, hostage rescue, and specialized court security training.

Some significant achievements of the 2021 training year are upgrading the firearms training simulator and upgraded audio and video equipment in the training room. Expansion of firearms rifle training to include an additional eight hours of range time per rifle operator and conduct night time training. More open range dates have been provided than ever before. We have seen much greater success in proficiency in firearms due to the additional training hours.

The Training Division has continued to provide opportunities for deputies to attend as much travel training and conferences as budget and manpower allow bringing enhanced skill sets back to the agency.

A primary objective of 2022 will be to replace our aging and obsolete rifle platforms with modern, optics-equipped rifles. A goal of in-service training will be to provide as much integrated scenario training with as much realism to current job tasks while maintaining safety and meeting continued increasing mandates from P.O.S.T.



Range Training

Fleet Management



Fleet Management is responsible for managing fleet resources effectively and efficiently. This section must monitor, review and evaluate all vehicles, radios, and other fleet resources, and as a liaison between General Services, Hamilton County Motor Pool services, and the Radio Shop.

In addition to keeping accurate records of vehicle and radio assignments, Fleet Management personnel must also maintain records of estimates, emissions, repairs, and accident reports. They also distribute new tags for vehicles and apply approved striping and decals to new and repaired vehicles.

Fleet Management oversees and performs services for over 348 Sheriff's Office assets.

The Fleet Management Division is responsible for managing fleet resources effectively and efficiently. The division consists of two full-time certified mechanics who oversee and perform services for over 307 Hamilton County Sheriff's Office vehicles.

In FY 2021, Fleet Division addressed 1,064 tickets, with 764 of them being Preventive Maintained, upfitted 27 Patrol Units, and seven unmarked vehicles.



HCSO Fleet Management mechanics Daric Butler & Johnny Fields working on a patrol unit

Property & Evidence



Property and Evidence personnel are responsible for receiving and storing all items recovered and seized by the Sheriff's Office. This includes items of evidence, found property, and items stored for safekeeping. Additionally, the inventory is tracked to preserve the chain of custody necessary for judicial processes and for safeguarding for return to citizens.



Property & Evidence Manager Heather Crow inventories firearms in the Property & Evidence Lock Up.

During 2021, Property and Evidence maintained an average of over 39,000 separate items and received new 5,129 items for the year. With careful consideration and review of previous cases, Property and Evidence disposed of 2,457 items under seven judicial court orders, including property releases to owners. Property and Evidence is also responsible for storing, maintaining, and issuing all agency assets and consumables. They currently track approximately 8,500 department assets.

In addition to the daily control of property and evidence items, the property room personnel also accomplished the following large goals and tasks:

- Researched dispositions of adjudicated cases concerning firearms and determined what could be returned to owners and what could not, to alleviate the large collection in the gun vault. Those that could not be returned were compiled on a court order which allows the Sheriff's Office to exchange the confiscated weapons for department-approved asset weapons, ammunition, or body armor as allowed within the guidelines of TN law.
- Saw the retirement of one of our technicians and the hiring of his replacement. Converted a part-time position to a full-time clerical position.
- Developed operational procedures for Property and Evidence on awarding service weapons to eligible sworn deputies at the time of retirement. This procedure is in conjunction with Hamilton County resolution 518-5 and TCA 8-8-218.
- Helped develop operational procedures for Property and Evidence to work with Criminal Investigations and the Chattanooga Police Department for submittals to the National Integrated Ballistic Identification Network (NIBIN) Program. This program records digital impressions on an expended shell casing from specific make and models of firearms to link to a computer network within the United States.

The Property and Evidence Division passed all of its annual audits and inspections. During the Sheriff's Annual Inspection, it was addressed the need for more adequate storage and how to improve the integrity of the evidence by addressing climate control. It was determined necessary to put on the agenda to look for a way to expand the current location or to find a new location.

All Property Room personnel have completed their required annual training and kept their certifications current. They continue to maintain high standards and ethics in their daily job which results in a professional and high quality of work and accountability, thus safeguarding the evidence and personal property of our citizens. Each member of Property and Evidence strives daily to uphold and honor the Sheriff's mission statement for The Hamilton County Sheriff's Office.



P&E Technician Jimmie Oing verifying and logging in evidence into database.

Year to Date 2021

	General	Audio/Visual	Drugs	Totals
In-Take	3660	68	1401	5129
Files Closed				430
Court Orders Received	4	0	3	7
# Items on Court Orders	753	0	1704	2457

TN Pharmaceutical Take Back Program, partnered with DEA	1,181.23	Weight in Pounds
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	Made		In Take	Sent to Lab for testing
Video/ Photo Requests	184	Sexual Assault Kits	14	13

	BAC	All Other	Drugs	Total	# Trips
TBI Knoxville Crime Lab	135	14	196	345	7
Returned		11	104	115	
TBI Nashville Crime Lab	4	151	0	155	8
Returned		63	0	63	
Outsource Lab	0	0	0	0	0
Returned		0	0	0	

Unmanned Aircraft Systems Unit (UAS)

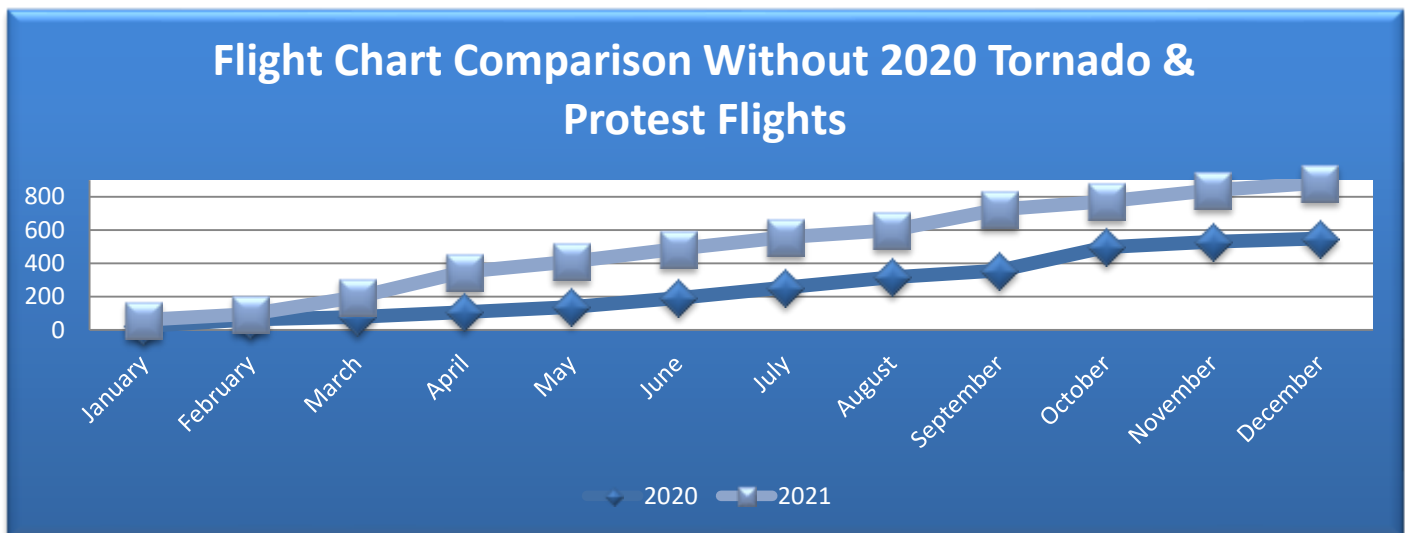


In 2021, the Hamilton County U.A.S. Team performed over 883 flights across Tennessee and Northwest Georgia. Throughout the year, the team assisted with an array of tasks ranging from mapping Hamilton County Schools to tracking dangerous fugitives on the run from law enforcement.

Of the 883 flights made in 2021, 207 were directly related to officer safety in which U.A.S. technology was used to monitor the surroundings of those on the ground performing K9 and tactical operations.

The 2021 flight data was very similar to 2020, until the flight data collected from the 2020 tornado and protest is removed. When the data from those two very rare events are removed, and you see a **61%** increase in flights for 2021 versus 2020.

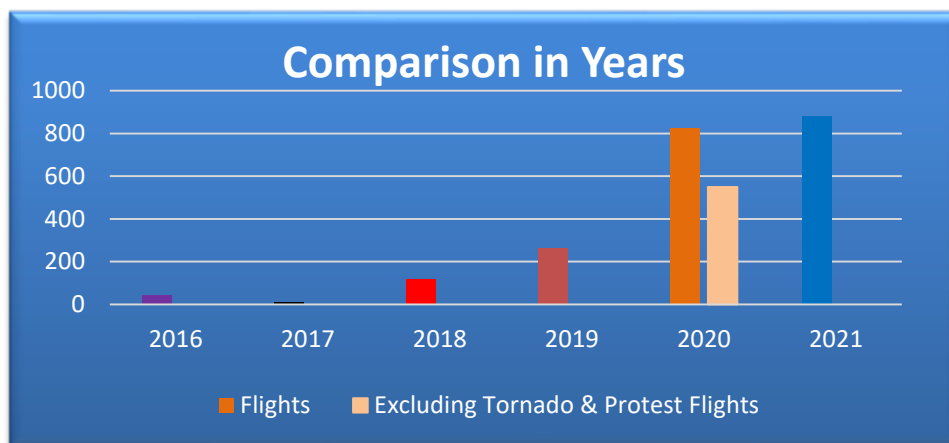
UAS Operational Overview 2020-2021		
Activities	2020	2021
Total Flights	823	883
Total Log Time	144h 31m	135h 45m
Total Flight Time	143h 13m	133h 50m
Total Mileage	652 Miles	535 Miles
Total Photos	2,284	4,676
Total Videos	249	188



Since 2016, the number of flights and the different types of missions the team performs have consistently increased each year. Because of this increase, four new pilots were added to the team in 2021. One of these pilots is assigned to the night shift, which has significantly increased the team’s response time.



In 2021, night flights accounted for 23 hours and 56 minutes of the team’s flight time for the year. Those missions primarily consisted of searching for missing persons and fugitives who had fled the scenes of various incidences.



The Hamilton County U.A.S. Team is one of the largest U.A.S. programs in the state of Tennessee and Georgia. Because of this, the team assists other agencies regularly throughout Tennessee and North Georgia. In 2021, the team spent 26 hours and 41 minutes in the air assisting other agencies with a wide range of missions, including searching for fugitives and missing persons and surveying damage sustained from natural disasters.

The U.A.S. Team also greatly increased the number of flights and hours spent training in 2021. The Hamilton County U.A.S. Team performed 254 training flights, totaling 34 hours and 55 minutes in the air. Training in 2021, focused heavily on using new equipment, searching for persons of interest, and nighttime operations.

Drug Take-Back Program



Recent national statistics indicate that approximately ninety percent (90%) of outdated or unwanted prescription and over-the-counter medications are disposed of improperly. Ways that medications are improperly disposed of include placing them in household garbage, flushing them down the toilet or sink, allowing them to be stolen or sold, or consumed by our children.

In October 2013, the Hamilton County Sheriff's Office established the "Drug Take Back" program to provide citizens a safe way to dispose of expired or unwanted/unneeded prescriptions or over-the-counter medications. Two permanent sites were established within the HCSO at the East and West Sector Squad Rooms. Days of operation are Monday thru Friday from 8:00 a.m. to 4:00 p.m. The containers are located in the front lobby of both locations, allowing easy access by the public.

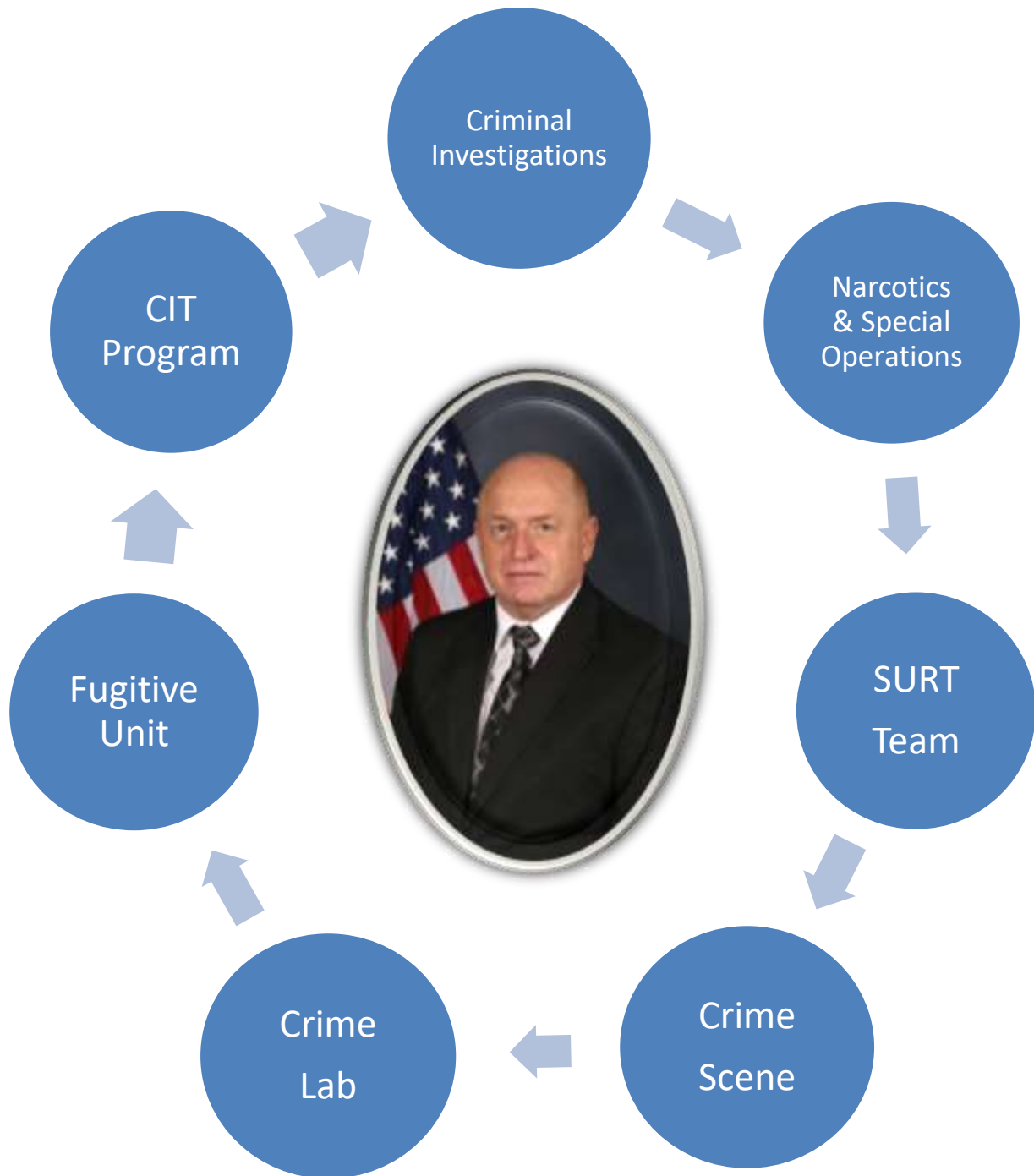
With the cooperative effort of the Hamilton County Coalition, Tennessee American Water Company, Walgreens Drug Stores, the Drug Enforcement Administration, and the Dangerous Drug Task Force, to date, the Hamilton County Sheriff's Office is responsible for the collection, disposal of, and prevention of drugs getting in the water system, landfills, and in the hands of our children.

A total of **1,181.23** pounds of unwanted or expired medication was collected by the Hamilton County Sheriff's Office and destroyed in 2021.

This is a 339-pound increase from the amount taken up in 2020.



Investigative Services



Chuck Gaston
Captain



The Hamilton County Sheriff’s Office, Investigative Services, is comprised of three divisions. These divisions are Criminal Investigations (CID), Narcotics/Special Operations, and Fugitive. Investigative Services operates throughout Hamilton County, which includes all municipalities, conducting investigations, serving Process, and affecting arrests.

In 2021, the Hamilton County District Attorney’s Office called upon HCSO Investigative Services to investigate several in-custody deaths and officer-involved shootings. These investigations require detectives with specialized training and experience to properly investigate major crime cases.

The overview chart below represents combined totals from major tracking categories for all Investigative Services Divisions. Separate division reports will provide specific details related to operational activity.

In 2021, Investigative Services worked closely to share law enforcement information and resources both internally and externally. These efforts effectively provided timely and effective efforts targeting specific public safety concerns.

Investigative Services Statistics for Year 2021	
Amount of Seized Money	\$47,088
Total Value of Drug Seized	\$474,898
Recovered Stolen Property	\$177,485
Total Number of Investigations	1,275
Total Number of Arrests	3,164

Criminal Investigations



During 2021, the Criminal Investigations Division (CID) received 1,293 complaints effecting 414 arrests and recovering \$177,485.00 in stolen property. CID investigated 118 deaths. Out of these death investigations, three were homicides, one was ruled justified, and two were individuals arrested. Also, this division worked two Chattanooga Police Officer Involved Shootings, one of which was fatal.

There were 248 juvenile-related investigations conducted which included (149) referrals from Child Protective Services. CID staff also conducted 17 Runaway investigations. In addition, Five Missing Persons cases were investigated.

The division conducted 40 fire investigations, 81 burglary reports, 91 auto thefts, and 106 reports of theft from a vehicle.

Major Case Investigations:

21-035962 9311 Bill Reed Road / Homicide / Stabbing

On Friday, December 17th, 2021, at 2135 hours, Patrol was dispatched to 9311 Bill Reed Rd on a stabbing call. The victim, Krystal Michelle Reno Fox, W/F, 7/10/1987, was transported to Erlanger Hospital with CPR in progress, where she was pronounced dead prior to CID arrival. CID responded to Hospital and residence at 9311 Bill Reed to process the scene. The suspect, Kimberly Smart, W/F, 12/11/1989, was transported to Hamilton County Jail (Silverdale) and charged with Criminal Homicide.



Case is Cleared by Arrest

Additionally, CID provides at least one detective who attends or is a member of the following multidiscipline State/County teams; Child Protective Investigative Services Team, and Domestic Abuse Response Team. The Hamilton County Sheriff's Office has been an affiliate agency of the Tennessee Internet Crimes against Children (ICAC) Task Force since 2009.

The task force is funded through grants from the Office of Juvenile Justice and Delinquency Prevention and State of Tennessee legislative appropriations. As a Task Force member, the Hamilton County Sheriff's Office ICAC Unit works with federal agencies and state and federal prosecutors to enforce technology-facilitated child exploitation.

The Hamilton County Sheriff's Office is currently the only ICAC task force affiliate agency within Hamilton County. The overwhelming majority of cases that the Sheriff's Office receives come from referrals generated from the National Center for Missing and Exploited Children.



Narcotics & Special Operations Unit



The Narcotics and Special Operations (NSO) Unit is primarily tasked with investigating drug activity and drug-related crimes throughout Hamilton County. Although the influx and use of drugs in our community will never be totally eradicated, NSO personnel continue to work to reduce its availability and lessen the effects on our community.

In 2021, investigations conducted by the NSO were numerous and diverse. They ranged from investigating individuals involved in drug sales to multi-person drug trafficking organizations involved in transporting and distributing large quantities of drugs. NSO detectives also investigated incidents involving the smuggling of drugs and other contraband into the Hamilton County Jail, as well as assisting with investigations into deaths caused by a drug overdose.

The NSO Unit also continued to support the DEA's drug enforcement efforts in the Hamilton County area with the ongoing assignment of an NSO detective to the Drug Task Force. This partnership was particularly beneficial in 2021 with two noteworthy joint investigations of drug trafficking organizations.



2000 pounds of Marijuana in one pound packages

The first investigation culminated with the indictment of six people responsible for transporting and distributing up to 20 kilograms of crystal methamphetamine "ice" per week in the Hamilton County area.

The other case involved a small group of people responsible for transporting, storing and distributing large amounts of marijuana. During this investigation, a search conducted at a local warehouse resulted in the seizure of approximately one ton of high-grade marijuana.



Three kilos of Crystal Methamphetamine "Ice" seized during 2021 search warrant

In addition to the assistance provided to the DEA, NSO personnel were also called on during 2021 to assist other Federal, State, and local law enforcement agencies with various investigations.

The NSO Unit also remained committed to community service. This service was exemplified by personnel participating in educational drug awareness presentations to various audiences throughout the year.

Fugitive Operations



The HCSO Fugitive Unit is comprised of detectives, law enforcement clerks, and part-time transport deputies. The overarching objective of the Unit is the apprehension of individuals who have outstanding arrest warrants issued by the Hamilton County Courts or those who are wanted by other jurisdictions and located within the geographical borders of Hamilton County.

2021 Fugitive Unit Arrest Activity	
Felony Arrests	
Murder/Homicide	23
Attempted Murder	11
Rape/Aggravated Rape/Sexual Assault	38
Child Rape/Child Sexual Abuse	15
Felony Child Abuse	9
Robbery/Agg. Robbery/Carjacking	33
Kidnapping/Aggravated Kidnapping	18
Aggravated Assault/Reckless Endangerment	250
Felony Evading Arrest	54
Aggravated Burglary/Burglary	120
Felony Drug Charges (Selling/Delivering)	339
Felony Weapon Charges	67
Sex Offender Registry Violations	17
Other Felonies	714
Misdemeanor Arrests	
Domestic Abuse	167
Child Abuse/Neglect	19
Contempt of Court	44
Other Misdemeanors	870
Fugitive Division Arrest Total:	2,808

The following are some of the notable incidents, events, support tools, and partnerships created or utilized during 2021 by the HCSO Fugitive Unit.

- “Open Warrant Info Online” is a portion of the HCSO website. Active warrants for unapprehended defendants are listed on this section of the public website. Tips submitted are checked for actionable information and are assigned to a team of detectives who follow up on those tips. Over 1,000 tips were submitted to the Fugitive Unit via Online Tip Submission during this reporting year.
- Changes were implemented in a number of clerical processes, which have allowed appropriate warrants to be entered into a nationwide database within a business day of issuance. This has led to fugitives being identified during police encounters in other jurisdictions much sooner than previously possible.
- Clerical Staff of HCSO Fugitive Unit receive all arrest warrants from the various Courts within Hamilton County for which the Sheriff of Hamilton County is responsible for executing. Upon receipt, Law Enforcement Clerks enter new warrant information into relevant law enforcement databases intended to aid in the identification and execution of the warrant.
- Fugitive Unit worked with the Magistrates, Sessions Court Judges, and Corrections Division to amend the extradition process for individuals arrested in Hamilton County who are wanted by non-Tennessee jurisdictions. Rather than waiting for a court date to have an extradition hearing, individuals are allowed to waive extradition when they are brought into the jail and see the magistrate (typically shortly after arriving). The requesting agencies are immediately notified that the inmate is ready for pickup. This has reduced the number of days Hamilton County houses an inmate with no local charges and allows the defendant to have his case heard in the accusing jurisdiction much sooner.
- The Fugitive Office typically holds around 25,000 arrest warrants pending execution. Some of these are as many as 30 years old and are for non-violent felonies such as failing to appear on a misdemeanor charge. When the Covid-19 pandemic caused the TN Supreme Court to issue an Order closing or greatly reducing the number of cases they were hearing, the division worked with Sessions Court, the District Attorney, and the Criminal Court Clerk’s Office to review very old pending warrants. Judges reviewed these old cases and recalled the warrants after consulting with the District Attorney’s Office when appropriate. This is an ongoing process that will take time to complete, but progress continues to be made.

- With the goal of becoming even more efficient and accurate, the Fugitive Unit has been working with the Criminal Court Clerk, Hamilton County IT, and HCSO IT on a project to develop paperless/electronic arrest warrants and affidavits. This system went live in the fall of 2021. All sworn-out (new) warrants are issued, received, verified, and executed in real-time without printing paper documents. Capiases and other Process issued by a judge from the bench have not yet transitioned but are expected to be electronic in 2022.
- As the Fugitive Unit has transitioned to paperless warrants, Fugitive staff spent several months working with HCSO IT and the Criminal Court Clerk to scan over 22,000 existing paper warrants, many decades old, into a digital format. These paper warrants were scanned by HCSO IT and validated by the Criminal Court Clerk to ensure each case was filed under the correct docket number. By working with Hamilton County Judges and District Attorney's Office, nearly 14,000 old warrants for low-level offenses were recalled ahead of this project (*e.g., Drinking Under Age issued in 1984 or warrants with insufficient identifying information to execute*). In the process of identifying these warrants, a process has been developed to identify old warrants for violent crimes. This process had resulted in numerous cases being re-examined and investigated using tools that were not available when the warrant was issued.

Fugitive Apprehension Strike Team (F.A.S.T.)

- Warrants for the most violent offenders are assigned to detectives with the Fugitive Apprehension Strike Team (FAST). FAST works closely with federal, state, and local agencies to locate and apprehend those individuals believed to pose the greatest risk of harm to Hamilton County's residents and visitors. The team concept used by FAST has proven extremely effective in bringing the "worst of the worst" fugitives into custody.
- F.A.S.T provides assistance to federal, state and municipal law enforcement agencies both within and outside of Hamilton County as requested to assist with apprehending dangerous fugitives.
- The "Top 12 Most Wanted" fugitive program draws attention to some of the communities most dangerous and high profile wanted fugitives that pose a significant threat to public safety. These cases are assigned to FAST who arrested 18 HCSO Top 12 offenders in 2021.

The Hamilton County Sheriff's Office Fugitive Transport Team was created to address the increasing number of non-local and out-of-state extradition transports. In the past, detectives were crippled by having to repeatedly travel both locally and regionally to extradite prisoners. Often, detectives must travel out of state as far as California to extradite a prisoner.

Whether our detectives are traveling locally or nationally, extraditing prisoners takes time and effort, and causes manpower shortages. When detectives must travel to extradite prisoners, it takes them away from their normal duties and keeps them from being able to investigate other important critical cases.

To help reduce the amount of time our full-time detectives are traveling to extradite prisoners, the Hamilton County Sheriff's Office Fugitive Unit began employing several part-time Sheriff's Deputies to be a part of a Fugitive Transport Team. These transport deputies hold the status of Sheriff's detectives and are fully equipped with the necessary investigative skills and training to handle low to high-risk transports.

Extradition guidelines for Hamilton County cases are set by agreement with the District Attorney and are based on the seriousness of the offense. Transport figures for 2020 and 2021 are lower than previous years due to changes in extradition guidance during times of high COVID-19 infection rates where there is an increased risk for transporting deputies and Corrections staff.

Fugitive Transport deputies offer an unparalleled service for all forms of prisoner transportation needs. Sheriff's Transport Deputies coordinate everything necessary to complete a prisoner's transport, including around-the-clock oversight and security for both over-the-road transport and flight transports aboard aircraft.



Fugitive Transport Team Detectives extradite a prisoner utilizing a commercial flight.

The Fugitive Transport Team is yet another way the Hamilton County Sheriff’s Office Fugitive Unit uses creative ways to address manpower shortages and safely transport prisoners in an effective and cost-efficient manner. Ultimately, transporting prisoners securely helps keep our community and our citizens safe.

2021 Fugitive Transport Cumulative Destinations	
Northeast	2
Southeast (Excluding TN)	243
Midwest	5
Southwest	2
West	19
Tennessee (Intrastate/Excluding Hamilton County)	229
Total	482

Prisoner Transportation – At a Glance

In 2021, the Fugitive Unit transported 482 defendants around the United States to this district.

Prisoner Transports Annually				
	2018	2019	2020	2021
Transport Mileage	109,027	126,273	100,928	98,007
Air Travel	13,895	20,187	4,808	2,300

- The Fugitive Unit manages the coordination, scheduling, and secure transport of prisoners transporting them from detention facilities, courthouses, and correctional institutions all over the United States. In 2021 the Fugitive Unit transported 482 defendants from around the United States to this district.
- HCSO employs several part-time retired law enforcement officers to support the Division by traveling to jails and prisons to pick up prisoners arrested in other jurisdictions on Hamilton County’s warrants. This saves tax dollars and allows HCSO detectives to focus on finding and apprehending fugitives who remain at large. Detectives are utilized when a transport requires commercial flight, per federal regulations.

Child Support Unit



Department of Human Services (Child Support) Unit

The Fugitive Unit has two detectives assigned to execute arrest warrants for willful non-payment of child support. Department of Human Services funds 66% of the salaries, transportation fees (mileage), and cell phones.

Year to Year Comparison

Child Support Unit - Annual Comparison					
Years Totals	2017	2018	2019	2020	2021
Arrest	316	477	440	226	315
Attempts	772	812	1764	1895	2924
Served	549	807	750	430	385

In 2021, the HCSO Department of Human Services (DHS) detectives made 315 arrests, 2,924 attempts and served 385 Attachments (i.e., arrest warrants) for Contempt of Court/Failure to Pay Child Support. DHS supports the efforts of the Fugitive Unit for nonpayment of child support by administering a Juvenile Grant which ensures court orders are served and reasonable attempts are made related to Child Support Orders from Juvenile, Circuit, and Chancery Courts of Hamilton County, Tennessee. DHS Detectives also execute Attachments that are issued by other jurisdictions for respondents who reside in Hamilton County.

In addition to DHS Detectives searching for these fugitives, Fugitive Unit's Law Enforcement Clerks enter Child Support Attachments into NCIC, resulting in more attachments being executed sooner than otherwise possible.

Sex Offender Registry



The Hamilton County Sheriff's Office Sex Offender Registry is part of the Fugitive Unit and is responsible for monitoring over 500 sex offenders within Hamilton County. Each of these individuals has cases that have been either adjudicated or placed on probation for extended periods or for life. Under state mandate, sex offenders must register within 48 hours from being released from custody. After that, unannounced residence verification e-checks are conducted by Sex Offender Registry personnel every year.

Began in 1995, as a result of the enactment of federal laws that required states to create and maintain individual sex offender registries, the HCSO Sex Offender Registry has one full-time detective, one correction deputy, and one part-time employee who monitor Tennessee's Sex Offender Registry in Hamilton County.



Deputy Jessica White conducts a review with a local offender

Currently, Tennessee registers offenders who plead to certain enumerated offenses or equivalent offenses from other jurisdictions, no matter the date of conviction, plea, or expiration of sentence. Offenders who do not meet Tennessee's criteria but are required to register in other states must register under certain circumstances.

All registered offenders are found on the Tennessee Bureau of Investigation's (TBI) internet site, and the entries contain information released pursuant to Tennessee Code Annotated, §40-39-206.

The Sheriff’s Office is responsible for offenders living throughout Hamilton County, Tennessee, which is approximately 576 square miles. In 2021, operators assigned to the Sex Offender’s Registry Unit monitored 400+ sex offenders.

Public safety is our utmost concern and priority. Therefore, an additional employee helps with monitoring the rapid growth of offenders. One additional detective would improve productivity and lessen the possibility of burnout and foreseeable errors derived from having two operators overwhelmed.

The Sex Offender Registry Unit collaborates with collateral law enforcement agencies to aggressively investigate and pursue non-compliant offenders, prioritizing those who have committed violent acts and crimes against children and adults.

Sex Offender Registry Year End Totals 2021	
Sex Offender Registry	Totals
Quarterly Reporting	1,358
Annual Reporting	147
Quarterly Updates	407
Annual Updates	22
Warrants Obtained	22
Arrests	10
Money Received (Funds)	\$38,550
New Investigations	48
Court Cases	35
Addresses Verified	379
Monitored	499



Civil Process is responsible for serving all Writs that come into their possession. This includes orders of protection, subpoenas, summons, levies, Writ of Attachments, Writ of Possessions, and Writ of Restitutions.

In 2021, the Civil Process Division served 3,886 civil warrants.

Civil Process also oversees the execution of all Temporary Injunction or Restraining Orders. For example, Civil Process managed the Injunction/Restraining Order service at the Economic Inn on Brainerd Road. This order required substantial coordination with other government agencies and non-profit organizations.

The non-profit organizations served a critical role in providing temporary housing for those displaced by the order.

2021 Civil Process Annual Statistics	
Civil Process	Totals
Writs of Possession	561
Ex-Parte Orders	930
Final Orders of Prot.	170
Civil Warrants	3886
Detainers	2870
Bank Levy's	891
Subpoenas	1512
Show Cause Orders	1304
Del. Tax Summons	2,270
Total Civil Received	16,456
Total Served	9,593
Civil Served %	58.29%
Juvenile Served%	51.30%
Received (Civil + Juv)	19,216
Served (Civil +Juv)	11,009
Division Served %	57.29%



Crisis Intervention Team (CIT)



The Hamilton County Sheriff's Office Crisis Intervention Team (CIT) program is an innovative, proactive law enforcement-based approach to addressing issues surrounding the treatment of persons with mental health issues. It is a collaborative effort and partnership between law enforcement, the mental health community, consumers, and consumer advocates that train and equip officers to respond effectively to individuals with mental illness (consumers).

The Hamilton County Sheriff's Office and the City of Chattanooga Police Department have committed to offering CIT training to officers who volunteer for the specialized training. The law enforcement-based training teaches officers how to take a more personal and educated approach to people who have mental health issues such as schizophrenia, bipolar disorder, post-traumatic stress disorder, and lack of medication issues. A large part of this training is the officers' use of verbal de-escalation. The training also consists of classroom instruction, site visits with mental health consumers, and scenario-based role play.

The CIT program that the HCSO has adopted was developed in Memphis, Tennessee, in 1988 and is known as the "Memphis Model." The Memphis Model was founded by Memphis Police Department Major Sam Cochran and University of Memphis educator Dr. Randy Dupont. It was developed to train officers to assist individuals with mental illness and to improve the safety of patrol officers, consumers, family members, and citizens within the community.

Since 2009 Hamilton County has employed several CIT Managers, each of whom traveled to Memphis to learn CIT from its founders. The Hamilton County/City of Chattanooga CIT Managers included Captain Mike Cribbs, who helped create the Hamilton County program in 2009. In 2010, Ms. Monica Middlebrooks was the first civilian CIT Manager hired



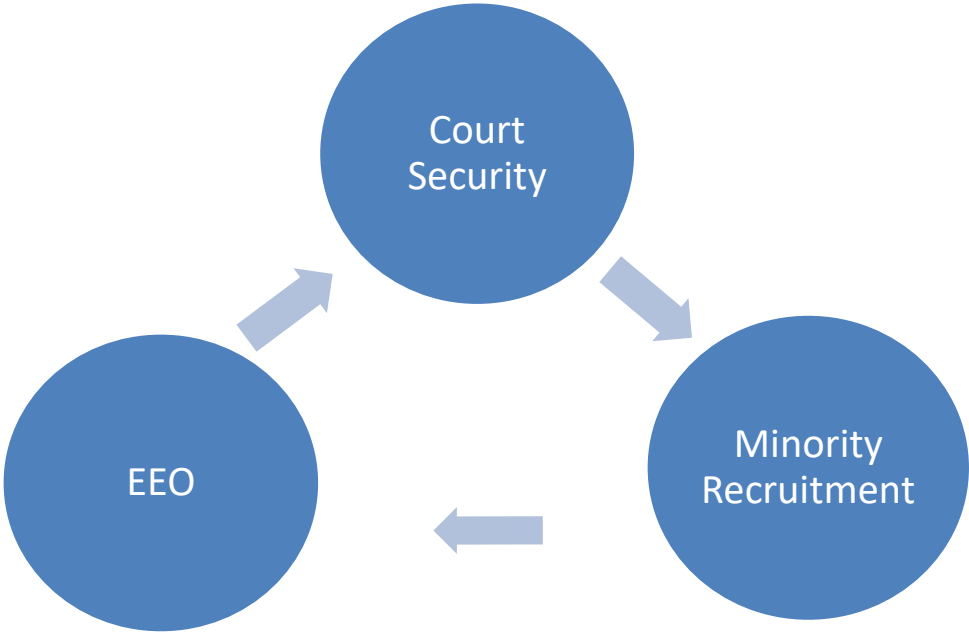
Deputy & CIT Member Danny Shields speaks with a citizen

under an Edward Byrne Memorial Justice Assistance Grant. Two years later, Mrs. Wanda Mays, MS, was the first CIT Manager whose position was funded entirely by the Hamilton County Government. The program is currently managed by Lieutenant Elliott Mahaffey and a CIT Coordinator, Deputy Jeremy Durham.

The Hamilton County/City of Chattanooga Crisis Intervention Team Program is considered a regional training center. To date, the program has certified over 650 new CIT officers for both law enforcement and public safety-based agencies. These officers represent 27 law enforcement agencies from eight counties in four states. CIT leadership has assisted agencies from as far away as Montana in setting up their CIT programs. CIT leadership has presented at several state and national conferences and provides training for staff at local treatment resources as requested.



Van Hinton
Captain



Hamilton County Sheriff's Office Court Services currently has 25 deputies that are responsible for numerous courtrooms and office spaces throughout the county metro area, including City and County Courts, Chancery and Circuit Courts, Juvenile Court, D.H.S – Maximus Courts, Tag and Title Office, and the Trustee's Offices.

To better serve its role in securing these high-profile areas, in 2019, the HCSO Court Security Division was able to secure much-needed financial aid from a state grant to upgrade the camera systems throughout the various courthouses.

Court Security Deputies are responsible for all security aspects of the courthouse, including ensuring the judges and judicial staff, court employees, and general public visiting the facility are safe at all times.

In court, these deputies may perform tasks such as handling paperwork for the judges, ejecting problematic individuals from the courtroom, or assisting witnesses in the courtroom. They may also be in charge of watching over a jury, which could include transporting a sequestered jury to and from eating establishments while they are on duty and watching over the hotel where they are required to stay overnight. Court officers may also be needed to help serve Criminal Court summons issued by the courts.

One of the most important duties of a Court Security Deputy is to ensure no weapons are brought into the Hamilton County



A Court Security Deputy assists a judge with an inmate from the Hamilton County Jail

Courthouse or any other office or court under their security purview. This also includes monitoring the general public to ensure they comply with building safety rules. Other job duties include watching doorways, managing metal detectors, and roaming a courthouse's hallways to check for suspicious activity.

Now, more than ever, the HCSO Court Security Division is proving its importance on a daily basis by ensuring those who work in or visit our local government buildings, courthouses, and public offices are safe and secure.



Court Security Division Future Needs

- We currently have 22 Court Security Deputies and 3 Court Security Supervisors. Court Security is empowered to protect judges, other court officials, witnesses, jurors, the visiting public, prisoners, and other threatened persons.
- Court Security also serves at the front line of the Courts. Court security deputies screen visitors at the building entrance and handle all others in court-related buildings.
- Court Security is now responsible for transporting all of the county inmates and federal inmates from the jail to their court appearances.

2021 Court Services Statistics	
Supoenas	19,587
Show Causes	914
Criminal Summons	432
Jury Trials	6
Sequestered Jury Trials	1

Equal Employment Office (EEO)



The Hamilton County Sheriff's Office Equal Employment Office (EEO) was established in 2018 by Sheriff Jim Hammond and is overseen by EEO Officer Captain Van Hinton. As EEO Officer, Captain Hinton is responsible for assisting our Human Resource Division with the recruitment and hiring of minorities and ensuring our hiring practices comply with all applicable federal and state laws as they relate to the fair and equitable hiring of employees.

The U.S. Equal Employment Opportunity Commission (EEOC) is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), or disability. It is also illegal to discriminate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

As EEO Officer, Captain Hinton's work centers on expanding and improving our efforts to recruit minorities. Our EEO efforts include maintaining strong working relationships with many of our local African American leaders. In addition, his relationships with service-based organizations within the African American community, especially those with faith-based leaders and the NAACP, have helped our agency bridge the gap between law enforcement and the minority community and understand and address their concerns.

Recruiting Minorities - Moving Forward

- HCSO hiring efforts in 2021, Office of Equal Employment Office and Recruitment reports minority hiring is at 16.20%, which is close to the 18% requested by Sheriff Hammond, as seen in the graph below. Our efforts will remain to recruit, hire, retain and promote officers that represent the demographics they live in.
- The EEO will continue to work with minority community leaders to foster better working relationships and build public trust. While we fully recognize that increasing diversity and inclusion in law enforcement better our agency, we alone cannot solve the myriad of challenges in our community. Our focus is to keep our citizens safe and build public trust in law enforcement. Our efforts include services based on Constitutional Principles of Equal Protection Under the Law as it applies to all citizens of Hamilton County, Tennessee.

2021 EEO Annual Statistics			
Total Population July 2021 Government Census	Population Hamilton County, Tennessee	Total 37,826	Annual Growth 0.95%
White	271,750	75.29%	
Black or African American	69,100	19.15%	
Two or More Races	7,594	2.10%	
Asian	7,445	2.06%	
Some Other Race	4,181	1.16%	
American Indian & Alaska	707	0.20%	
Nativa Hawaiian & Pacific Islander	142	0.04%	

- Office of Equal Employment Office and Recruitment will continue to pursue the goal of Sheriff Hammond, which is the recruitment and hiring of minorities beyond 18%.
- The HCSO will continue to support community inclusion and the hiring of minorities must remain a priority for the EEO.
- Lastly, the hiring, retention, and promotion of minorities are important because it is effective for law enforcement agencies to build trust and legitimacy in the communities in which they serve.



Shaun Shepherd
Deputy Chief of Corrections

Corrections Administration



John Hargis
Captain
Security Operations



Jason Clark
Captain
Support Services



Byron Knight
Captain
Dayshift Operations



Rodney Terrell
Captain
Nightshift Operations

The year 2021 proved to be a unique year for the HCSO Corrections Services. The outdated Hamilton County Jail was officially closed on June 1st, 2021. It was originally opened in 1976 under the leadership of then-Sheriff Frank Newell. Once the downtown jail was closed, all Corrections-based operations were transferred to the Silverdale Detention Center.



The last inmate leaves the Hamilton County Jail on June 1, 2021

Until this move occurred, Corrections operations at the Hamilton County Justice Center were primarily divided into the following areas: shift operations, training, accreditation, transports, booking operations, prisoner transports, and security.

Silverdale Detention Center	
Security Operations 2021	
Cells Searched	103
Routine Searches	156
High Risk Target Cells	18
Dangerous Contraband Recovered	245
Blood Draws	1168
Critical Incidents	
Inmate on Inmate Assault	150
Inmate on Officer Assault	23
Use of Force Incidents	
OC Spray	77
Tasers	84
Restraint Chair	42
Escapes	0
Suicide Attempts	27
Deaths	1

Booking operations are responsible for the intake and processing of all arrestees brought into the Hamilton County Jail. This includes an initial intake, screening, and classification.

Booking also includes intake, data entry, fingerprint/ID, NCIC/RMS, release, and first-floor operations. The jail booked a total of 16,271 arrestees in the year 2021.

Booking includes a separate misdemeanor citation processing center outside the secure facility Tuesdays through Saturdays.

There are two types of security in the jail, security shift and security operations. Security shifts provide around the clock custody and

control of the inmate population and the daily operations of the jail.

Corrections personnel are assigned to a variety of positions that include floor operations (*inmate housing units*), visitation, central control, booking, court holding, and internal and external transportation duties.

Mental Health Transports are transportation services for citizens within Hamilton County who have been identified as potentially harmful to themselves or others due to mental health problems. A Crisis Response Team member who decides that the citizen may be at risk conducts an assessment.

A Certificate of Need is prepared, and the jail is contacted requesting transportation. Transportation is typically provided from the scene to Moccasin Bend Mental Health Facility or designated facilities.

Hamilton County Jail	
2021 Security Operations	
Inmate Transfers	
TDOC	212
CADAS	15
Federal	76
Community Corrections	398
Other	1,296
Medical Clinic Operations	
Inmate Physicals	5,142
Inmate Sick Calls	8,423
Inmate Dental Services	209
Inmate Mental Health Services	2,252
Average # of Inmates on Prescription Medication	80%
Average # Inmates on Mental Health Type Medications	36%
Inmates with Outside Medical Appointments	713
Food Services Operations	
Provided by Trinity Food	



HCSO Corrections personnel monitoring inmate activity

The Hamilton County Sheriff's Office Corrections Support Services Section is vital for daily facility operation. Support Services is separated into six areas of responsibility: Maintenance, Health Services, Food Services, Quartermaster, laundry, Programs, and Religious Services, and Sentence Management.



Contract medical personnel checking on an inmate

In the past ten years, each section has experienced tremendous growth in its areas of responsibility due to an increase

in the inmate population. Support Services is a constantly evolving section. As the needs of the inmate population change and new laws and standards are introduced, Support Services must adapt and adjust to meet these challenges while remaining cost-effective. Ten years ago, the Support Services section was supervised by one Corrections Lieutenant. Today it is supervised by a Captain, Lieutenant, Sergeant and Corporal.

With an inmate population that averages 1000 inmates daily, the Support Services team oversees providing each inmate with clean laundry and three meals per day. The laundry section washes and dries approximately 600 pounds of clothing per day. The food services section prepares and serves approximately 1,800 meals daily at an average cost of \$2.98 per day per inmate and can cater to individual medical and religious diets.

The kitchen's bakery makes all bread products fresh daily. Meals are prepared by inmate workers and adhere to nationally recommended dietary standards. A licensed dietician approves menus annually to ensure the inmates are getting the recommended caloric intake.

Quartermasters are responsible for ordering all supplies and clothing used in the jail and maintaining an accurate inventory of those items to ensure there is always enough on hand. The officers positioned here are also responsible for maintaining and ordering mattresses issued to inmates and ensuring the issued items are returned undamaged and not missing any of the fillings. Officers are also responsible for changing inmates into jail attire before appearing in court, which could also serve as a search and possibly eliminate contraband.

This area also holds every inmate's personal property, which is kept behind a secured barrier. Clean laundry is kept in this area if clothing needs to be changed or new items need to be issued. The supply officer is also responsible for ensuring the cleaning boxes get refilled once every shift. The primary

concern here is making sure to have enough of the items used every day on hand to keep the facility running smoothly and efficiently.



Booking Deputy on the phone at Intake



Female Inmate being escorted by Correction's Deputy



HCSO Jail Chaplain John Waters speaks to inmates in chapel

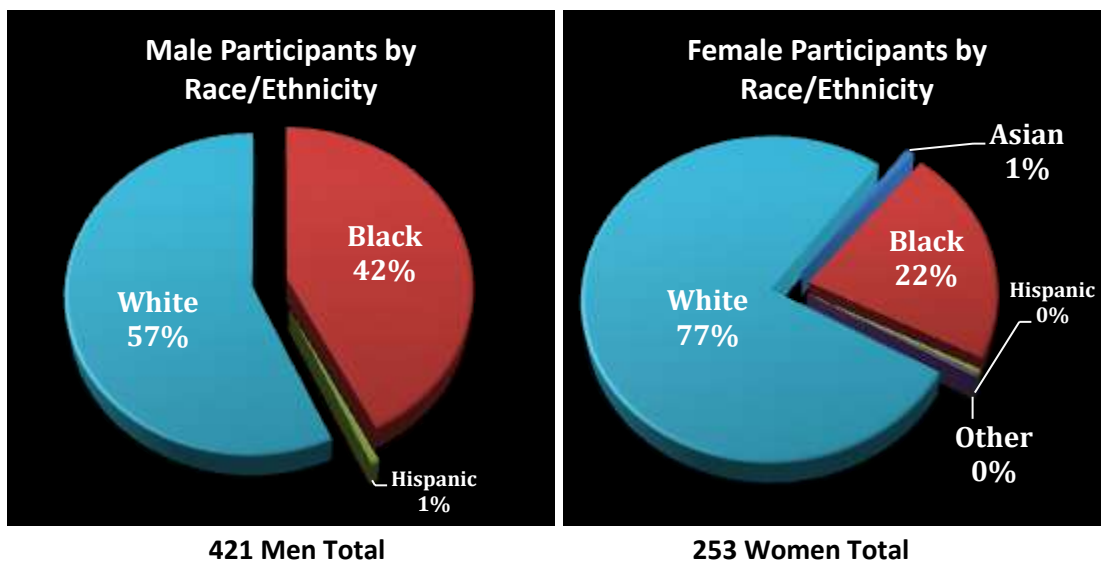
HCSO Re-Entry Program



The Hamilton County Sheriff's Office Re-Entry Program was established in June of 2018 at the Silverdale Detention Center. The Re-Entry Program aims to assist offenders with services and programs to reduce recidivism. The Re-Entry Program is evidenced-based and modeled after the Transition from Prison to Community Model by the National Institute of Corrections.

There are approximately 700 inmates that have participated in the Re-Entry Program since its inception.

Re-Entry Program Demographics: Ethnicity/Race and Gender June 2018 – March 2022



The following staff currently administers the Re-Entry Program: Programs Manager, Re-Entry Supervisor Social Counselor, three caseworkers, over 30 volunteers, and interns.

Services and Courses

Inmates are vetted and administered a risk and need assessment to identify the proper services and classes needed to overcome their barriers. Once inmates have been assessed, they are paired with a caseworker that will provide case management to assist them through: social service referrals, in-take into substance abuse recovery facilities and transitional homes, employment, educational programs, and mental health services. The Re-Entry Program also offers inmates courses that address various social skills. These courses assist inmates in

developing interpersonal communication skills and decision-making skills needed to be successful. In addition to learning social skills, inmates receive training in resume writing and interviewing. The courses are as follows:

- Anger and Stress Management
- Living on the Outside
- Parenting
- Trauma Track Groups
- Transforming Temperaments
- Celebrate Recovery
- 12 Steps to Recovery
- Career Development
- Literacy (Reading Comprehension and Writing)
- HISET (High School Equivalent Diploma)

Work Release Program

The Work Release Program was established in September of 2021 and is the newest addition to the Re-Entry Program. Through the Work Release Program, inmates are allowed to leave the detention center to work in an environment where they can learn new skills and earn money for settling legal fees and other court fees. Southern Spear – Iron Works is the first partner for the Work Release Program. As the expansion continues at Silverdale, including more buildings and clasSRDom space, the Work Release Program plans to offer apprenticeship and vocational programs to train inmates for high-earning employment.

Events and Community Partnerships

The Re-Entry Program has over 30 partnerships with various social services, agencies, education services, and employment agencies in Hamilton County and surrounding counties.

Representatives from these agencies are frequently at the Center to present their services and facilitate workshops for the inmates. Throughout the year, the Re-Entry Program hosts Resource Fairs, Job Fairs, and Informational Workshops for Inmates. The Re-Entry Program staff, partners, and volunteers all work together to ensure inmates are supported as they reenter society.



Carole Miller
Director

Human Resources is responsible for activities vital to the departmental operations' overall effectiveness, which includes personnel management and payroll services. Human Resources goals are recruiting, hiring, and retaining the most qualified individuals for our agency.

Human Resources consist of five full-time individuals, including the Director of Human Resources, Administrative Assistant, two Records Specialists, a Law Enforcement Clerk, and two part-time background investigators.

Once the Sheriff's Office took over the operational control of the Silverdale Detention Facility on December 31, 2020, the main focus of

Human Resources continued to be the hiring of qualified personnel to operate our agency. In January we saw the resignation of the Chief of Corrections and the retirement of the Corrections Captain. This resulted in a major command structure change for Corrections with additional promotions and reorganization of the personnel structure. Overall, the Sheriff's Office saw an increase of 26% in separations/retirements, which increased by 28% in promotions/advancement/transfers in 2021.

We had hoped that the high number of applications that we received in 2021 would continue into 2022, but the reverse has been the case, with the numbers slowly decreasing throughout the year.

With the cooperation of the Corrections Training Division, Human Resources continued to work six days a week to vet Corrections applicants. To streamline the hiring process and improve the background timeline, we hired two part-time investigators who have turned the process around from six weeks to two weeks to complete the polygraph and background.

With the fiscal year beginning July 1, 2021, the Sheriff's Office saw an increase in budgeted personnel from 443 to 531, an increase of approximately 17%. With the rise in personnel needed to operate the departments, all hands needed to be on board to assist with recruiting. Uniformed Services assigned personnel to a recruiting team for the agency which included attending a training seminar and being present at career days at the police academies for those recruits who have not yet committed to an agency. Their presence has been welcomed and the school administration has been very complimentary of their presentation.

To assist with the Corrections Division hiring, we have held several hiring fairs and events at local venues, which have allowed candidates to submit an application, interview and testing (physical agility and written) similar to the process Human Resources and the Corrections Training have been doing since August, 2020. In addition, the applicant met with the Human Resources investigators to schedule the polygraph and background the following week. This was the first attempt at this recruiting style, and another event has been forecasted for early 2022 with a major push through advertising, media coverage, and social networking.

2021 Human Resources Annual Statistics					
New Registers	109	Suspensions w/o pay	16	Polygraphs	133
Separations	78	Admin Leave w/pay	10	Psychological	79
Retirements	13	Military Activation	5	Physicals	78
Retired/Terminal	4	Return from Military	11	TB Test Administered	372
Terminations	8	Loudermill Hearings	4	Flu Shots	140
Hires	89	OJI(s)	156	Special Deputy ID	86
Special Assignments	20	Basic Police Academy	2	Retirement ID	19
Promotions	26	Background Checks	552	Fingerprinting	166
Advancement/Transfers	50	Records Requests	448	Grievances	7

Even though the Families First Coronavirus Act (FFCRA) ended on December 31, 2020, Sheriff Hammond chose to continue to pay his employees while absent for COVID in 2021. The administrative assistant continued to keep track of the employees' hours which totaled approximately 11,308 paid hours.

In addition, payroll continued to verify employees' regular work and overtime hours. With the timesheet management system, employees submit their weekly and bi-weekly hours through their supervisors and the administrative assistant verifies the hours with shift reports and overtime sheets. In 2021 payroll services reported approximately 776,011 regular work hours and 121,594 overtime hours for department employees. The overtime hours were an increase of 40% from 2020 which is attributed to the lack of manpower within the department.

During 2021, the Sheriff's Office had 23 military personnel either with the National Guard or Reserves. We had five employees deployed during the year and 11 returning by the end of the year. The department provides 160 hours of paid leave for military duty and/or training each year to these individuals. In 2021 they were paid approximately 2,724 hours of military leave.

Finance & Information Systems



Ron Bernard
Director

Finance and Information Systems is managed by Director Ron Bernard, and consists of the Information Systems, Central Records, networking, Purchasing and Account Management, and Finance.

Director Bernard is supported by Administrative Assistant Melissa Battles who is responsible for assisting with memorandums of understanding, the tracking of contracts and agreements, hands on tracking and tagging of the HCSO physical asset inventory, answering the primary phone line to the HCSO and a host of additional duties as required.

Central (Criminal) Records Division is managed by Information Systems Manager, Jimi Hammond and supervised by Ginger Merritt.

HCSO Records processes thousands of items per year, including the following: Open records requests, background checks, tow sheet processing, handgun permit checks, arrest report entry, citation entry, expungement processing, NCIC warrant entry, NCIC Orders of protection entry, NCIC Bond Conditions entry, NCIC article/vehicle entry and verification of TIBRs reportable Offenses for TN state reporting. The Records Supervisor also participates in the training of agency personnel for proper operations of our Records Management Software.

Records contain our Terminal Agency Coordinator (TAC-Ginger Merritt) and the Alternate TAC (Jessica Hoskins).

Information Systems – Support is managed by Jimi Hammond. It supports over 500 computer and door lock accounts and interfaces with other agencies concerning Technology and systems in operation. Tickets and projects completed in 2021 totaled over 7,000. The IT Division supports



Director Ron Bernard (center) meets with Finance Manager Jack Ellis (left) and Purchasing Manager Carolyn Catchings



Networking Specialists' Jeff Owens (back) and Shawn Adams (front) working on one of the HCSO's servers

approximately 2,000 items and assets located throughout the county for use. The upkeep of items includes refreshing with new ones as the useful age expires. The IT Division also assists HCSO purchasing with cell phone and telecommunication issues.

Information Systems Networking is led by Adam Marthaler (2007-2015, 2019-2020) and supports servers, other networking electronics, and special projects for the HCSO. Multiple local area

networks (LANs) and Wide Area Network (WAN) are maintained. Locations include Downtown (Market Street), Jail (Walnut), MLK, Silverdale, West (Dayton Blvd), East (Hickory Valley Road), Silverdale and over 150 remote computers via a secure remote VPN connection.

Purchasing and Accounts is managed by Carolyn Catchings (2000), who processes all purchases for the HCSO by overseeing quotes, bids, and advertisements for an approximately \$15 million operations budget. This is a decrease of \$8 million since the agency is no longer funding CoreCivic.

Purchasing and Accounts also oversee the financial management of all grants for federal and state-related reimbursements. They are also responsible for travel and conference-related funds, fiscal reports, P-Card purchases for the entire Sheriff's Office, and fuel expenses. The monthly fuel report is also monitored and tracked.

The division also maintains billing and oversight of cell phones, wireless Mi-Fis, and the internal phone system throughout the HCSO. The division ensures that we stay within forecasted expenditures and our budget for each



Purchasing Manager Carolyn Catchings reviews information with Finance Assistant Christie Vanderwaal

fiscal year.

Jack Ellis serves as the Finance Manager for the HCSO and is responsible for inputting the yearly budget, providing statistical reports, and providing fiscal management. The past three years, Jack has been the liaison to Hamilton County General Government for United Way for the HCSO and represents the HCSO on the Countywide Safety committee. The Sheriff's Office budget was over \$59M for the fiscal year 2021.

Public Relations Office



Matt Lea
Public Relations
Manager

The Public Relations Office is managed by Public Relations Manager Matt Lea and was officially established by Sheriff Jim Hammond in October of 2018. It consists of one Public Relations Manager and two Public Information Officers.


Formally known in prior years as the Public Information Office, the Public Relations Office's primary objective is to work directly with the Sheriff, Chief Deputy, and the individual divisions to accurately promote the daily operations and activities of the men and women of the Hamilton County Sheriff's office professionally and courteously.

Each day, Public Relations Office personnel interact with the public in a variety of ways, from serving as liaisons with the local press and broadcast media, organizing press conferences and press statements, and creating meaningful partnerships with local businesses and community organizations.

The Public Relations Office is also responsible for marketing the HCSO and its employees both internally and externally. This includes providing positive information about the HCSO to the media and citizen groups, supporting public safety-related programs and initiatives, managing the release of information regarding critical incidents, working with local elected officials and community stakeholders, and managing the agency's social media platforms.

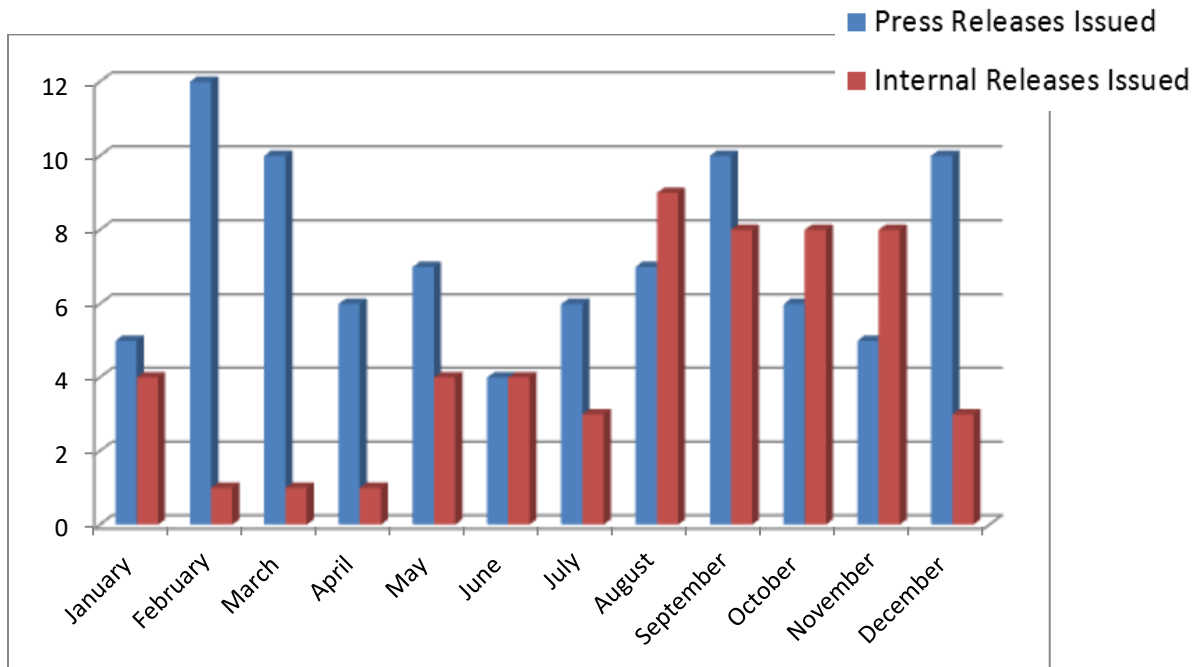
The Public Relations Office issues approximately 200 press releases and fields over 800 media requests annually, resulting in over 1,000 media stories and newspaper articles each year. The year 2020 was an unusual year due to COVID-19. As a result, we saw a significant drop in our public relations-based activities and requests for information.

Daily Communication & Outreach 2021		
Type of Activity	Total	Monthly Average
Press Releases Issued	88	7
Internal Communications Issued	54	5
Media Inquiries Fielded	515	43
Public Relations Events	36	3
Facebook Engagement (Stories & Posts)	331	28
Twitter Engagement (Posts)	381	32
Total Press Stories	650	54
Media Interviews Conducted	61	5

2021 Social Media Participation (Facebook) 	
Type of Activity	Total People Reached
Current Participation (Followers)	32,477
Participation January 1, 2021 (Followers)	29,577
Participation December 31, 2020 (Followers)	31,757
Top Post Reach (HCSO Searches for Emilee Parker)	259,124
2nd Top Post Reach (HCSO to be Featured on COPS TV Once Again)	131,198
Annual Analytics	
Total Annual FB Posts	331
Monthly Post Average	28
Annual Participation Increase	1,938

Since 2015, Public Relations Office personnel have fielded approximately 4,900 requests for information from the media, resulting in over 6,000 media stories and newspaper articles.

The Public Relations Office will also continue to seek new avenues and build internal partnerships with both our civilian and sworn divisions within the HCSO. This will include assisting the Training Division with state-mandated In-Service media training, developing meaningful partnerships with local businesses and community stakeholders, and teaching additional community courses on improving personal and home safety.





Robert Lee
Lieutenant

Internal Affairs reports directly to the Chief Deputy or, in his absence, Sheriff Jim Hammond. Additionally, internal Affairs personnel are responsible for conducting independent administrative investigations of allegations of misconduct against members of the Hamilton County Sheriff’s Office, which includes both law enforcement & corrections.

Internal Affairs ensures an avenue of redress for citizens who have observed or been the victim of alleged misconduct by the Hamilton County Sheriff’s Office employees.

The procedures established for handling complaints assure the thorough investigation of incidents to determine if an administrative violation occurred by a preponderance of the evidence. Internal Affairs makes certain that due process is afforded to all Hamilton County Sheriff’s Office members in the discipline process when an allegation is sustained, and the Sheriff determines discipline is appropriate. The Hamilton

County Sheriff’s Office must file a statistical summary of Internal Affairs complaints and Administrative Investigations conducted annually.

Types of Investigations

The Hamilton County Sheriff’s Office conducted eighty-one (81) administrative investigations in 2021. Of these, twenty-three (23) were administrative reviews, forty-four (44) were formal internal affairs investigations, nine (9) were supervisor investigations, eighteen (18) were citizen complaints, and two (2) were outside agency investigations.

There were no anonymous complaints filed during this reporting period.

Internal Investigations - 3 Year Comparison				
	2019	2020	2021	Difference
Anonymous Complaints	0	0	0	0
Administrative Reviews	12	7	23	16
Internal Affairs	51	13	44	31
Supervisor Investigations	2	12	9	-3
Citizen Complaints	1	3	18	15
Outside Agencies	1	1	2	1
Traffic Light Violations	N/D	N/D	15	15
How Complaints Were Received				
	2019	2020	2021	Difference
External	22	5	25	20
Internal	45	26	54	28

**Allow n/d to stand for no data.*

Traffic Camera Violations

In 2018, the Hamilton County Sheriff’s Office started using IA Pro to track administrative complaints and Blue Team incidents. In 2021, due to the efficiency of IA Pro, Internal Affairs began using this program to track Traffic Camera Violations involving employees’ assigned vehicles.

These violations are tracked to understand if our employees are abiding by policy 41.3.01B which states, “Willful negligence on the part of the deputy in the care, maintenance, or operation of his or her assigned vehicle, or violation of any laws, rules, or regulations governing the use of the vehicle or any other Sheriff’s Office policy could result in the removal of the deputy from the Take-Home Program and/or other disciplinary action as deemed appropriate by the Sheriff. The employee’s responsibility is to satisfy any traffic ticket while operating the vehicle.”

In 2021 there were fifteen (15) Traffic Camera violations across the Sheriff’s Office. The agency received a total of three (3) red light violations and twelve (12) speed limit violations. The judge dismissed one violation, and all others were satisfied by the responsible employee.

Conclusion:

This 2021 annual report is based on data that is not static and is subject to change following this annual report because of pending cases. While the Hamilton County Sheriff’s Office strives to share accurate and timely information with our community, there are factors that influence these changes.

The Sheriff’s Office attempts to minimize these changes and updates by adjudicating the 2021 case investigations before completing the annual report. This is important because the annual report is based on the calendar year. A complaint from an event in December may take several

2021 Internal Affairs Compiants & Actions				
How Compiants Were Received				
	2019	2020	2021	Difference
External	22	5	25	20
Internal	45	26	54	28
Total	67	31	79	48
Investigative Findings				
	2019	2020	2021	Difference
Sustained	21	17	35	18
Exonerated	2	2	0	2
No-Sustained	5	1	2	1
Unfounded	9	4	5	1
Matter of Record	0	0	0	0
Pending	29	0	39	39
No Findings	0	0	0	0
Actions Taken				
	2019	2020	2021	Difference
No Action Taken	17	8	6	-2
Pending	31	0	39	39
Re-Classified	1	0	0	0
Resigned	4	2	6	4
Suspended	6	5	13	8
Terminated	1	1	7	6
Verbal Counseling	1	2	0	-2
Verbal Reprimand	0	2	2	0
Written Reprimand	2	3	4	

months to adjudicate, depending on the severity of the allegation and length of the investigation. In the case of an appeal, especially an employee suspension or termination, the final adjudication may be overturned by the Civil Service Board, or the length of suspension may be increased or decreased.

Crime Analysis Unit



Crime and intelligence analysis is a fairly new and popular field within law enforcement. The field was founded upon the idea of Intelligence-Led Policing, which developed in the wake of the terrorist attacks of September 11, 2001. Intelligence analysis is becoming an industry standard for law enforcement agencies at the local, state, and federal levels.

The Hamilton County Sheriff's Office Crime Analysis Division was officially established in 2018 with a Federal COPS Grant. The division is staffed by two Crime Intelligence Analysts responsible for uncovering crime trends, reporting on criminal activity, combining information from disparate sources, and ultimately merging all the information gathered into understandable intelligence for law enforcement. Various departments receive the intelligence to help with their daily activities.

There are two areas of focus within the department, crime analysis, and intelligence analysis. Crime analysis focuses on data, such as citations of incidents, and typically involves calculating numbers and mapping hotspots to help the Patrol Division decide where to direct most of their efforts. Intelligence analysis involves examining evidence, such as cellphones or social media to form decisions and conclusions that aid in investigations intuitively.

While very distinct in their differences, crime analysis and intelligence analysis coincide; they are both essential to the success of an analysis unit. Although this is a new unit within HCSO, it is expected to become a vital part of the organization in the coming years.

For more details about our agency's crime statistics, including those pertaining to the following, please review the attached Crime Analysis Unit Annual Report.

- Statistical Considerations
- Crimes Against Persons
- Property Crimes
- Crimes Against Society



The Hamilton County Sheriff's Office General Counsel was created two years ago and remains very busy. As the only in-house lawyer at the Sheriff's Office, our General Counsel is tasked with assisting with legal matters for all HCSO operations.

Since taking over the operation of the Silverdale Detention Center in December of 2020, Corrections Services has nearly doubled in size and responsibility.

The closing of the downtown jail and the transfer of inmates from downtown to Silverdale created an inmate population of over 1,000. With that came dozens of contracts, vendor agreements, permits, and other legal issues that the HCSO has faced before.



HCSO General Counsel Coty Wamp works at her desk

At the beginning of the transition to Silverdale, HCSO successfully contracted with a new medical vendor for the facility who provides medical care for all inmates. This was a huge undertaking with a contract of over three million dollars per year. There were also legal issues that arose from moving several of our inmate services from the downtown jail to Silverdale. These included inmate phone systems and inmate commissary through the Blind Vendor service. At the end of 2021, we were tasked to choose a new Food Service Vendor at the facility. This task proved arduous and required hours through the procurement and contract process.

The General Counsel responds to legal matters beyond contracts and agreements at the jail. Counsel also provides an eight-hour course in legal liability training to every cadet class that comes through the HCSO Corrections Academy. This training covers a wide array of legal training, including civil rights liability, criminal liability, and inmates' fair and equitable treatment.

Counsel also acts as the liaison between the courts, attorneys, and Corrections Services. This includes attorney-client visitation issues, medical care inquiries, sentence calculation, or general information that attorneys and court personnel need regarding specific inmates. General Counsel is usually the individual who fields those inquiries.

General Counsel is also tasked with assisting Law Enforcement Services in multiple ways. First, Counsel is always available to field criminal and constitutional law questions. Often, this presents itself through questions from Patrol or Investigative Services regarding routine traffic stops, citizen encounters, or investigations.

Second, General Counsel provides in-service training to the Law Enforcement Services through an hour-and-a-half legal update course that is taught every other week. This ensures that law enforcement is consistently reminded of necessary constitutional rights and updated case law. As a result, our deputies are up to date on the latest significant cases from courts across the country.

Lastly, Law Enforcement Services maintains relationships and partnerships with other law enforcement agencies and organizations in town that are mutually beneficial to law enforcement operations and ensure that our community is well served. Those partnerships often require Memorandums of Understanding that are monitored and updated by General Counsel.

General Counsel also represents the Sheriff's Office at Civil Service Board meetings. Before this position was created, the County Attorney's Office was required to moderate the meetings, represent the Sheriff, and also ensure that the Civil Service Board has been given facts and information fairly. This created somewhat of a conflict. Now, the County Attorney is able to moderate the meetings while HCSO General Counsel explains and defends the HCSO position on issues that come before the Board.

There are only a handful of lawyers that work directly for law enforcement agencies across the State of Tennessee. These individuals work closely together and with the Tennessee Sheriff's Association to affect all legislation that could affect the Sheriff's Offices. The Sheriff is a member of the Legislative Committee of the Tennessee Sheriff's Association. HCSO Counsel appears at Legislative Committee Meetings on behalf of the Sheriff and helps shape the law enforcement position on key legislation that involves criminal law.

General Counsel also handles subpoenas and public records requests involving dash and body camera footage. Since our deputies were equipped with body cameras in 2020, the number of footage requests has increased. Requested documents and videos must be released timely but also with caution based on privacy laws and criminal discovery concerns. Lastly, Counsel also assists with Internal Affairs, Human Resources when necessary, and anything else that has legal implications or needs legal review. With so many changes across the agency in the past year and a half, the Legal Division has proved valuable by being accessible, working efficiently, and providing Office-wide assistance that never existed before.

Standards & Accreditation



Miriam Laracuent

Law Enforcement
Accreditation Manager

The Hamilton County Sheriff's Office has been a fully accredited agency by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 2013.

CALEA is a national and international independent entity founded in 1979 through the joint efforts of the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriffs' Association, and the Police Executive Research Forum.

Law enforcement accreditation is a voluntary process in which agencies agree to comply with 459 professional "best practice" standards as defined by the accrediting body. Compliance with these standards serves as a commitment to professionalism.

The re-accreditation for the sheriff's office took place in 2016. The commission awarded the HCSO re-accreditation without any standards out of compliance. In 2017, HCSO moved into the CALEA four-year accrediting process. With this procedure, CALEA's standards or files are assessed remotely throughout each year for three years, with an on-site assessment in the fourth year.



Tracey Case

Corrections
Accreditation Manager

The Sheriff's Office had its most recent CALEA on-site assessment in October 2020. This CALEA assessment involved CALEA assessors interviewing and interacting with members of the Sheriff's Office, county employees, community partners, and citizens. The Sheriff's Office was found to have demonstrated its commitment to law enforcement excellence by living up to a body of standards deemed essential to protecting the life, health, safety, and rights of the citizens we serve. The Commission awarded the Sheriff's Office its third Certificate of Advanced Meritorious Accreditation. The next assessment will take place in 2024.

CALEA accreditation is the Gold Standard for Public Safety Agencies and represents a true commitment to excellence. The Hamilton County Sheriff's office continues to strive for excellence. The CALEA standards have helped improve the sheriff's office and are a testament to how far the office has come in the accreditation process since 2013. With the continued support of staff and citizens, the sheriff's office will continue to make Hamilton County a great place to live.



Corrections Based Accreditation Efforts

The Hamilton County sheriff's office conducted the four-year cycle, first-year assessment on October 15, 2021.

ACA – American Correctional Association

Initial Accreditation – August 2018 Duration – 3 years

Renewal Due – August 2021 (will not renew the accreditation for the downtown jail since we are moving to the Silverdale facility).



NCCHC – National Commission on Correctional Health Care

Initial Accreditation – April 2020

Duration – 3 years

Renewal Due – April 2023



Successes:

- Hamilton County Silverdale Correctional Facility successful completion of the TCI yearly Inspection in November 2021.
- CALEA Law Enforcement Yearly Assessment Completed

FUSE Program



The HCSO FUSE (Frequent Users System Engagement) Pilot was established by the Hamilton County Sheriff's Office and many partner organizations to reduce the number of homeless individuals with mental illness who cycle repeatedly and unnecessarily through our jail and hospitals.

The strength of community partnerships enabled the HCSO FUSE team to raise almost one million dollars from local public, private and nonprofit sources to support the Pilot. In addition, a 3.4 million dollar federal grant from the Substance Abuse and Mental Health Administration (SAMHSA), an agency within the U.S. Department of Health and Human Services, a 2.2 million dollar grant from the Department of Justice (DOJ), and a \$225,000 grant from Housing and Urban Development (HUD ESG-CV2) have been awarded to the HCSO FUSE initiative so far.

EARLY SIGNS OF PROGRESS ... as of 12/31/21

	Age	Gender	Race	Homeless	1 st Arrest	BEFORE*		AFTER**	
						Arrests	Days	Arrests	Days
4	44	male	African American	2006	1995	4	971	0	0
2	60	male	Hispanic	2004	1984	10	598	0	0
6	36	female	African American	2007	2016	2	287	0	0
1	56	female	African American	1996	1987	5	225	0	0
10	33	male	Caucasian	2012	2004	9	190	0	0
8	26	male	African American	?	2014	4	82	1	1
7	30	female	Caucasian	2018	2005	4	35	3	12
9	28	male	Caucasian	2012	2011	12	289	1	8
5	23	male	African American	2002	2016	2	738	2	11
3	44	male	African American	?	1995	6	793	6	185
*Three years prior to their FUSE enrollment date. **Participation in the program to date ranges between 7 and 13 months.						68	4,208	11	150
At \$75 per day, the County spent \$315,600 in the three years prior to their enrollment and \$15,525 since.									

This year was a challenging year for HCSO FUSE. It faced philosophical challenges with the initial behavioral health provider resulting in early termination of the contract. Additionally, it continued to face challenges due to COVID. Enrollment and treatment were slowed and sometimes halted due to the behavioral health team staff and participants who were diagnosed with COVID and the resulting protocols. COVID also restricted, and in some cases stopped, the necessary companion wrap-around

support services that aid HCSO FUSE participants. COVID also significantly impacted the housing market in Hamilton County.

Despite our challenges, HCSO FUSE has had many accomplishments. The ten original HCSO FUSE participants collectively represent over \$300,000 in cost avoidance for the Hamilton County Jail when comparing jail days previously served to post-enrollment. In addition, Erlanger Hospital boasts even more significant savings. This proves that the Housing First model has positively impacted its participants' lives this past year.

We view this as a time of learning and growing our connections in the community – work that has paved the way for what is to come. HCSO FUSE is currently working on a contract with a new behavior health provider and is well-positioned to impact the individuals who will enroll, and on the systems, the participants are involved in. This shows that permanent supportive housing will provide cost savings and cost avoidance for jails, hospitals, and other support systems.