

**HAMILTON COUNTY  
SHERIFF'S OFFICE  
2012  
ANNUAL REPORT**

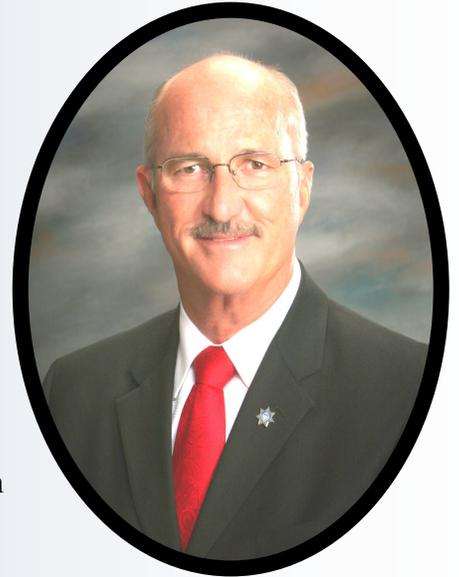


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**Special thanks to the staff for their dedication  
in the preparation of this report.**

A MESSAGE FROM  
HAMILTON COUNTY SHERIFF  
JIM HAMMOND



The sheriff's office provides this report each year to our county commission first and then to the citizens of Hamilton County.

Last year certainly proved to be challenging but also provided us with many opportunities to meet the law enforcement services and protection needs of the our citizens in this state's fourth largest county.

This past March, for the second Spring in a row, Southeast Tennessee was visited by several very destructive F2 and F3 tornadoes which touched down in Harrison and moved north. Fortunately, there was no loss of life but still 30 people were injured, 346 homes were damaged and 77 homes were completely destroyed.

Lessons learned by the men and women of our agency during the tornado of 2011 proved to be extremely valuable. A disaster of this magnitude places a real hardship on agencies such as ours because it requires a much larger response to handle this level of destruction. Our employees performed admirably, however, and provided an effective response, providing our citizens with the protection, safety and service we all expected. Also, I was overwhelmed by the amount of volunteers who came out willing to assist our officers and Reserves in any way possible.

Unfortunately, downward trends in the economy seemed to find their way into law enforcement early in the game, which is most often the trend. Our agency, like many others has seen its share of budget uncertainties. This required us to cut back on training, equipment and ammunition as well as our capital needs such as vehicles and communication hardware. Also, 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 worked diligently to "make things work" for our agency.

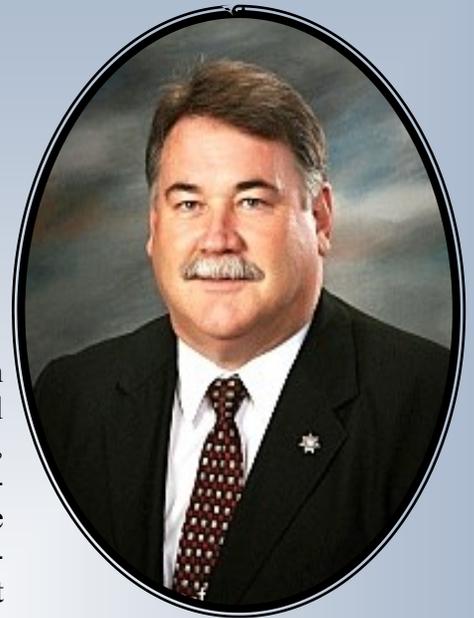
I am quite pleased to report that last year I saw an unprecedented amount of support generated by volunteers in such programs as our Reserve Officers, Mounted Horse Patrol, court building volunteers and Explorers. They regard our agency as one worth their investing into.

The Commission on Accreditation for Law Enforcement Agencies (CALEA) remains a priority for our agency. Now in our third year of data collection, policy and procedural changes and development of new standards, we anticipate having our formal accreditation in the Fall of 2013. By that time we will have fully developed and documented our goal to adhere to almost 500 professional standards, which will promote the efficient use of our resources while improving our services. At the same time, our agency is also pursuing accreditation with the American Correctional Association (ACA) and the National Commission on Correctional Health Care (NCCHC). Obtaining these three accreditations will earn our sheriff's office the much coveted "Triple Crown" held by very few sheriff's offices in the country.

The second annual Sheriff's Foundation luncheon held in November was another great success with over 400 in attendance. The Sheriff's Foundation's three-fold goal is to provide our agencies with **The Latest Technology, Command Staff Leadership Training and Innovative Community Programs and Partnerships**. We are in the process now of appointing a director in 2013 to spearhead the development and fund raising efforts of the Foundation.

Yes, 2012 presented our agency with a lot of new challenges – and these have provided us with new opportunities to increase our level of learning and training while developing the men and women of our agency to better serve by “Putting Our Citizens First.” Let me assure you that those serving here are dedicated to our mission statement of being committed to excellence for all citizens with fair and equitable performance. That will never change.

A MESSAGE FROM  
CHIEF DEPUTY  
ALLEN BRANUM



As we closed out the calendar year 2012 and have entered 2013, I remain amazed at many of the things accomplished by our employees. We all know there was an overall increase in the number of calls for service, and that trend will continue as the diverse needs in our communities continue to change. Even though we did not see any real reduction in the “routine” call load we have experienced for years, a big part of that increase in the overall call load was due to the unique kind of calls that keep you saying to yourself, “just when I thought I had seen it all....”

Our Corrections Division was no different. They continued to deal with a wide variety of issues which many of us might find hard to believe. Although we did see a decrease in the average number of inmates last year, those incarcerated provided plenty of “job security” for the staff at 601 Walnut Street. We are seeing a much different world these days – one that is constantly changing and at a faster pace – than just a few years ago.

We continued to be challenged with funding issues and sought creative ways to get the job done with little change in our resources. Some of these “doing without situations” are becoming increasingly concerning to us each year.

As this **Annual Report** is presented, we are also finalizing the rough draft of our budget which will be submitted to the county’s Finance Division toward the end of March. Prior to then, we will be involved in the “budget process” on a daily basis until we present our final draft to the commission for their vote near the start of the new fiscal year on July 1, 2013. The county mayor and commission are certainly aware of the needs of the sheriff’s office as well as the other departments within county government. Although our budget will include all the regular line items, we will submit several other important requests such as the Bridge Plan. We are also placing special emphasis on capital projects this year such as replacing worn out vehicles and equipment that are vital to our law enforcement operation. Capital funds are entirely separate from our operational budget.

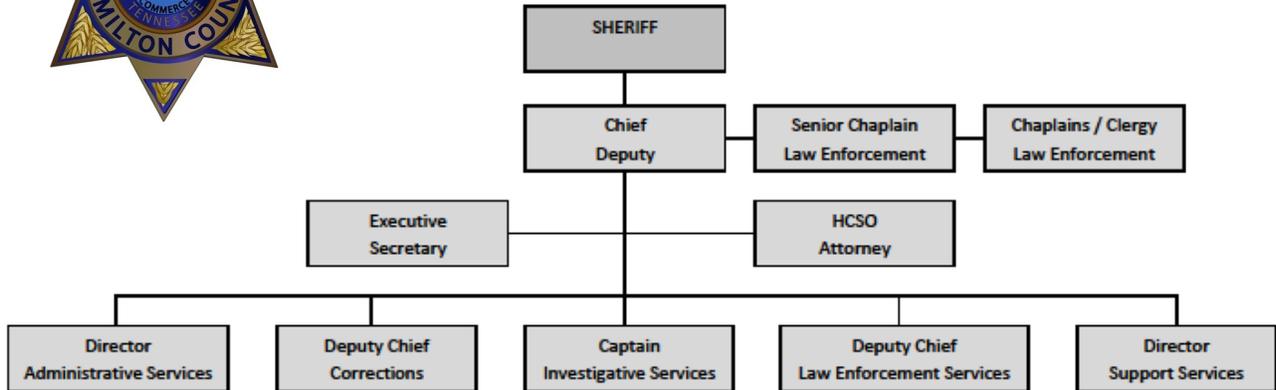
We know yearly reports and budgets generate a lot of our attention. Those issues come in yearly cycles, either a calendar year from January through December or a fiscal year from July through June. We know these are important and are required to operate any other agency, company, or government.

But, the men and women of the Hamilton County Sheriff’s Office also understand there are other issues as well that are very important and come at little or no cost. We will continue to challenge our employees to exceed the norm in addressing their own individual merits it takes to do their job accurately, professionally and respectably. We will be reminded daily of our Mission Statement “**Commitment to Excellence for All Citizens with Fair and Equitable Performance**” and will not waiver from it.

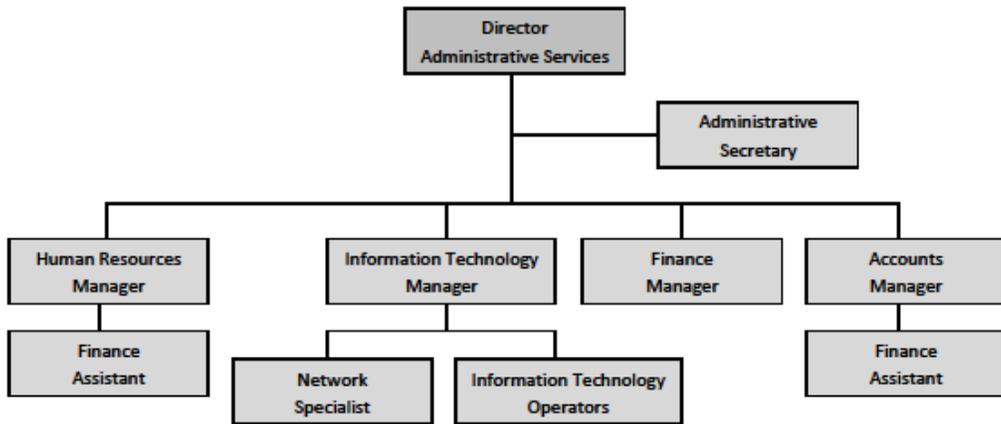
Allen Branum,  
Chief Deputy



**HAMILTON COUNTY SHERIFF'S OFFICE**  
**Command Level**

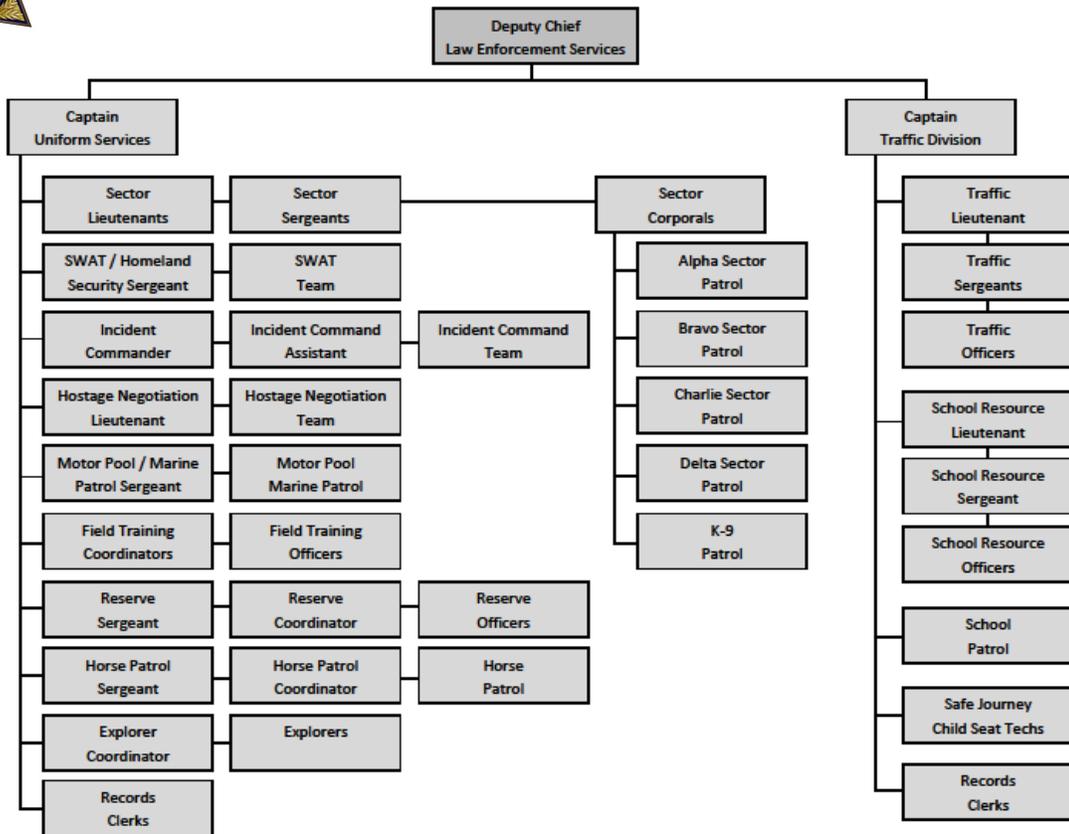


**HAMILTON COUNTY SHERIFF'S OFFICE**  
**Administrative Services**

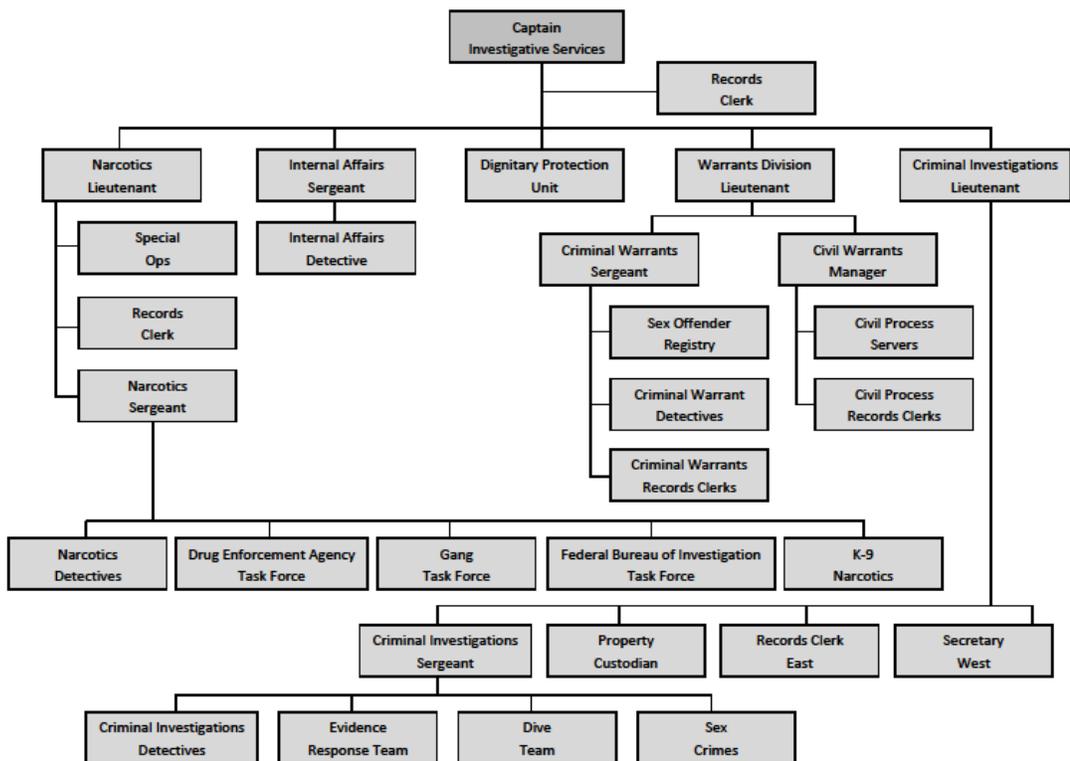




**HAMILTON COUNTY SHERIFF'S OFFICE**  
**Law Enforcement Services**

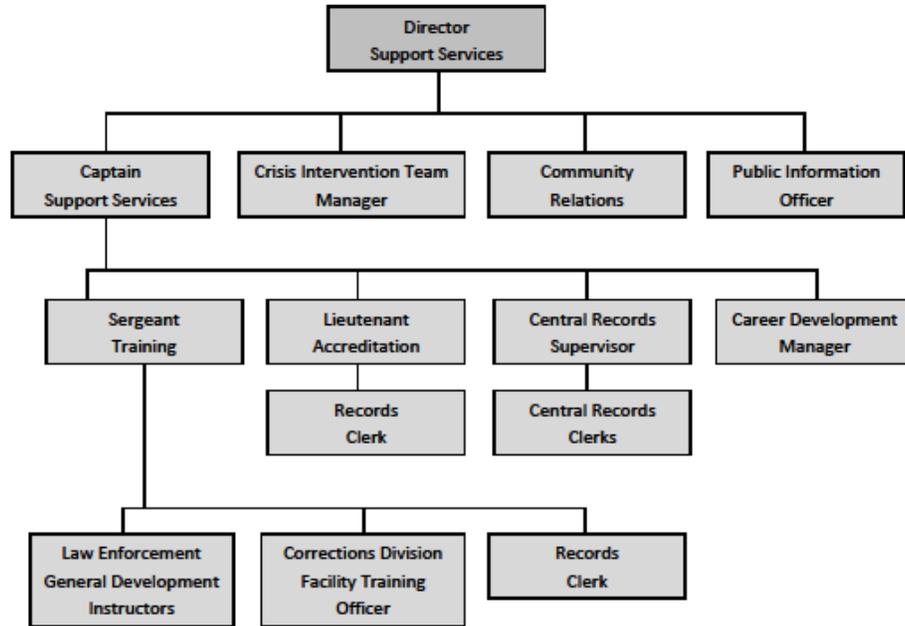


**HAMILTON COUNTY SHERIFF'S OFFICE**  
**Investigative Services**

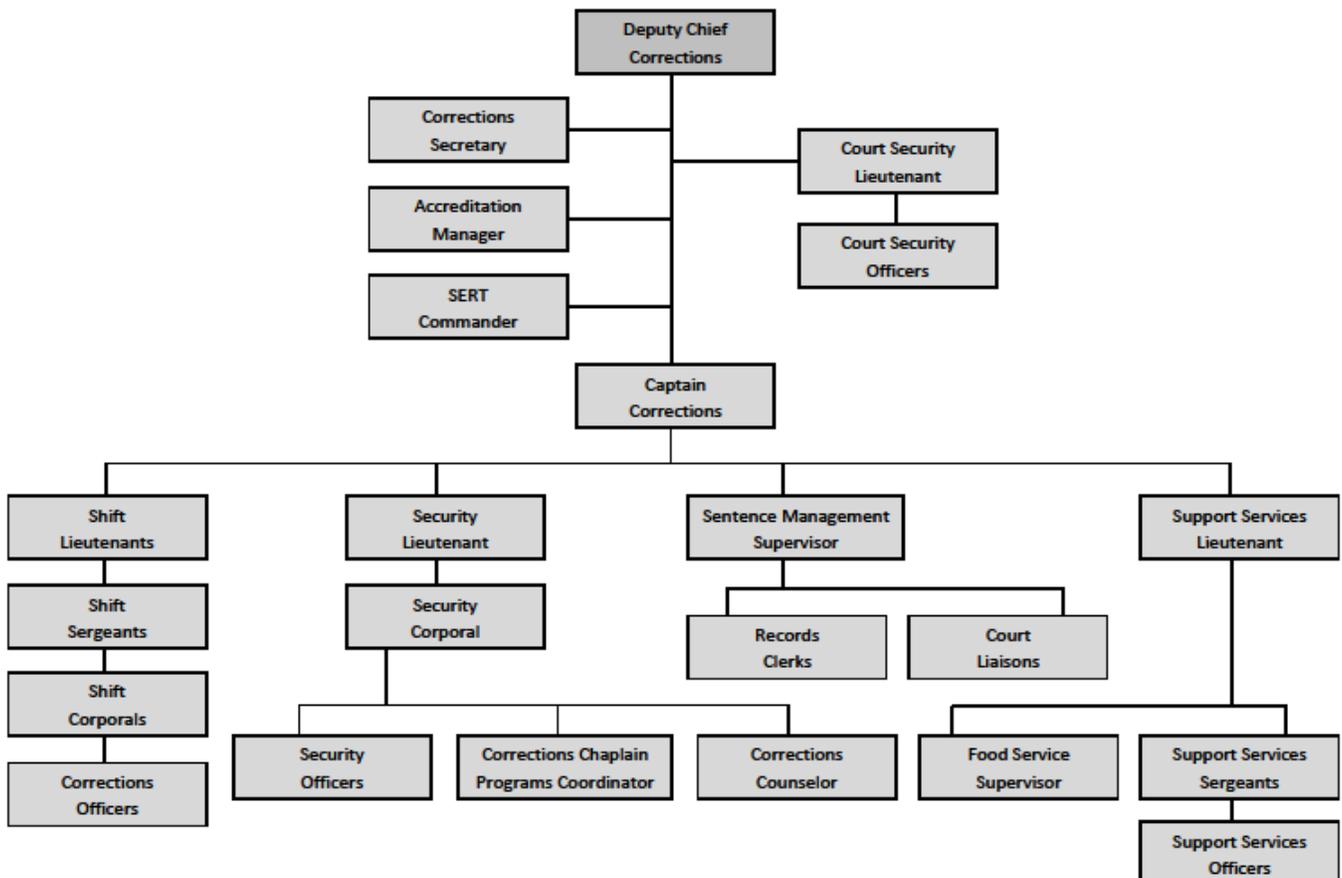




## HAMILTON COUNTY SHERIFF'S OFFICE Support Services



## HAMILTON COUNTY SHERIFF'S OFFICE Corrections Division





# Hamilton County Sheriff's Office

## Uniform Services Division

### 2012 Annual Report



Prepared by: Captain Lynn Triplett



## 2012 Uniform Services Division Synopsis Captain Lynn Triplett

I am pleased with the overall performance of the Patrol Division. In looking at the statistics it indicates that there has been an increase in calls for service over the previous year. Even with the increase of service calls, the deputies continue to maintain a high level of self-initiated activities such as traffic stops and arrests.

One noticeable improvement is the quality of new deputies in the division. This is attributed to improvements in screening and training of deputies coming into the Patrol Division. I am seeing more professional deputies with a better knowledge of the job. They are self-motivated which is indicated in the overall statistics.

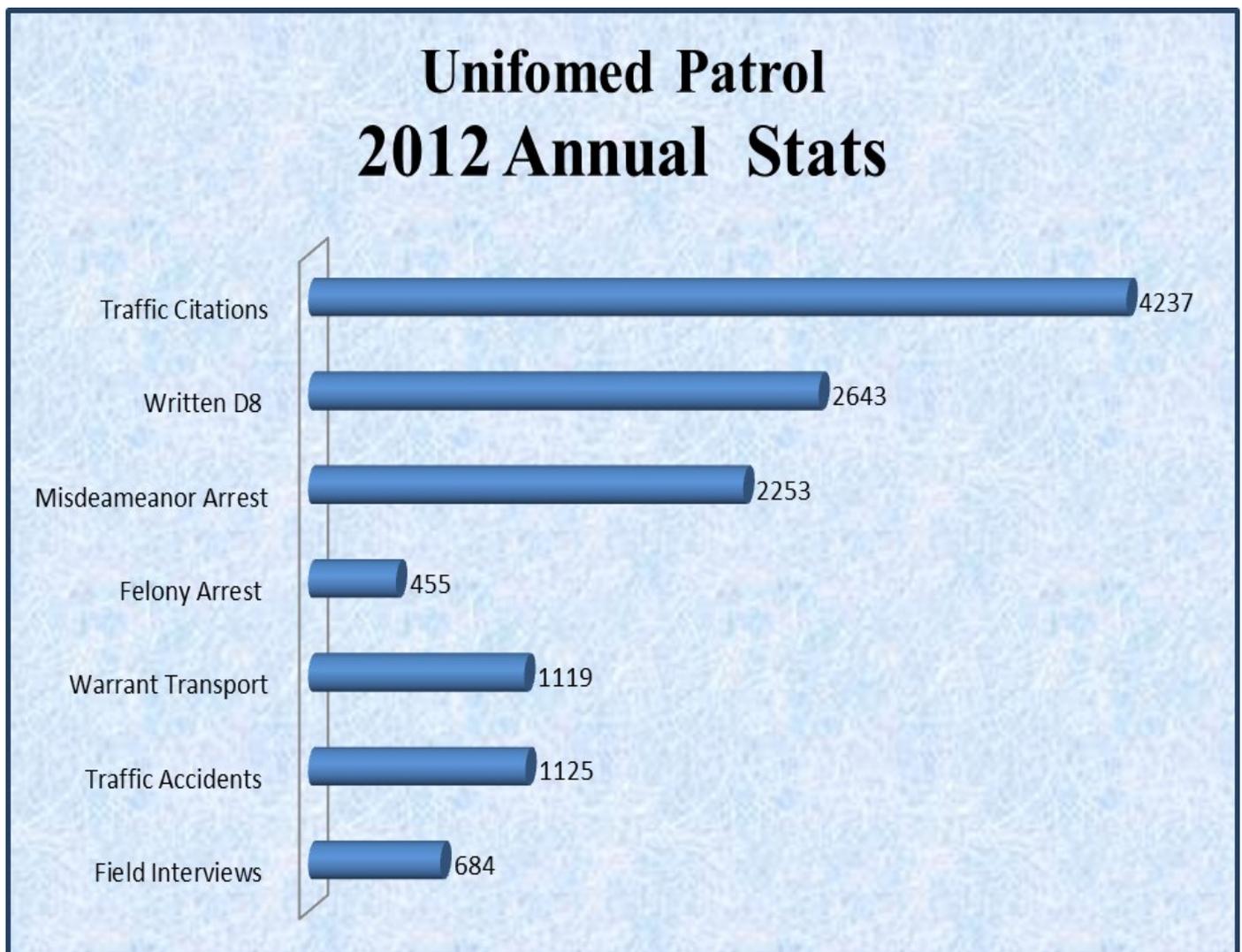
The majority of the supervisors have received a higher level of training such as South East Command Leadership Academy (S.E.C.L.A.) By providing this type training we have seen an increase in the quality of supervision and leadership within the entire Sheriff's Office.

The School Resource Officers (SRO) have also been very successful in working with the school systems. They have had a vast array of interactive programs with their students. SRO's serve as mentors and role models as well as maintaining a level of security on the school campuses. Throughout the year there were several situations where the SRO's prompt actions proved to minimize the potential outcome. They have proven themselves to be very essential in the schools of Hamilton County.

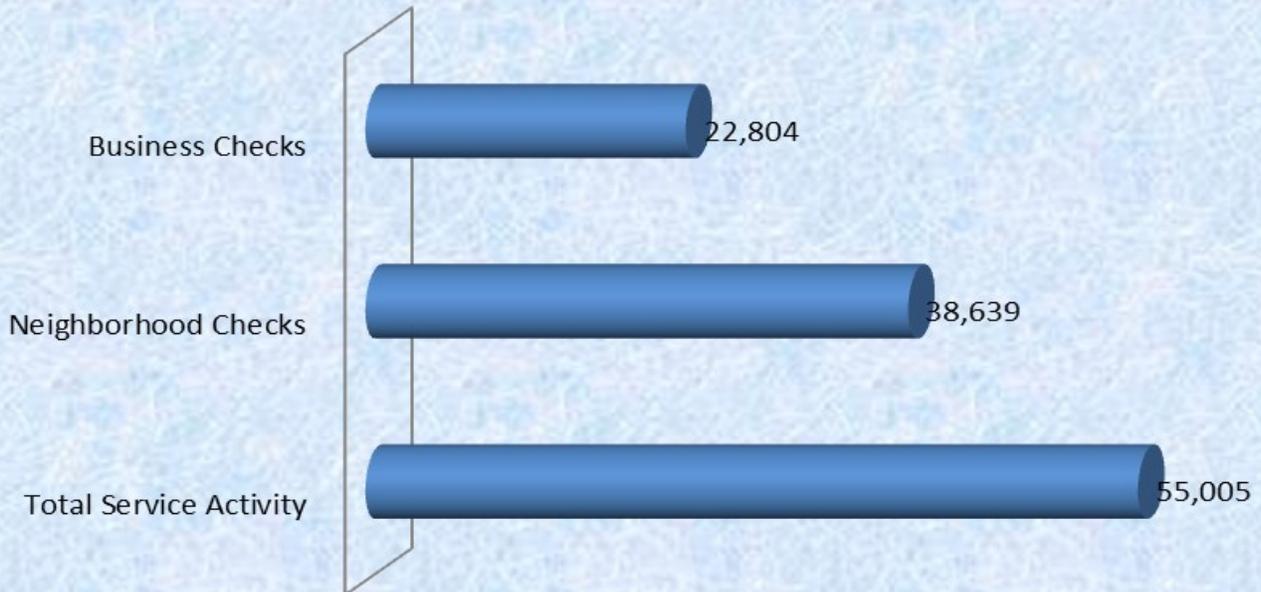
The training and overall improvements in our specialized units such as SWAT, Honor Guard, and our Reserve Officer Program have also proven to be beneficial for the patrol division. Our FTO program continues to improve the quality of training received by the new deputies coming in to patrol as well. As Captain of Uniform Services, it is with great pride that I can report that there has been an overall improvement in the quality of work and leadership within the division.

## Uniform Services Goals and Objectives

1. Continue in our efforts to make available the highest level of training for our deputies.
2. Increase the number of deputies in the SRO Division. There is an ever increasing need to have SRO's in all middle and high schools. There also needs to be more program development in the elementary schools.
3. I will request in the coming year additional patrol deputies. This will allow the Sheriff's Office to be more pro-active in our law enforcement efforts, reduce overtime, be more active in areas such as drug interdiction with the K-9, and increase Incident Command Training for disasters. Currently we do not have the manpower available to fully achieve these activities to their optimum potential.
4. Most importantly, to continue to maintain and improve the level of professionalism within the Patrol Division.



# Uniformed Patrol Pro-Active Security Stats for 2012



Alpha Team  
Lieutenant Chris Chambers

## Shift Operational Impact:

There have been at least 10 personnel changes including Sgt. Johnson and Sgt. McDowell trading teams. As seen in the statistics there have been several training days, and annual days but the shift has been able to absorb the days with minimal overtime due to the cooperation and cohesiveness of Alpha team. With the addition of deputies to eight in each Sector, it has been easier to allow the off days and training days.

Some shift impact has occurred due to on the job injuries on both sides but once again this Alpha team has continued to be productive and self-initiated.

Two Deputies suffered an illness at the same time and both had to have surgery causing other deputies to work over on early days but no complaints were heard. Alpha Team is a very strong team and a pleasure to supervise.

## **Significant Events:**

- March 2, 2012 the Harrison Community suffered a Tornado causing extensive damage to the community. Search and Rescue was performed by Officers, along with maintaining the Security of the devastated area.
- On June 19, 2012 a Meth Lab was discovered by Patrol Officer Sullivan at 1202 Coffelt Road. Narcotics and the Meth Task Force responded to assist. Arrests were made.
- On June 24, Deputy Sullivan arrested Casey Smith for Vehicular Homicide at 710 Ray Lane.
- On July 11, 2012 Deputy Sullivan discovered a Meth Lab at 1149 Coffelt Road. Arrest was made.
- On July 12, 2012 Deputy Wright stopped a blue truck on Moses Road and discovered a working Meth Lab inside the vehicle. Narcotics and the Meth Task Force responded to clean up the scene. Arrests were made.
- On November 1, 2012 Officer Patton received information from Ace Hardware that a subject bought items associated with making Meth. Patton followed up and responded to 9008 Wellthor Lane and found a working Meth Lab. Narcotics and Meth Task Force responded to assist. Arrest made.

On November 25, 2012 deputy Forgey and Gadd took two burglary suspects into custody at a Burglary in progress, at 9051 Wooten Road.

## **Commendations:**

- Commendation Letter from Signature Oaks Subdivision praising the patrol of Alpha Team.
- Deputy Adam Patton Commendation from CCA while investigating an Escape.
- Sergeant Ricky Jones graduated from South Eastern Command and Leadership Academy.
- Deputy Patricia Nolan received a commendation for her actions while working on the Fugitive List while on West Side Patrol.
- Deputy Jeremy Wright for apprehending a Burglary Suspect on Signal Mountain.

## **Summary of Year:**

Alpha Team is a very good cohesive team who enjoy working together. We have been able to provide service to the community and to help in identifying suspects who are involved in criminal activity. We have been able to strengthen our communication with other divisions. Officer initiated cases is astounding on this shift, and we will work harder to achieve the goals of the Hamilton County Sheriff's Office.

Bravo Team  
Lieutenant Doug Wilson

**Comments:**

1. Team statistics reflect a different focus of activities from 2011 to 2012. We have tried to focus more on what we believe is reflective of the hours we work and priorities for night patrol activities. While traffic stops were just slightly down, the significant increase of preventive activities such as checking neighborhoods, businesses and other night priorities actually resulted in more arrests both felony and misdemeanor with a strategy tailored for night patrol.
2. The statistics speak for themselves and I am very pleased with the focus they reflect.
3. The added focus to working supervisors has assisted with morale as well and motivates some deputies to be more active.
4. The increase in stats has been achieved with half of the year working under new overtime restraints. I strongly believe that this Team can accomplish any goal they believe in.

Charlie Team  
Lieutenant Stan Hardy

**Comments:**

- During 2012, Charlie Team again was called into action when a Tornado struck the east side of Hamilton County on March 02, 2012. The Tornado began its path of destruction at Island Cove Marina traveling across Hunter, Shorttail Springs, Davis Mill, Snow Hill and Ooltewah-Georgetown roads, before entering Bradley County. The Tornado left in its path hundreds of homes either severely damaged or destroyed. Island Cove Marina also received major damage. There were only a few civilian injuries with no fatalities. Overtime was worked to insure the area was protected from unauthorized personnel while clean up and rebuilding continued in the affected areas.
- Charlie Team had several personnel changes due to promotions and shift changes. Deputies Ron Rice and Stephen Short were promoted to Corporal on February 07, 2012 and were assigned to the Delta Team. Corporal Rice returned to Charlie Team East on July 25, 2012 after Corporal Eliot Mahaffey was reassigned as Crisis Intervention Team Coordinator. Deputy Dale Lockhart was assigned to Charlie Team West on February 08, 2012. Deputy Tony Mefford was transferred to Alpha Team East on August 08, 2012.
- The only on the job injury reported occurred when Corporal Paul Maupin was bitten by a dog while on a service call. He required no medical treatment. Both the dog and Corporal Maupin were up to date on their shots.

- Deputy Shane Rominger received a Sheriff's Challenge Coin on March 20, 2012. Deputies Troy Brown & John Wigley & Jennifer Moody all received a letter of appreciation from a citizen. Corporal Paul Maupin (Five Years); Deputy John Spaulding (Fifteen Years) and Lieutenant Stan Hardy (Thirty Years) all received the Sheriff's Office Service Award for 2012.
- The Charlie Team has a make-up of deputies who contribute their time and experiences beyond their normal patrol duties. This includes the following: Training; Honor Guard; S.W.A.T. and Crisis Intervention Team.
- Deputies responded to several significant events during 2012. The following is a brief summary of some of those events. Charlie Team deputies responded to several calls involving narcotics mainly involving Methamphetamine; Prescription Medication involving illegal use and/or theft. Deputies investigated several deaths that involved either Homicide; Suicide or Natural Causes.
- Deputies recovered stolen vehicles and property that resulted in several arrests. A vehicle was recovered by deputies on September 9, 2012 that was associated with a Homicide that had occurred in the state of Kentucky.
- Charlie Team Deputies continue to be proactive in enforcement activities. Continued training with Officer Safety at the forefront is being discussed during daily team briefings.

**Delta Team**  
**Lieutenant Robert Starnes**

**Comments:**

1. Delta Team statistics reflect a different focus of activities from 2011 to 2012. While traffic stops were up, the significant increase of preventive activities such as checking neighborhoods and other night priorities actually resulted in more arrests both felony and misdemeanor with a more productive night time strategy.
2. Delta team's performance based off of the statistics for our team. reflect hard work from the team members in 2012.
3. The increase in stats has been achieved with half of the year working under new overtime restraints. Our team did a tremendous job, with many personnel changes throughout the year. Plus many man-power shortages during the same period.

**Personnel Changes:**

1. Sergeant Johnson transferred out of Delta West and was replaced by Sergeant McDowell who is doing an excellent job.
2. Corporal Rice transferred to Charlie East and Deputy Wolfe was promoted to Corporal Delta West. Corporal Wolfe has really not had much of a learning curve and is a natural leader instantly becoming a great asset to this team from day one.
3. K-9 Deputy Posey transferred to Narcotics Special Operations and Deputy Baxter came to Delta East as K-9 Deputy and is providing a very positive impact for the shift.
4. Deputy Gadd & Robbins transferred to Alpha East and Deputy Haines came back to Delta East and is adding a very positive impact on the shift.
5. Deputy Short was promoted to Corporal Delta East. Corporal Short has really not had much of a learning curve and is a natural leader instantly becoming a great asset to this team from day one.
6. Deputy Rominger transferred to Charlie West and Deputy Tabor replaced him on Delta East.



# Hostage Negotiation Team

## Lieutenant Shaun Shepherd

The 2012 year-end review for the Hamilton County Sheriff's Office Hostage Negotiation Team is marked with some slight setbacks in team capability through the loss of two personnel, but our continued training, and inter-agency operability has increased by working steadily with other agency negotiators. This has brought the team total to a number of twelve (12). This has decreased our team to two six -person sub-teams to be utilized as a relief option in prolonged events, mutual-aid requests from other agencies within the Homeland Security District, or minimize overtime payment by having a more diverse deployment of on-duty team members during call out events. Consideration of interviewing again for new members should be made this next year.



The HNT participated in a cooperative effort with the SWAT Unit this past year on call out events at various locations within Hamilton County. An ongoing identified need for the team continues to be the acquisition of a replacement vehicle for team operations. The current vehicle has exceeded the viability and mechanical functionality of the original intended use. The addition of a replacement vehicle would better serve the operational needs of the team, as well as to bring the entire special response fleet into a unified, effective, and safer condition for responding members of both critical response teams. This is considered a priority need for consideration in the coming budget year, if funding availability allows.



## Hamilton County Sheriff's Office

### 2012 Annual Report

### Special Operations/SWAT

### Homeland Security/Reserves

### Special Events

#### SWAT:

- SWAT orchestrated four National Tactical Officers Association Tactical Courses
- SWAT Supervisor and Command Decision Course
- WND/HAZ MAT Tactical Response
- Hostile/Tactical Surveillance / Counter Terrorism
- STORM (Specialized Tactical Operational Rescue Medicine)

#### SWAT Operational Call Outs:

- 7-Rapid Response Calls (6-Barricade and 1-Active Threat Warrant)
- SWAT placed on stand-by on several incidents without response
- SWAT conducted 12 scheduled training days (10 hours Days)
- Two training operations with Zodiac representatives on water ops and with the teams FC-470 Inflatable Crafts
- SWAT completed the explosive breaching program and is now operational
- SWAT upgraded APR / Gas Mask in 2012
- SWAT and the Training Division held a Defense Technology Course with District 3 teams
- Course was taught to ATF on active shooter at the request of the local ATF Office.



## Homeland Security:

- Sergeant Mark King attended TLO Training (Terrorism Liaison Officer)
- Emergency Operations Center and Sequoyah Nuclear Facility Network Drill
- Network meeting with CSX Railroad relating to Homeland Security issues
- Sergeant King and Corporal Daniels attended the State SWAT and EOD Commanders Course

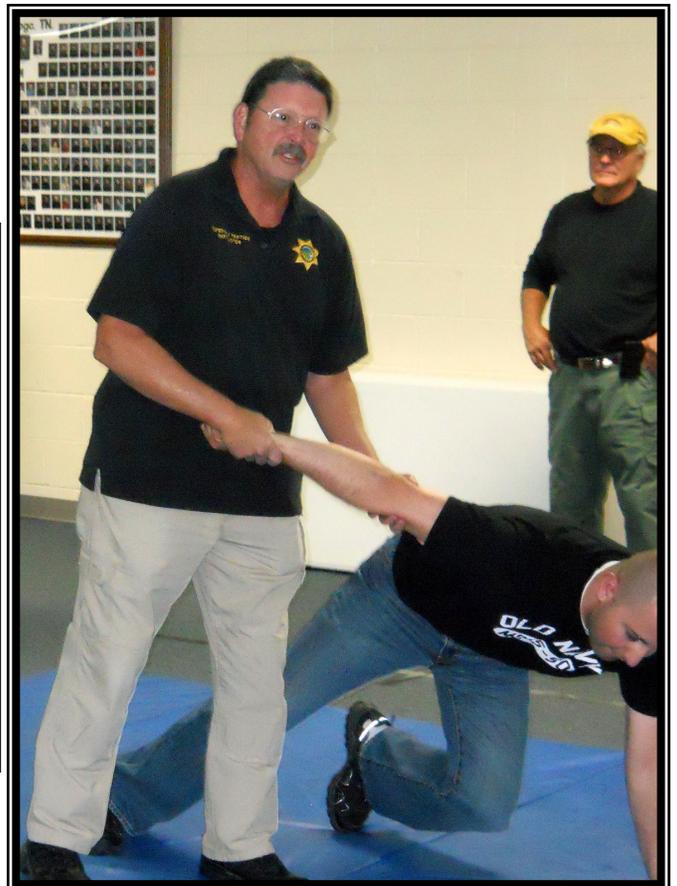


## Reserves:

- Reserves were involved with all the events listed in the Special Events Category
- Reserve teams structured into Alpha Bravo Charlie Delta and Mounted
- Mounted unit conducted several training dates and upgraded equipment
- The Reserve Officers Division assisted with the 2012 Tornado Events
- All reserves were utilized during other significant weather related incidents



RESERVE TRAINING



**Special Events:**

- River Bend Festival
- Hamilton County Fair
- Armed Forces Day Parade
- Chattanooga Triathlon Bike Race
- Kids on the Block; Charitable Event



Patrolling the grounds at THE RIVERBEND FESTIVAL



**Disaster Event and Response:** The Hamilton County Sheriff's Office responded to the 2012 tornado event with all resources available. All after action information documented in the after action report.



## Field Training Officer Program Sergeant Spencer Daniels

The F.T.O. Program is designed to provide new deputies assigned to the Patrol Division a regimented on the job training curriculum before they are assigned to solo duties. Through positive reinforcement, specialized training and shadowing other deputies trained to teach in the field, we are able to produce highly efficient and skilled law enforcement professionals.

For 2012, four (4) new Patrol Deputies were assigned to the program after completing the Tennessee Law Enforcement Academy. Two are scheduled to complete the program in January 2013 and two are scheduled for completion in April 2013.

The goal for 2013 is to select and train a minimum of 4 additional FTOs to fill a void in the SRO Unit and evening shift vacancies. The target month to accomplish this will be August 2013, in the new budget year.

## Honor Guard Sergeant Spencer Daniels

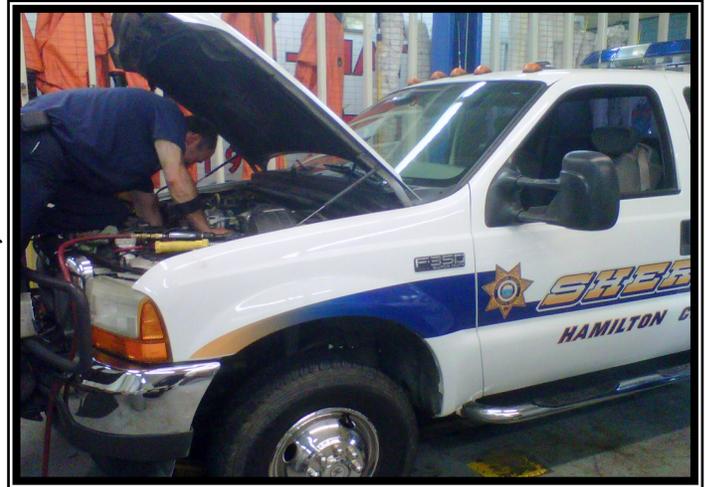
The Hamilton County Sheriff's Honor Guard is an elite team of deputies who have taken the initiative to be a part of a highly proficient ceremonial unit which represents the men and women of the Sheriff's Office in local and national events.

In 2012, the unit had ten (10) scheduled training dates and one (1) specially called training date to prepare for an upcoming ceremony. The unit participated in seven (7) local ceremonies. Members of the unit also travelled to Washington D.C. in May to attend and participate in the National Law Enforcement Officer's Memorial. While in Washington, five (5) members had the honor and privilege to participate in a ceremony with the Secretary of Homeland Security and the Attorney General by request of the Memorial Foundation. (These members are tentatively scheduled to participate again in 2013.)



**Motor Fleet Division**  
**Sergeant Mark Williams**

The Motor-Fleet Division for the year of 2012 serviced 2,013 vehicles. This was an increase of 702 services from last year. Motor-Fleet has also replaced 12 vehicles to include the installation of all of the emergency equipment in them. This was a decrease of new vehicles from the previous year. The vehicles went to Uniform Services, Civil Process, Marine and SRO Divisions of the Sheriff's Office. Motor-Fleet also began the installation of 34 Arbitrator camera systems into the Patrol vehicles. With the installation of the new camera system it moves the Department in the direction of having digital recording media in all of the Uniform Patrol's vehicles.



Motor-Fleet is currently checking vehicles in the fleet for compliance with the Accreditation standards. This includes the addition of 911 decals, graphics, and the installation of weapon racks. This is all being done by two service technicians who also have the responsibilities of the day to day service of the entire fleet.

The reduction in the number of new vehicles purchased in 2012 creates an addition of vehicles in excess of 150,000 miles. This also contributes to an increase in the number of service tickets completed by Motor-Fleet. Service and repair cost are predicted to increase in 2013.

**2012 Annual Motor Fleet Stats**

Total Vehicle Serviced	2,013	<ul style="list-style-type: none"> <li>• The Motor-Fleet also up-fitted all of above vehicle for each Division listed.</li> </ul>
Total Vehicles Added To Fleet	12	
Patrol New Vehicles	8	
CID New Vehicles	0	
Traffic Division New Vehicles	0	
Civil Process New Vehicles	2	
K-9 New Vehicles	0	
Fugitive New Vehicles	0	
Marine New Vehicles	1 Truck	
SRO New Vehicles	1	

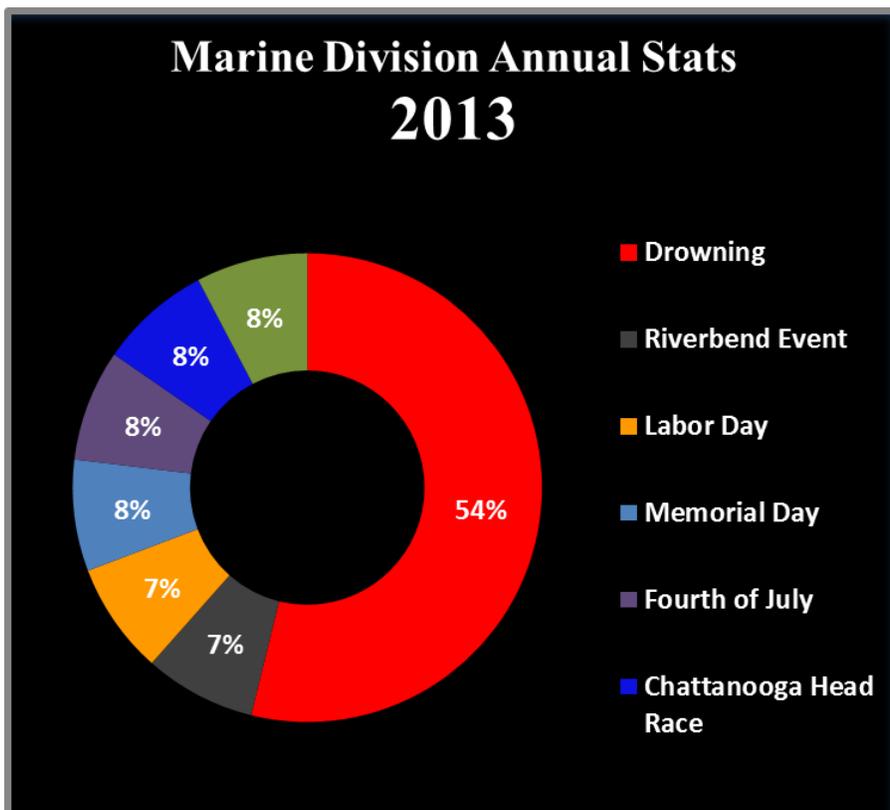
**Marine Division**  
**Sergeant Mark Williams**

During 2012 The Marine Division assisted in 7 drowning investigations . The Division worked the Riverbend Festival, Labor Day, Memorial Day, Fourth of July, and The Chattanooga Head of the Hooch Race. We experienced a reduction in call outs in 2012 due to a privately owned boat towing service on the water, calls for assistance were turned over to them. (i.e. broke down, out of gas or grounded boats).

Drowning cases were up in 2012 due to calls for assistance with searches outside Hamilton County. The Division assisted with searches in Catoosa County Ga. and Rhea County Tn. with the SURT Team and the ROV. We had drowning's reported in Soddy Daisy, Chattanooga, Harrison Bay State Park, and Lakesite.



The Marine Division also added a Ford F350 for the transportation of the boats. The truck was also set up to support other Divisions of the Department with communications, lighting and electric power by an onboard generator. The Marine Division will also be closing out a 2010 grant in the first few months of 2013 for the replacing of the motors on the 2005 Boston Whaler.



## **Explorer Program**

### **Investigator Eddie Sledge**

The Hamilton County Sheriff's Office Explorer Post has had an extremely productive and rewarding 2012. In February, The Explorer Post traveled to Gatlinburg, TN and participated in the annual Winterfest Explorer Competition. In this Event, Over 75 other Explorer Posts around the southern region attended. Our Explorer Post put in Months of preparation in training in regards to the Competitive Events regarding Law Enforcement Skills. Our Post participated in the Uniform Inspection, Cell extraction, Individual Physical Fitness, and the Domestic Violence competitions. The Explorer Post Placed first in the Uniform competition, which involved a detailed inspection of the cleanliness, professionalism, and military bearing of the individual explorers in uniform. The Post also received a fifth place award for the cell extraction competition and a third place award in the individual Physical Fitness challenge, which was won by Explorer Ben Harvey. To date, this competition resulted in more awards ever previously earned by the Post.

On April 4, 2012, The Explorer Post was honored by the Hamilton County Commission for their exemplary service to our community, as well as the excellent performance at the Gatlinburg competition. A commission resolution was issued, and each individual explorer was awarded with a certificate and Sgt. Harvey and Deputy Sledge were also recognized.

In April, The explorer Post went on a two-day camping trip to Gee Creek State Park. State park rangers assisted the post in hiking and adventure activities. In September, Explorers returned to Gee Creek for another camping trip.

The year 2012 was wrapped up with members of the Explorer post assisting public affairs in attending and assisting at numerous Christmas parades throughout the County. We also assisted with the annual "Battle of the Badges" boxing tournament, which is hosted by the Forgotten Child Fund. Explorers assisted in closing the event, moving the ring, etc. On December 6, The Explorer Post hosted several Cub Scout packs by hosting a Law enforcement night for the young people in the Cub Scouts.

Membership in the Explorer post as of 2/6/2013 is seventeen (17) Explorers; this is up three (3) from this time last year. Several members have resigned, or have reached the maximum age of twenty-one (21). The Explorer Post has done well replacing these members lost due to attrition, and new visitors and prospective Explorers consistently attend our regular meetings. This is attributed to the Explorer Page on the Sheriff's Office website, as well as word of mouth recruiting performed by the Explorers and referrals from Sheriff's Office Employees.

The Explorer Post has Explorer Supervisors, chosen by the adult advisory staff, who are in charge of supervising Explorer activities. A promotion ceremony was held on July 6 for our current officers.

The current Explorer officers are:

Malik Mougrabhi	Explorer Captain
Brian Smith	Explorer Lieutenant
Ben Harvey	Explorer Sergeant

Sheriff's Office Advisory Staff include:

Inv. Eddie Sledge	Explorer Advisor
Sgt. Chris Harvey	Associate Advisor
Det. Gregg Carson	Associate Advisor





EXPLORERS TRAINING WITH  
HOSTAGE NEGOTIATIONS TEAM



TAKEDOWN AND HANDCUFFING TRAINING



**The Explorer Post would also like to recognize and thank Lt. Shaun Shepherd, Deputy Robert Stockburger, and Deputy Jeremi Vandergriff for their continued assistance and support of our organization.**

# School Resource Officer Annual Report 2012



HAMILTON COUNTY SHERIFF'S OFFICE

SRO Division

600 Market Street

Chattanooga, TN 37402

423.209.7000

The Hamilton County Sheriff's Office currently has deputies assigned to sixteen campuses within the Hamilton County School District, down from the twenty one we were in last year. These deputies were all trained as a School Resource Officer, hereinafter referred as an SRO, and each possessed the knowledge necessary to implement the School Resource Officer Program within the schools. The deputies were instructed to incorporate the SRO Triad Plus 1 approach into their daily activities on campus. The Triad Plus 1 concept involves the deputy performing functions in law enforcement, life advisory sessions, being guest educators within the classroom, and serving as a role model for the students. This year we continued to have additional personnel with the two Chattanooga Police Department officers assigned to the unit on special assignment. One officer was assigned as a partner to an HCSO deputy at Brainerd High School and one alone at Howard High School due to the shortage in personnel. Last year there was a challenge implementing as well as adjusting to the differences in agency to agency policies, procedures, methods, and training. The officers typically work alongside their partners, each trained to incorporate the SRO concept in the same manner.

This report contains the performance statistics as well as detailed information on different types of actions taken by the deputies over the past year. You will find information regarding various types of arrests or criminal charges filed with Juvenile Court, different advisory session topics, and a variety of classroom lecture topics that the deputies performed.

Although the majority of time most school campuses function primarily as the learning environment intended, criminal activity does occur. The deputies assigned to these campuses have been tasked with not only filing a report on these activities, but they also have investigated them to an end of either suspending the investigation due to no available evidence, clearing the cases exceptionally due to victims deciding not to prosecute, or by making an arrest or the filing of criminal charges with the courts.

The deputies have cleared a number of cases by the filing of criminal charges as Citations in Lieu of Arrest, as well as Misdemeanor and Felony Arrests where subjects were actually transported to the Juvenile Detention Unit. Additionally, the deputies also made several contacts with students involved in criminal activity that were cleared by their being handled within the department as a Juvenile Arrest with No Custody. This method gave the students an opportunity to serve an alternative punishment in an attempt to avoid criminal charges and gain a better understanding of their expected behavior.

The students were assigned community service tasks such as painting, trash pickup, as well as submitting research papers on the offense in which they were found to have been responsible for committing. The types of offenses students charged with have been: Tobacco Citations; Possession of Controlled Substances on School Grounds; Alcohol Use or Possession Violations; Weapons Law Violations (handguns, knives and brass knuckles); Simple, Domestic, and Aggravated Assault; Disorderly Conduct due to fighting or creating disturbances on campus without cooperating with administrators or deputies; and Theft. The deputies typically filed petitions with Juvenile Court instead of transporting every subject in an attempt to remain on campus

The deputies have been responsible for participating in additional activities on campus that would ordinarily be outside the normal actions of a law enforcement officer in any other assignment. These are the vital components of the Triad Plus 1 concept to include life advising sessions with students, parents, faculty, and other staff members. They also must attend special events during and after school hours, participate in club or organizational activities, and make classroom presentations that are law enforcement related.

Some of the topics that have been discussed during the advising sessions have been bullying issues, dating problems, concerns with problems at home between parents and children, and many discussions about driving issues and those looking for advice in dealing with difficult situations of professional or personal issues.

An additional task has been performed this year in regards to distracted driving concerns. During the spring semester last school term we implemented a flood of classroom presentations that covered distracted driving issues, especially texting while driving. Tennessee had previously passed a law that prohibits teenaged drivers from using their cell phones while operating a vehicle on the roadway. This has not deterred the young drivers from utilizing the ever changing devices. Our efforts were expanded upon during the fall semester of this school term. We performed another large session of presentations as well as a nonintrusive mock crash on various campuses. A mini-crash scene is set up near the exit point of the campus that includes a tow truck with a crashed vehicle on board, a marked patrol car, and an ambulance. The scene is marked with a banner sign that reads “Don’t Text and Drive, It’s Illegal and it’s Dangerous.” This effort has stimulated a positive response from all that have witnessed the events such as students, faculty, parents, and media.

The deputies have attended club and organization activities on campus that include student council and honor society meetings, addressed P.T.S.A. groups as guest speakers, attended safety committee team sessions to discuss concerns on campus as well as planning for safety drills, sat in on faculty meetings as a participating member of the school staff. They also have attended athletic events such as football, basketball, wrestling, and volleyball games. There has been school dances and field trips attended as chaperones and open house functions to meet parents and students.

Many classroom lectures have been conducted this past year, with new topics being explored by various deputies.

Presentations dealing with law enforcement issues such as Searches and Seizures, Driving under the Influence and Driving Safety, Drug and Tobacco Use, and Fingerprinting and Forensic Investigations are just a few.

Other topics have been Internet and On-line Predator Safety, Safety Drill Procedures, Bullying and Violence, and Setting Career and Life Goals.



**SRO providing classroom instruction**

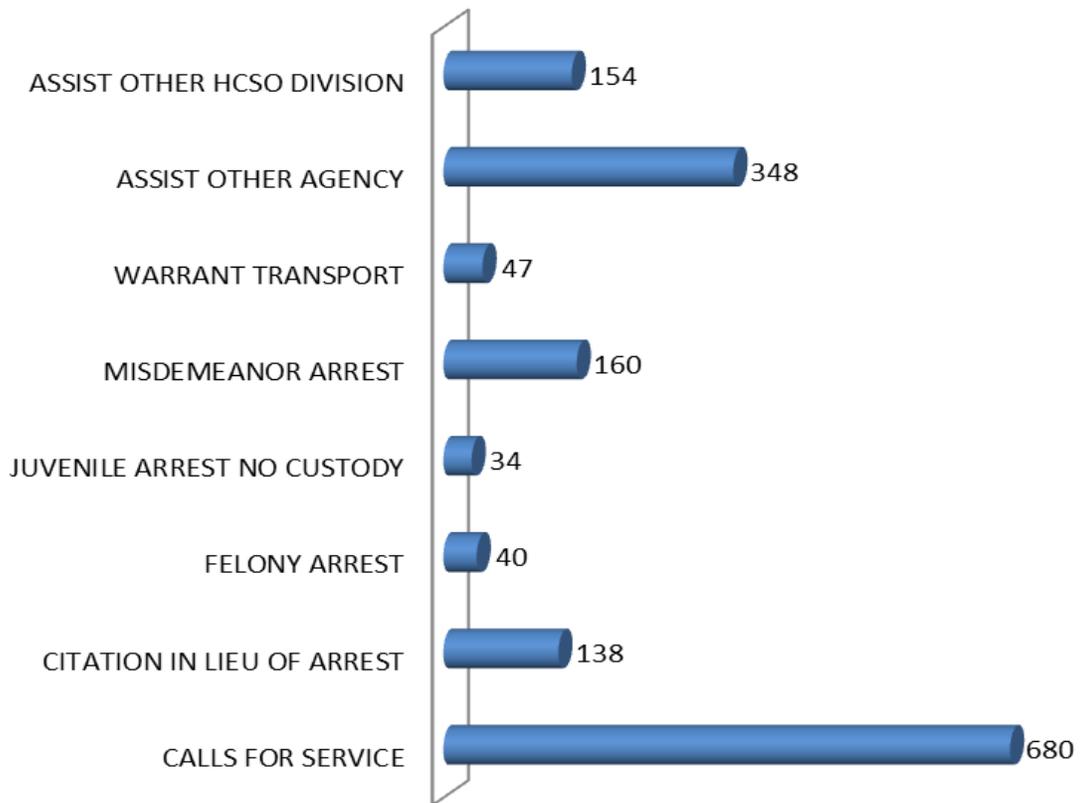
Many of these lectures have provided valuable information to the young people within our community that might not have ever heard the information that they can utilize throughout their days as a student, and on into adulthood.

There are needs for the SRO Unit that still remain to be met. There are thirteen secondary school campuses with vacancies or still without an SRO ever being assigned. These vary from middle schools with grades 6 through 8, high schools with grades 9 through 12, and some middle/high schools with grades 6 through 12 represented. There are six schools that previously had an SRO assigned, Look-out Valley Middle/High, Sequoyah High, Howard High, East Ridge Middle, Ooltewah Middle, Dalewood Middle, and Washington Alternative School. The uniqueness of the SRO Program creates challenges for supervising the SRO deputies when considering the limited supervisor to subordinate contact we have each day. This is especially difficult with only one sergeant assigned to the unit. This gives that field supervisor eighteen officers to manage and support in their roles on the campuses assigned. This has placed the unit lieutenant in a double role, as an administrative manager as well as serving as a field supervisor to assist the current sergeant. The additional SROs for the remaining schools without a deputy, as well as additional supervisors are SRO Unit operational imperative shortcomings and need to be met. The current supervisory staff does not meet the CALEA standards for supervisor – subordinate ratios.

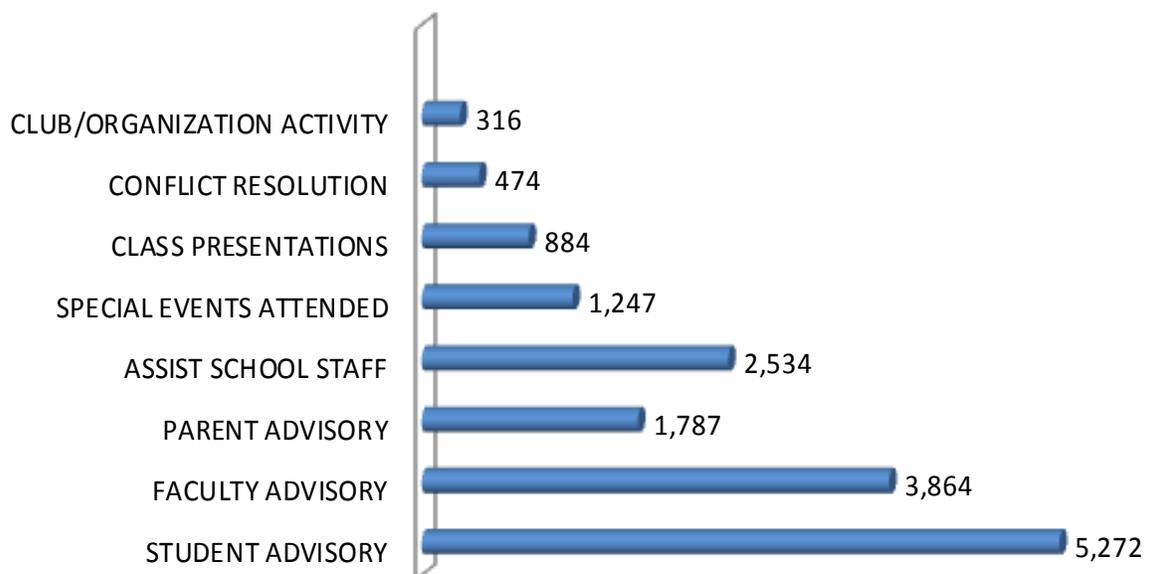


Following the tragedy at Sandy Hook Elementary School in Connecticut, several elementary school administrators have requested the placement of an SRO on their campuses. This would require an additional minimum of 45 deputies plus supervisors. A trend in budgetary constraints has greatly impacted the SRO Program with manpower shortages, and should be considered when reviewing new requests at the fiscal year end.

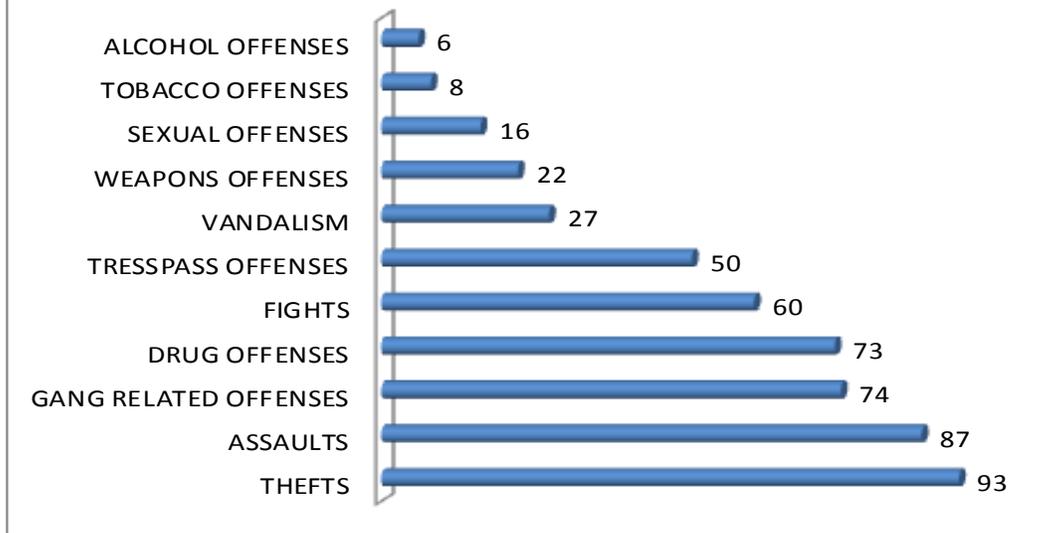
## SRO ACTIVITY STATISTICS PART 1 - 2012



## SRO ACTIVITY STATISTICS PART 2 - 2012



## SRO OFFENSE STATISTICS 2012



The activity level of the deputies on the school campuses is at the level that was expected when considering the populations of the various student bodies. Some deputies have shown more law enforcement actions, and others have participated more in the classroom and advisory roles. This is a normal example of activity by an SRO under these circumstances, and as the SRO Unit grows there will continue to be a wide range of varied activities and actions submitted by the deputies.

The deputies from the Hamilton County Sheriff's Office assigned to the area schools have risen up to the challenge of rebuilding the necessary relationships with our students, parents, faculty members, and the community. These relationships through the SRO Triad Plus 1 concept have already made a valuable impact on the lives the deputies have encountered. It is the intention of the Hamilton County Sheriff's Office's SRO Unit to expand on the work already conducted, and to continue these efforts towards building a SRO Program that all members of the Sheriff's Office and the Community of Hamilton County can be proud of and can help ensure the futures of our children. It is recommended that the program continue in the direction already established, but with consideration of meeting those personnel needs previously stated.

# The School Resource Officer



# TRAFFIC DIVISION



**2012**

## **Annual Report**

*Prepared by: Capt. Charles Lowery Jr.*

## **TRAFFIC DIVISION**

The Traffic Division is comprised of four (4) Sub-divisions/Units Traffic Investigation, School Patrol, Safe Journey, and Crisis Intervention.

### **TRAFFIC INVESTIGATION**

The Traffic Division started 2012 comprised of a captain, a sergeant, and two investigators all of whom are reconstruction certified. The year 2012 brought about some changes within the Traffic Division. One of the sergeants was reassigned to Patrol Division. He was selected to fill the existing Patrol Sergeant vacancy as a result of the Patrol Lieutenant position being filled. The varied responsibilities of the Traffic Division Investigation Section include routine patrol for deterrence and enforcement of traffic violations, as well as investigation and reconstruction of vehicle crashes (with special emphasis on those which involve serious injury and/or death.) Investigators of the Traffic Division serve in a highly specialized field, requiring more than five hundred (500) hours of specialized training.



**CAPTAIN CHARLES  
LOWERY**

### **SCHOOL PATROL**

The School Patrol consist of nine part-time employees whose responsibility is traffic control in the school zones. These individuals work mornings and evenings controlling vehicular and pedestrian traffic when the schools are in session. During the year 2012 we had one deputy struck by a vehicle while working school traffic. The driver was cited and plead guilty to the charge. The deputy is still recovering from the injuries sustained in the crash.

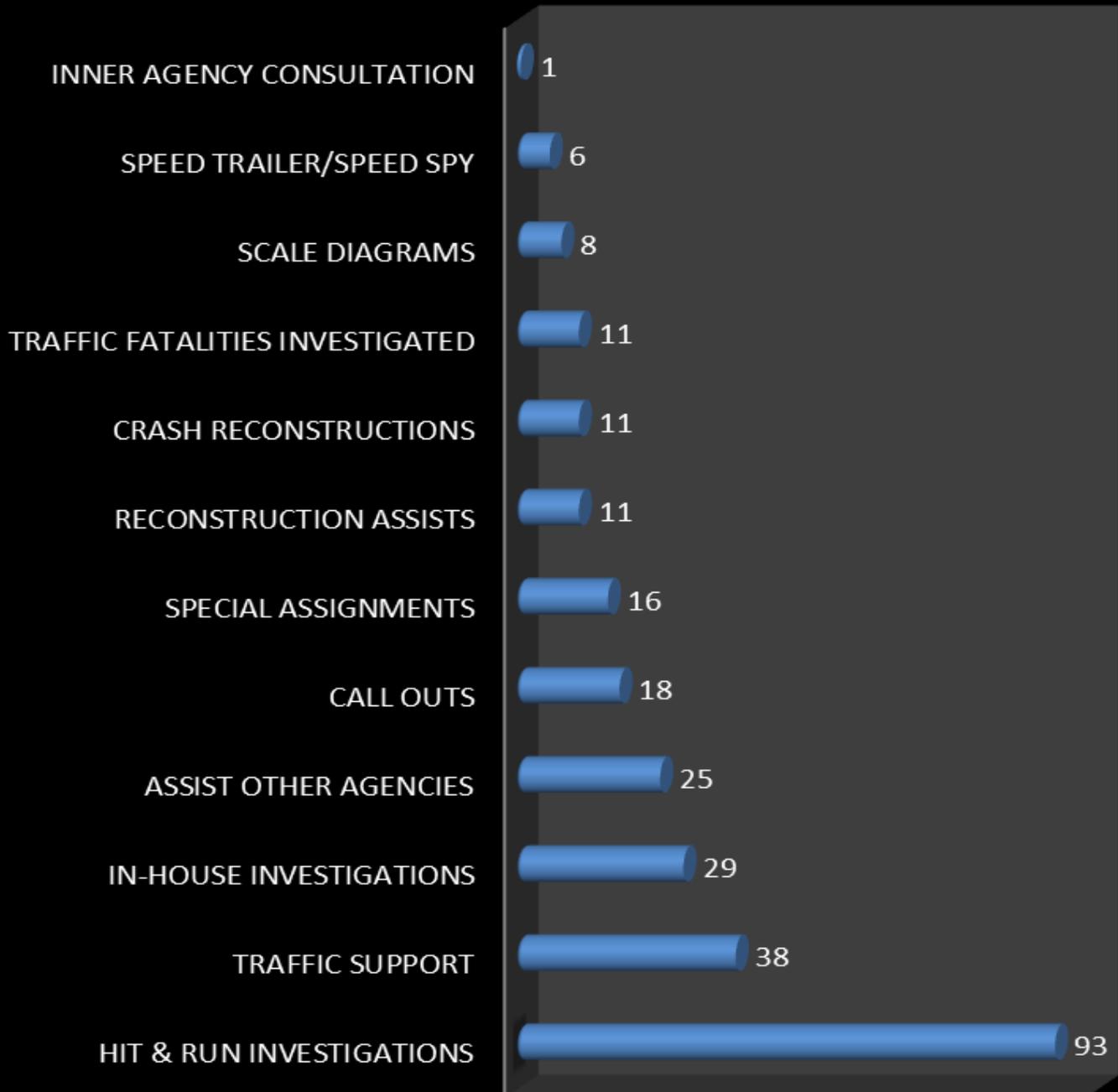
### **SAFE JOURNEY**

Safe Journey is a grant funded division whose responsibility is the checking and installation of child car seats and the education of parents and other family members. This division consists of three Certified Child Seat Technicians. During the year 2012, the technicians began the task of becoming certified Child Seat Instructors. This will qualify them to train and certify those who are interested; EMS, Law Enforcement, Civilian, Medical, etc., as technicians. For citizens who meet a specified qualification, free car seats are distributed and installed by Safe Journey.

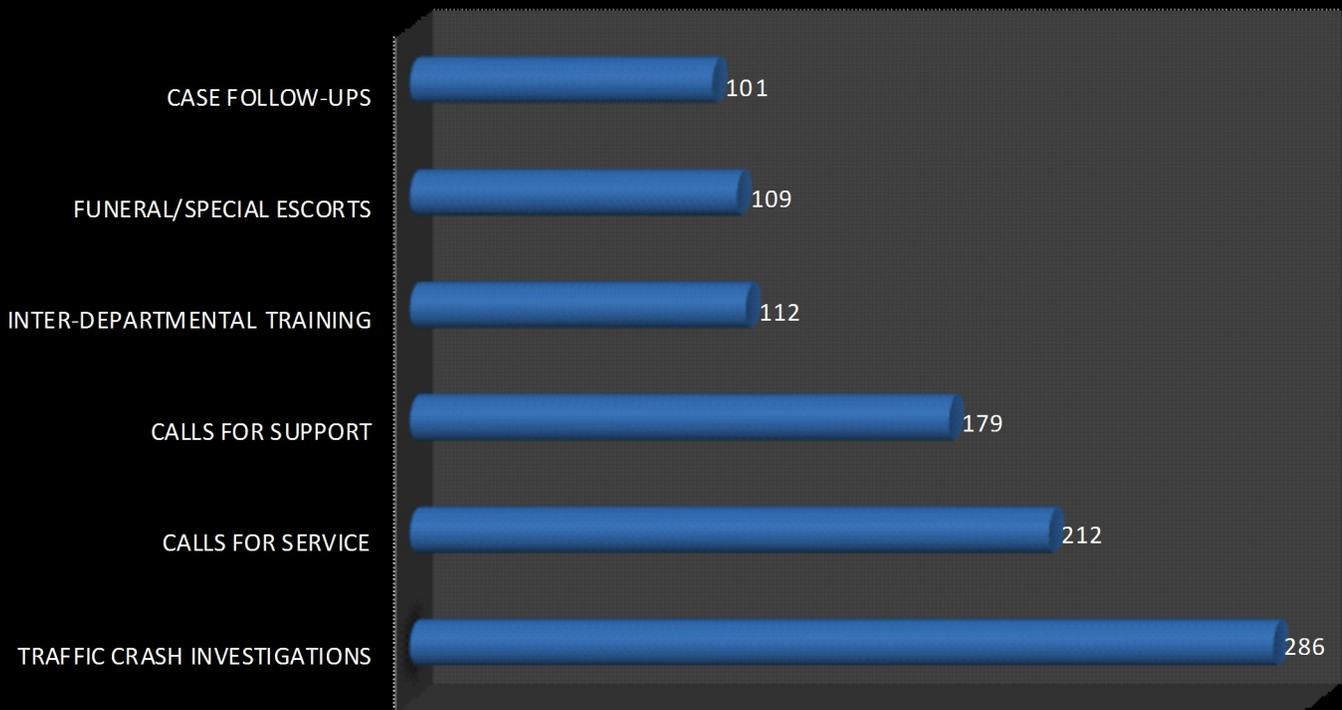
### **CRISIS INTERVENTION TEAM**

Crisis Intervention Team (CIT) was placed under the supervision of the Traffic Captain due to his being certified in CIT. Crisis Intervention was established in Memphis following a fatal incident involving law enforcement and a mentally challenged citizen with the citizen being the fatality. It became apparent that some type of recourse had to be established in an attempt to prevent such tragedies. Crisis Intervention was created to establish a partnership between mental health professionals, community and law enforcement, and develop a way to administer to the mentally challenged without having to arrest and create an unnecessary criminal history for someone who has not committed a criminal offense. CIT is a grant funded program within the Sheriff's Office which has been responsible for training officers and deputies from many law enforcement agencies.

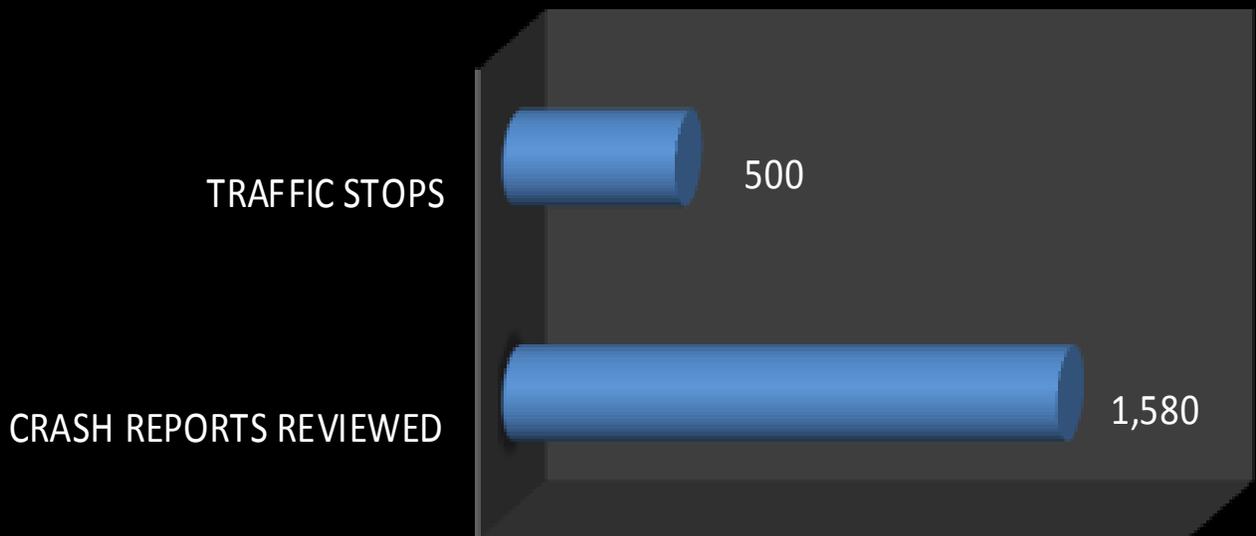
# TRAFFIC INVESTIGATIONS ACTIVITY REPORT 2012



## TRAFFIC INVESTIGATIONS ACTIVITY 2012



## TRAFFIC INVESTIGATIONS ACTIVITY 2012



# HAMILTON COUNTY SHERIFF'S OFFICE



## SCHOOL PATROL ANNUAL REPORT 2012

Prepared by: Captain Charles Lowery, Jr.

The School Patrol Division was first established with the Hamilton County Sheriff's Office in October 1990. The primary responsibility at that time was to ensure the safety of the students crossing major streets and arriving at school and at home safely.



Since then the responsibility has shifted to also include vehicular traffic which includes school buses, parents driving to and from work, and an increase in students driving.



This year began with the employment of three new deputies and also brought us a serious situation on November 1, 2012 when School Patrol Deputy Elizabeth Drew was struck by a car while working school traffic on Hunter Road. School Patrol Deputy Drew is making a good recovery from her injuries.

This year began with the employment of three new deputies .

On November 1, 2012 School Patrol Deputy Elizabeth Drew was struck by a car while working school traffic on Hunter Road. School Patrol Deputy Drew is recovering well from her injuries.



Photo's taken by Traffic Division  
The crash that injured School Patrol Deputy Drew.



We discovered and were advised the City of Chattanooga was annexing more of Highway 58 which resulted in Central High, Brown Middle, and Harrison Elementary becoming the responsibility of Chattanooga School Patrol. This prompted the elimination of this school site for the Sheriff's Office. However, with team cooperation, consultations, and resolutions, we were able to adjust schedules of the deputies assigned to the East side and refrain from losing any of the school patrol deputies.

The School Patrol Deputies work all days that school is in session in the morning and afternoon hours and in all types of weather. These individuals are dedicated to the schools, the students, the sheriff's office, and most importantly the citizens of Hamilton County.

# SAFE JOURNEY

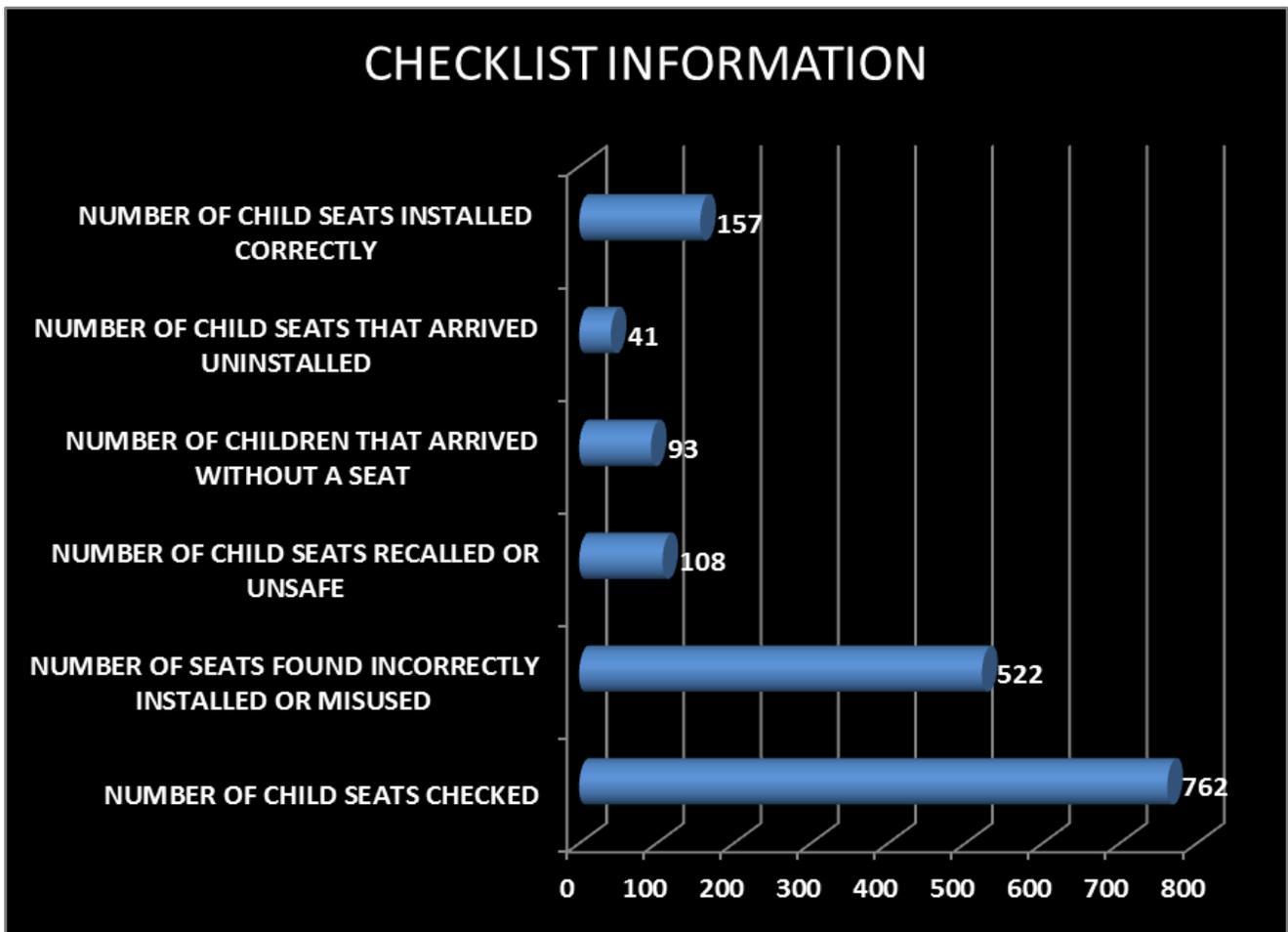
## ANNUAL REPORT 2012



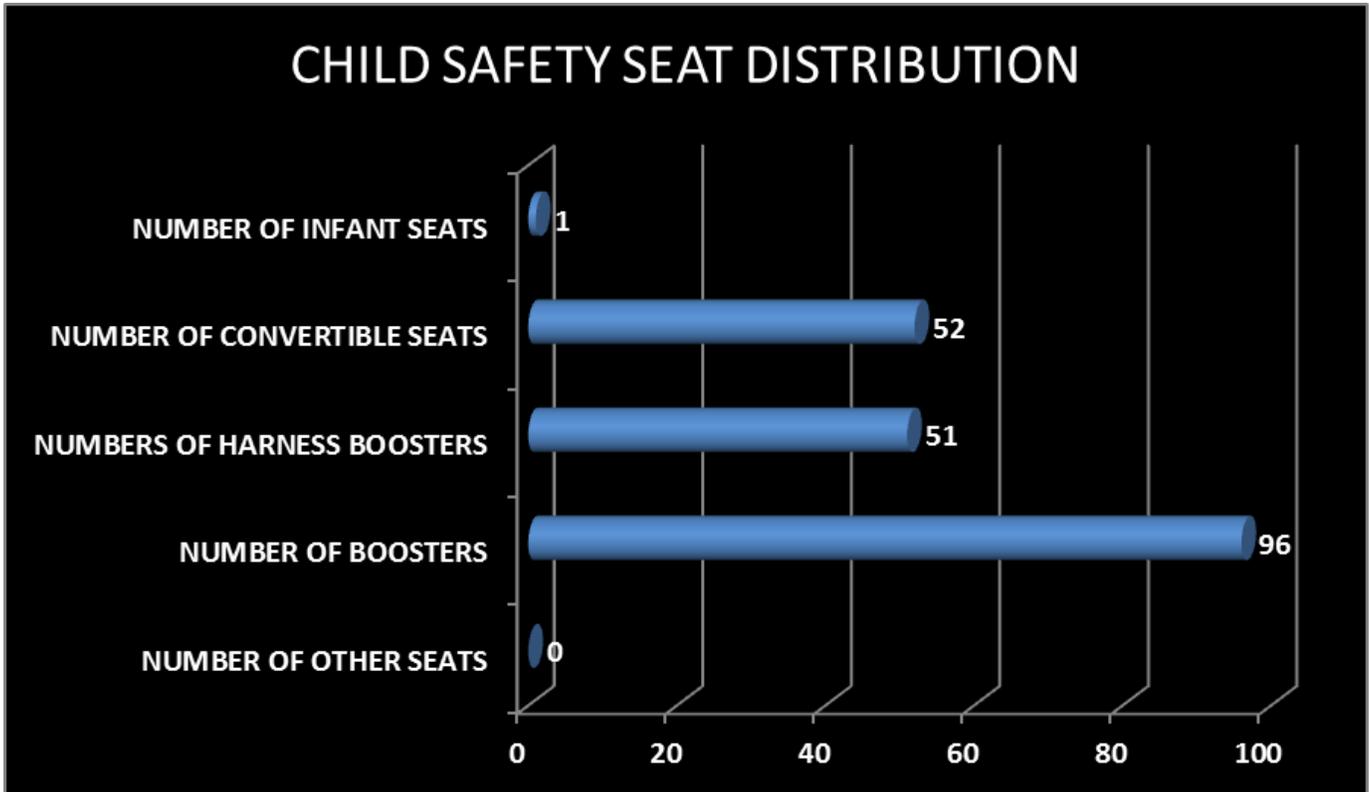
## I. Event Information

There were 107 different locations for the year 2012 where car seats were checked, installed and provided and where car seat information was provided.

## II. Checklist Information



### III. Child Safety Seat Distribution



*“Without a **Safe Journey**  
There is no Destination”*

# HAMILTON COUNTY SHERIFF'S OFFICE



## 2012 TRAFFIC DIVISION ANNUAL CRASH ANALYSIS REPORT

Prepared by: Sgt. David Tittle & Missy Wilson

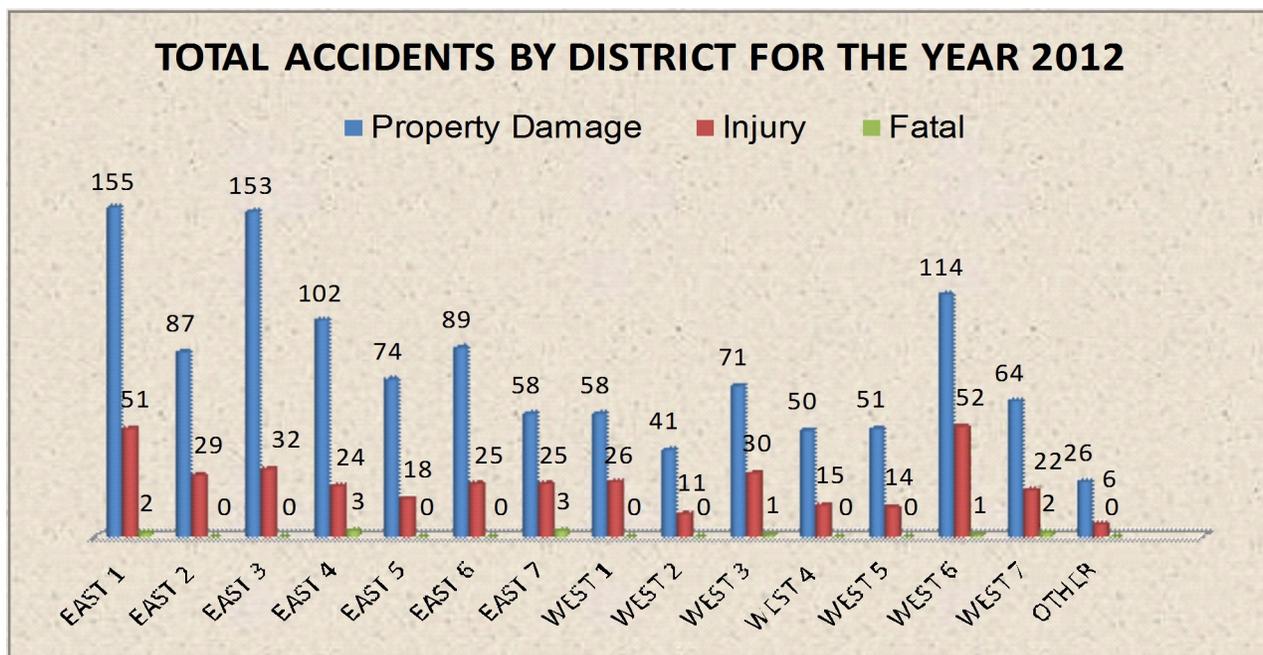
Traffic Crash Statistics for the Year of 2012, shows the following:

Total Crashes: 1581  
Injury Crashes: 375  
Property Damage: 1194  
Fatal Accidents: 11 (crashes) 13 deaths due two double fatality crashes

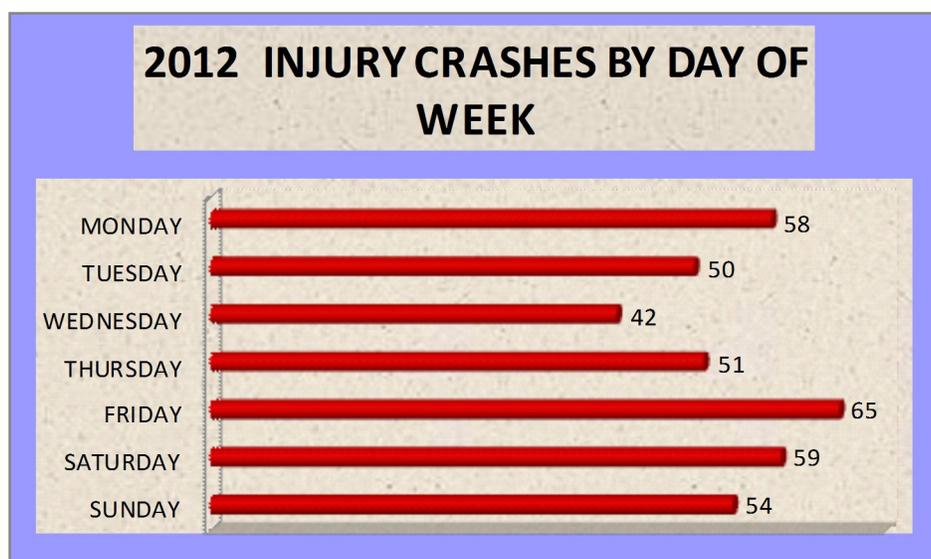
The following charts and graphs shall display different breakdowns and comparisons in order to visualize problem areas within the County.



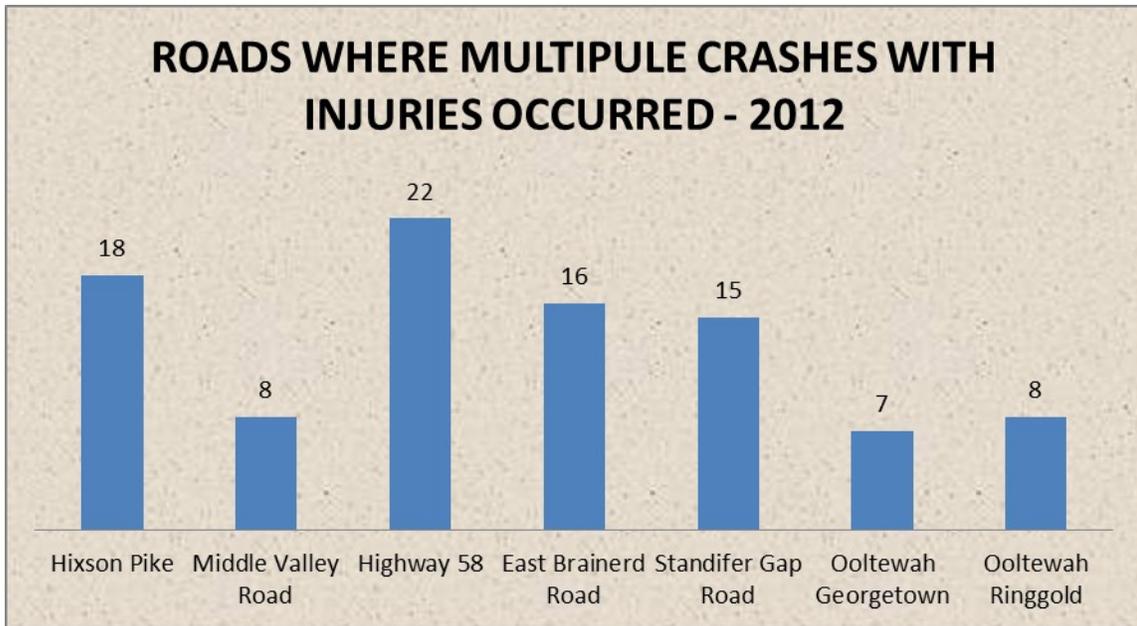
The above graph depicts the total number of crashes in the un-incorporated portions of Hamilton County for the year 2012. The average amount of crashes per month to date calculates at 128.17 per month.



The above graph depicts that the majority of Traffic Crashes for the year of 2012 took place in EAST Sector Districts 1, 3, and 4. In the WEST Sector the majority took place in Districts 6, 3, and 7. The majority of injury crashes occurred in EAST-1 and WEST- 6. There were Eleven (11) fatalities for the year of 2012.



The above chart clearly shows that the busiest days for Traffic Crashes with Injuries in the year 2012 was Friday with Sixty-Five (65) and Saturday with Fifty-Nine (59). The least amount of Injury crashes for the year of 2012 occurred on Wednesday with Forty-Two (42).



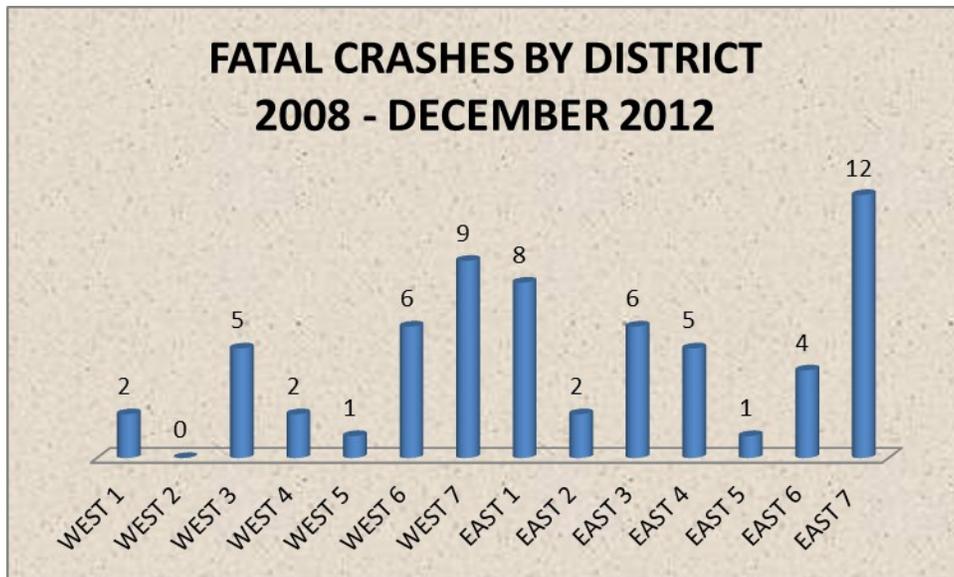
The above graph depicts roadways that had multiple crashes with injuries during the year of 2012. Highway 58 and Hixson Pike had the highest amount of injury crashes in the year 2012.



The above graph will depict the amount of Fatal Crashes for Calendar Year 2012 through December.

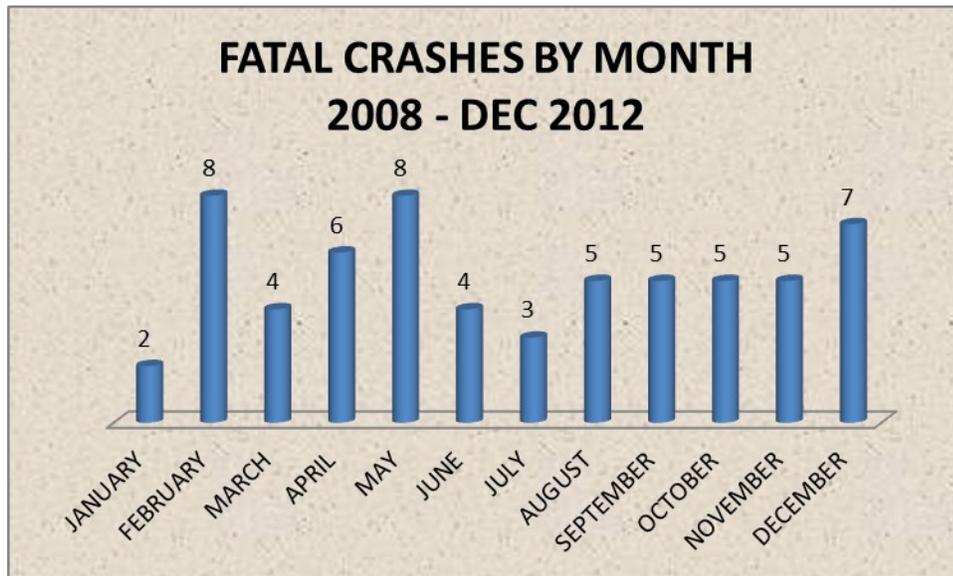


The above graph depicts the amount of Fatal Crashes by District in 2012. There are ten (10) fatal crashes for the year.



The above graph shows that the highest amount of Fatal Crashes occurring in the unincorporated portions of Hamilton County were in Districts EAST 7 with eleven (11) and West 7 with nine (9) over the 5 year period. Districts EAST 1 and 3 and West 6 are close behind with eight (8) in EAST 1 and six (6) in both EAST 3 and West 6.

## FATAL CRASHES BY MONTH, 2008 – DEC 2012:



The above graph breaks down the total amount of Fatal Crashes by month over the five year period. Clearly the months of February and May had the highest amount of Fatal Crashes with eight (8) each.

### SUMMARY:

**There were Eleven (11) Fatal Crashes for the year 2012. The roadways with the most crashes with injuries were Highway 58 and Hixson Pike. The busiest days for crashes with injuries were Friday with Sixty-Five (65) and Saturday with Fifty-Nine (59). Wednesday was the least busy day with Forty-Two (42) injury crashes. These 3 days account for Forty-Five (45%) of all the injury crashes in the year 2012.**

# Hamilton County Sheriff's Office Crisis Intervention Team

## 2012 Annual Report



This project is funded under an agreement with the State of Tennessee, Department of Finance and Administration, Office of Criminal Justice Programs and is supported by Award #2009-DJ-BX-0036 awarded by the Bureau of Justice Assistance, Office of Justice Programs, USDOJ.



HAMILTON COUNTY SHERIFF'S OFFICE  
T E N N E S S E E  
CITY OF CHATTANOOGA  
POLICE DEPARTMENT  
T E N N E S S E E

## CRISIS INTERVENTION TEAM

8395 HICKORY VALLEY ROAD - CHATTANOOGA, TN 37421 - PHONE: (423) 893-3503



The Hamilton County/Chattanooga Crisis Intervention Team (CIT) program is an innovative, pro-active law enforcement based approach to addressing issues surrounding the treatment of persons with mental health issues.

It is an effective 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). CIT provides an avenue for treatment instead of incarceration for consumers. This is done at little risk to public safety and it improves outcomes for both consumers and for the law enforcement officers who interact with them during crises.

The Memphis Police Department is known for setting a standard of excellence with respect to the treatment of individuals with mental illness. They established the first Crisis Intervention Team in 1988. The Hamilton County/Chattanooga Crisis Intervention Team (CIT) program was established in 2009 with direct assistance from Memphis Police Department and The University of Memphis. CIT Training is designed to educate and prepare officers who come into contact with people who may be experiencing a mental health crisis. CIT Officers are trained to de-escalate a crisis on the scene or to make the decision to transport for an evaluation. Because of the 40-hour CIT training, the specialized group of CIT officers have the ability to understand and relate to what the person in crisis is going through. They have established working relationships with mental health agencies and hospitals and they are able to get people the help they need.

In recent years, mental health agencies and programs have increasingly felt devastating blows to their budgets, and there have been far too many tragic incidents where speculation of mental illness has been at the forefront of media attention and in conversations around the world. The CIT program prepares, educates and trains officers to recognize signs and symptoms of mental illnesses. Law enforcement officers are increasingly coming into contact with those who may be experiencing a mental health crisis. The CIT Training program provides information to assist officers in knowing what to do and who to contact.

For the year 2012, there were two 40-hour CIT Schools and our first 16-hour CIT for Youth. The CIT for Youth curriculum was designed for the School Resource Officers and College Campus Police. The topics focused on recognizing the signs and symptoms of adolescents in crisis.

This 2012 Annual Report will review the statistics submitted by CIT Trained Officers from the Hamilton County Sheriff's Office. This report offers information about the CIT program. For those of you familiar with CIT, you will marvel about the level of response reported by CIT Officers. For those of you that are new to CIT, you will read about CIT, our efforts, our partnerships and our commitment to the citizens of Hamilton County.

## CIT Curriculum

The curriculum is a 40-hour week of intense training provided by volunteer mental health professionals, advocates and seasoned CIT Officers. The training consists of classroom lectures, visits to various mental health facilities and group homes where consumers lead discussions, scenario based de-escalation skills and training using role play exercises. The training is to ensure law enforcement awareness of mental health resources and to address attitudes and stigma regarding mental illness. The CIT training includes the following blocks of instruction:

Introduction of Clinical Issues

Psychotropic Medication and Side Effects

Substance Abuse and Co-occurring Disorders

Post-Traumatic Stress Disorders

Alzheimer's and Dementia

Legal Issues and Mental Health Law

Traumatic Brain Injury

Borderline and Other Personality Disorders

Community Resources, including training on assessing and requesting crisis services

Family and Consumer Perspectives

Verbal Techniques and Intervention Strategies



**CIT Officers Trained to Date:**

Over 150 officers have been trained by the Hamilton County/ City of Chattanooga CIT program since inception in 2009. They represent 21 law enforcement agencies from 6 counties in 3 states. We expect this number to grow as outreach efforts continue and more department heads recognize the value of providing these skills to those under their command.

<b>Chattanooga Police Department</b>	<b>56</b>	<b>Jackson, TN Police Department</b>	<b>2</b>
<b>Hamilton County Sheriff's Office</b>	<b>40</b>	<b>Lauderdale Co., MS Sheriff's Office</b>	<b>2</b>
<b>Hamilton County 911 District</b>	<b>11</b>	<b>Lookout Mountain Police Department</b>	<b>2</b>
<b>UTC Police Department</b>	<b>6</b>	<b>Madison County, TN Sheriff's Office</b>	<b>2</b>
<b>Chattanooga State Police Department</b>	<b>5</b>	<b>Meridian, MS Police Department</b>	<b>2</b>
<b>Bradley County Sheriff's Office</b>	<b>5</b>	<b>Signal Mountain Police Department</b>	<b>2</b>
<b>Collegedale Police Department</b>	<b>3</b>	<b>Soddy Daisy Police Department</b>	<b>2</b>
<b>East Ridge Police Department</b>	<b>3</b>	<b>Chattanooga Housing Authority</b>	<b>1</b>
<b>Cleveland Police Department</b>	<b>2</b>	<b>Hamilton County Park Services</b>	<b>1</b>
<b>Hamilton County Juvenile Court</b>	<b>2</b>	<b>Red Bank Police Department</b>	<b>1</b>
<b>US Dept. of Veterans Affairs, Little Rock, AR</b>	<b>1</b>		

## **CIT for Youth**

The first 16-hour CIT for Youth for the Chattanooga/Hamilton County Region was developed and presented to School Resource Officers and Campus Police Officers just before the 2012-2013 school year began. The class was developed at the request of SRO Supervision and SRO's who wanted to better serve the needs of their students and to learn the signs and symptoms of behaviors in adolescents. The class was hosted by the University of Tennessee at Chattanooga. The class was attended by School Resource Officers and Campus Police Officers from Hamilton County Sheriff's Office, Chattanooga Police Department, Signal Mountain Police Department, and University of Tennessee at Chattanooga. Subject matter experts from Parkridge Valley Hospital, Youth Villages, TN Suicide Prevention Network, Chattanooga Autism Center, and Scholze Adolescent Center, among others, provided the instruction.



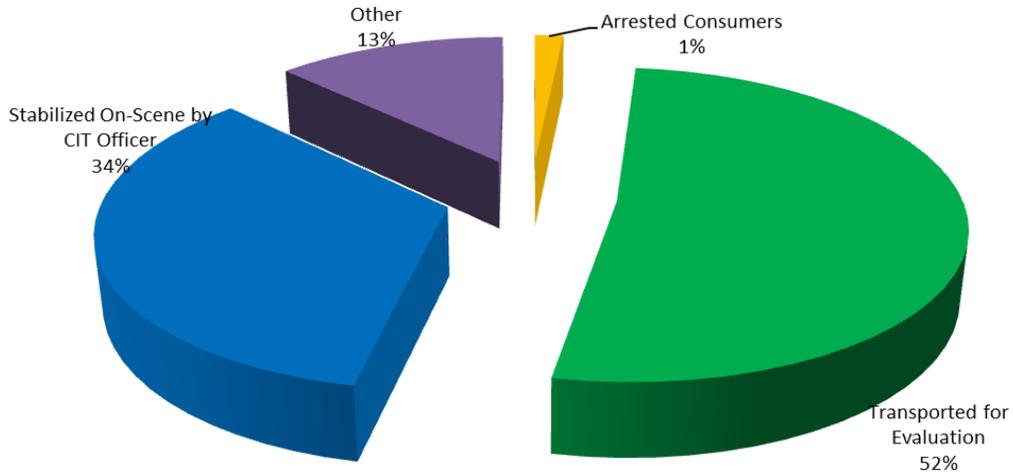
## **CIT Reporting**

All agencies are encouraged to document their CIT incidents. A CIT form is only used by CIT Officers for reporting on CIT related calls. They are not to be used by non-CIT Officers or for non-CIT related calls. Standardized CIT forms are completed and are turned into the CIT Coordinator for review.

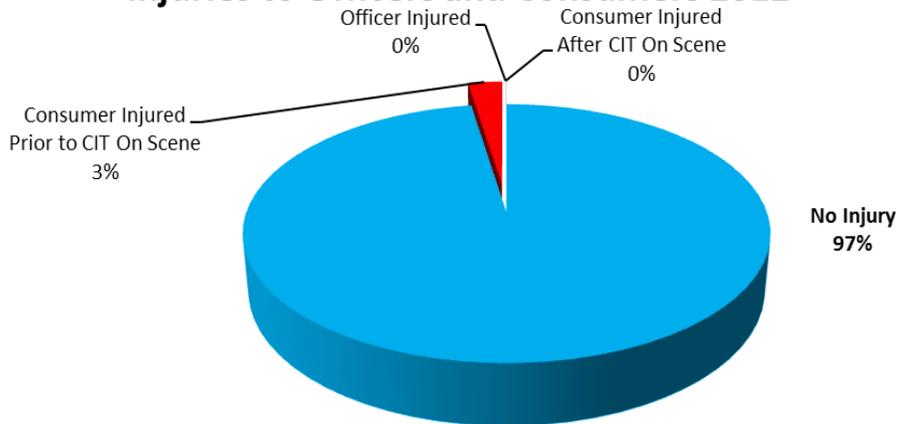
All CIT reports are reviewed monthly by coordinators of the program and discussed with the CIT Manager. The statistics are helpful in managing the CIT program and planning for future needs and training.

The total number of reports written by CIT Officers with the Hamilton County Sheriff's Office, and Hamilton County Correction for 2012 was one hundred seventy eight (178) up from one hundred twenty seven (127) in 2011.

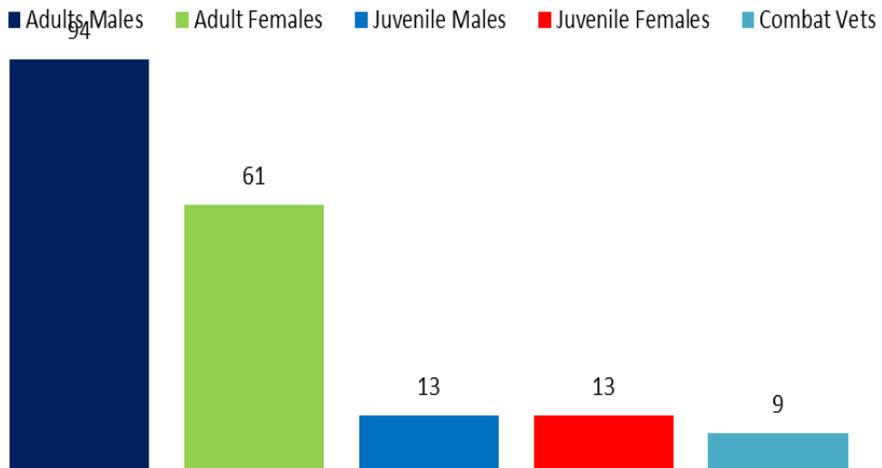
### CIT Dispositions

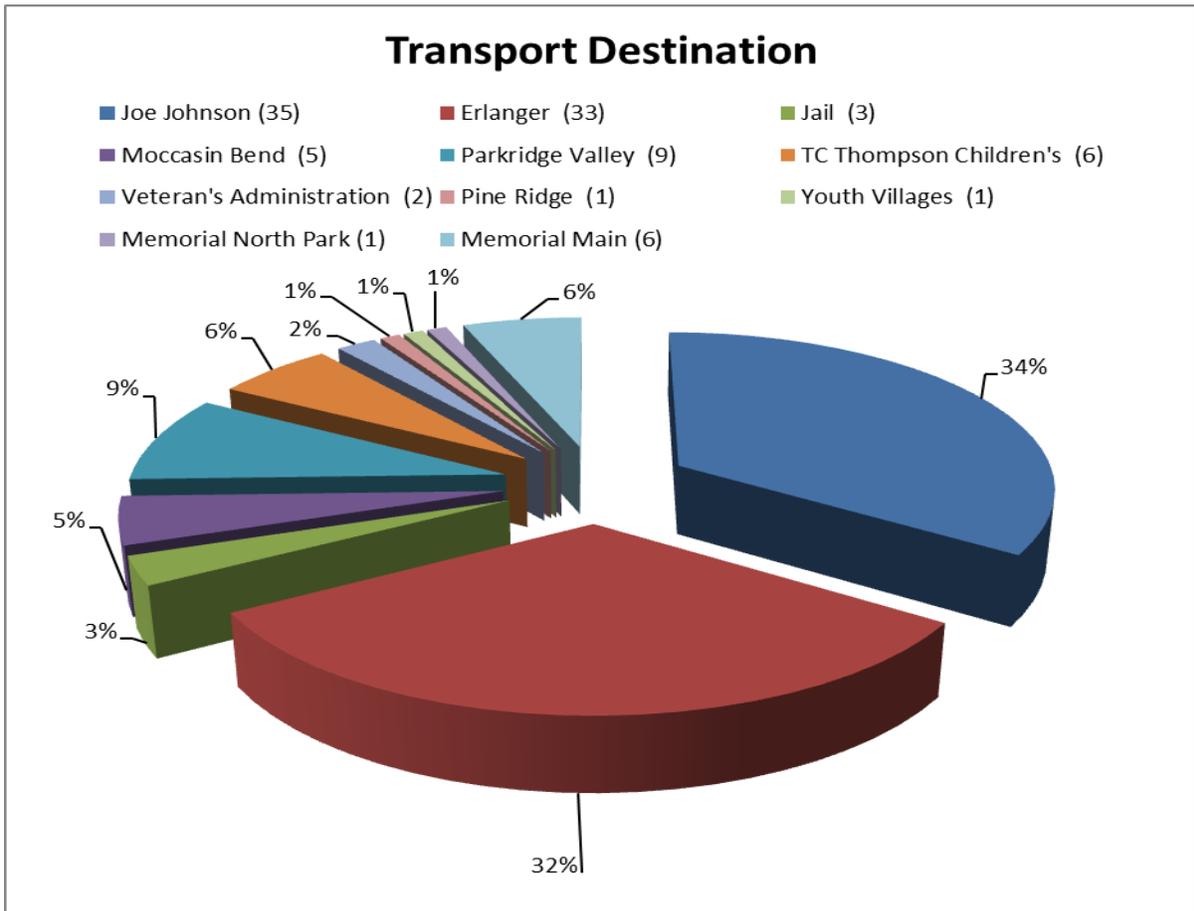


### Injuries to Officers and Consumers 2012



### Demographics





**CIT Advisory Committee**

The CIT Advisory Committee meets two to four times per month to discuss the objectives of CIT. This dedicated committee is instrumental in attaining the goals for all activities of the CIT program. The committee is made up of law enforcement, consumers, advocates, mental health agencies, centers and hospitals.

**CIT Quarterly Meetings**

The CIT program offers quarterly meetings for all CIT Officers. The quarterly meetings consist of mental health professionals offering one hour of continuing education to trained CIT Officers. They offer education, expertise and available resources to help law enforcement solve problems. They also utilize these meeting times to work with stakeholders to develop problem solving strategies that no one agency would be able to solve individually. The 2012 meetings were held on March 20<sup>th</sup>, June 12<sup>th</sup>, and October 16<sup>th</sup>, 2012. The guest presenters came from Johnson Mental Health, Erlanger Emergency Department, and Youth Villages respectively.



## **CIT Awards Banquet**

The Second Annual CIT Awards Breakfast/Banquet was held May 23, 2012 at the Chattanooga Choo Choo Imperial Ballroom. There were over 300 attendees. The banquet is sponsored by donations from corporate sponsors and mental health agencies and hospitals. The banquet recognizes all CIT Officers and names a CIT Officer of the Year. The public is invited to attend this special occasion. The 2011 CIT Officer of the Year for the Hamilton County Sheriff's Office was Patricia Nolan. The CIT Officer of the Year receives the opportunity to represent our law enforcement agency at the annual CIT International Conference. This is at little or no cost to the law enforcement agencies because the mental health community provides for and supports CIT Officers to attend the National Conference on CIT related topics. The 2012 CIT International Conference was held in Las Vegas, Nevada.



### **2011 CIT DEPUTY OF THE YEAR "PATRICIA NOLAN"**

**PRESENTED HER AWARD AT THE ANNUAL CIT AWARDS BANQUET  
BY CIT COORDINATOR CORPORAL ELLIOTT MAHAFFEY.**

## **Summary**

The CIT program will continue to accomplish the goals of decreasing the incarceration of non-violent individuals with mental illness from the jails, decreasing officer, consumer and civilian injuries and decreasing the use of force and SWAT callouts. The focus will remain on increasing the number of specialized CIT Officers, increasing the number of transports for psychiatric evaluations when necessary, increasing the amount of crises that are stabilized by the techniques and practices of CIT Officers and providing ongoing training for all CIT Officers. The techniques CIT Officers learn are proven to work and have saved lives.

The Hamilton County/Chattanooga CIT program is making a difference in the lives of those we serve. Several mass casualty tragedies across the county during 2012 have brought the subject of mental illness back into the minds of the public. Family members are more frequently calling for help for their loved one.

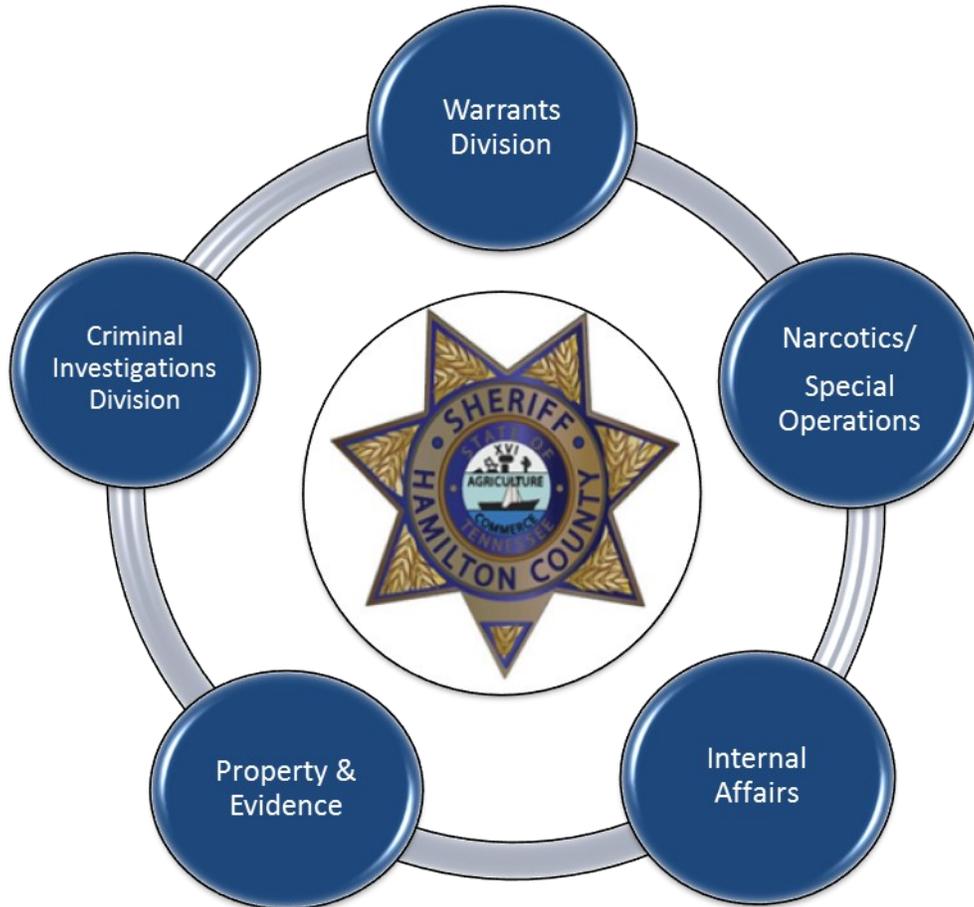
The CIT program has brought together a powerful partnership between law enforcement and the mental health community that works diligently to get consumers the help they need and deserve. The mindset of incarcerating individuals because of the uncertainty of what to do with them has disappeared. Consumers are no longer afraid to call the police. They are now calling for CIT Officers by name when they are experiencing a crisis and need help.

**The Hamilton County/ Chattanooga CIT project may have never gotten off the ground had it not been for funding from an Edward Byrne Justice Assistance Grant. This grant will expire on June 30, 2013. It is incumbent on local officials and stakeholders to ensure this important program is not allowed to diminish. Many have recognized the benefit of our CIT program and donated generously to not only keep it sustained, but to help it grow. We thank each of our partners for the generosity that has been shown not only through funding, but through volunteered time, expert advice and guidance. We look forward to continuing these essential partnerships for years to come.**

The CIT program has designed CIT pins which officers wear on their uniforms to identify themselves as CIT Officers. Consumers and others from other areas where CIT exists will look for and recognize this CIT Pin and will know that the officer wearing it is CIT trained. CIT Officers wear their pins with pride. The Sheriff's Office provides a front license plate of the same design to be displayed on the patrol vehicles of their CIT Officers.



# Investigative Services Division



## *Investigative Services Division*

*Annual Report—2012*

Mission Statement:

“Commitment to Excellence For All Citizens With Fair And Equitable Performance”

The Investigative Services Division is comprised of five (5) Divisions, Narcotics/Special Operations (NSO), Criminal Investigations Division (CID), Warrants Division (Fugitive/Civil Process), Internal Affairs (IA) and Property/Evidence Division totaling 71 full-time and part-time personnel. During the year of 2012, the divisions received 1,985 investigations, arrested 5,602 suspects, recovered \$192,033.00 in stolen property, seized \$79,645.00 in cash (drug) seizures and a total street value in illegal drugs seized \$695,706.00. Total Generated Funds \$174,287.00.



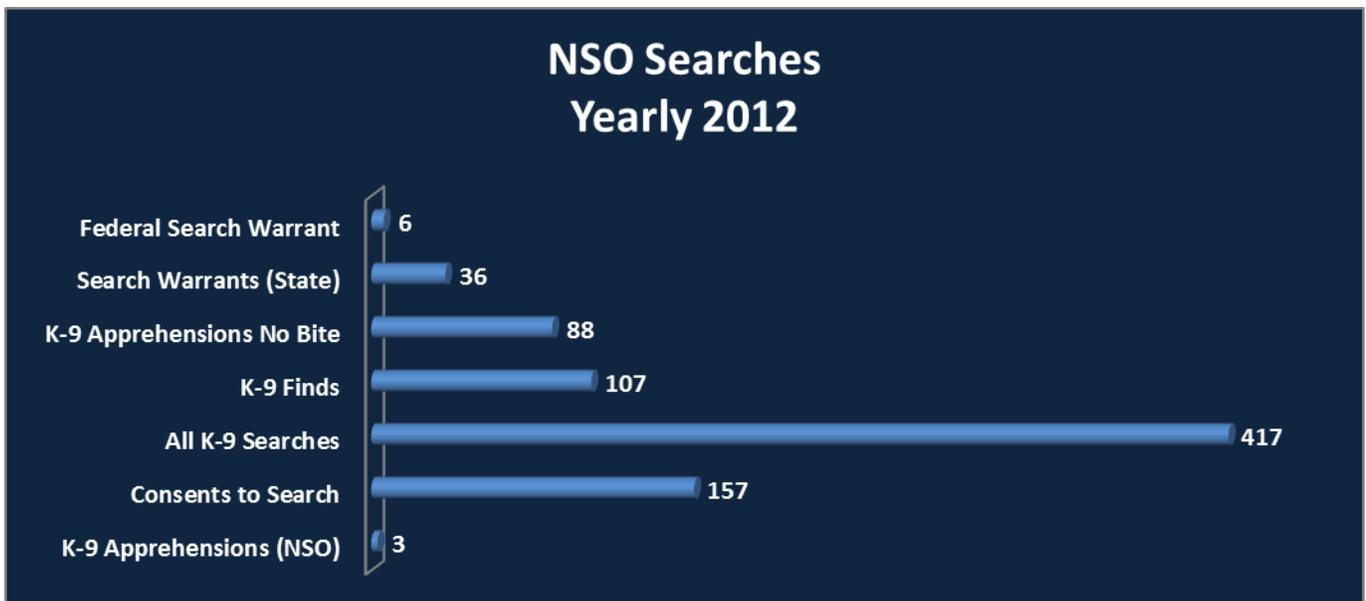
INVESTIGATIONS CAPTAIN BILL JOHNSON



2012 SEIZURES

### *Narcotics /Special Operations*

During the month of December 2012, the Narcotics / Special Operations Division assisted other agencies and divisions 161 times. The unit conducted 199 searches, 417 K-9 searches, seized a total street value of \$695,706.00 in illegal drugs resulting in 376 arrests. Members of the NSO conducted 73 presentations to area community organizations during the reporting period.



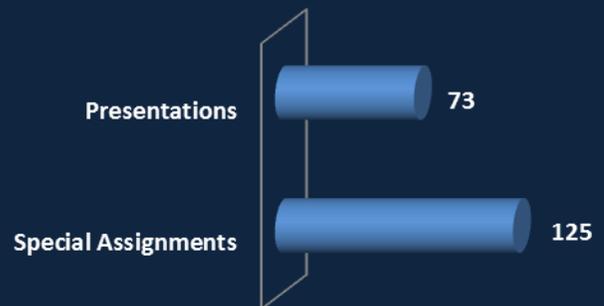
## Arrest & Assist Yearly 2012



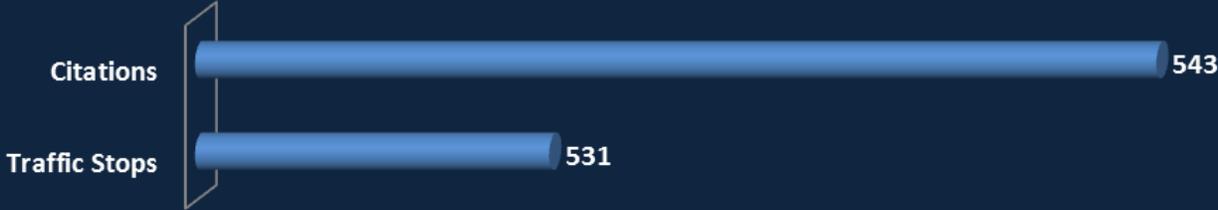
## NSO Weapons, Vehicles and Money Seizures Yearly 2012



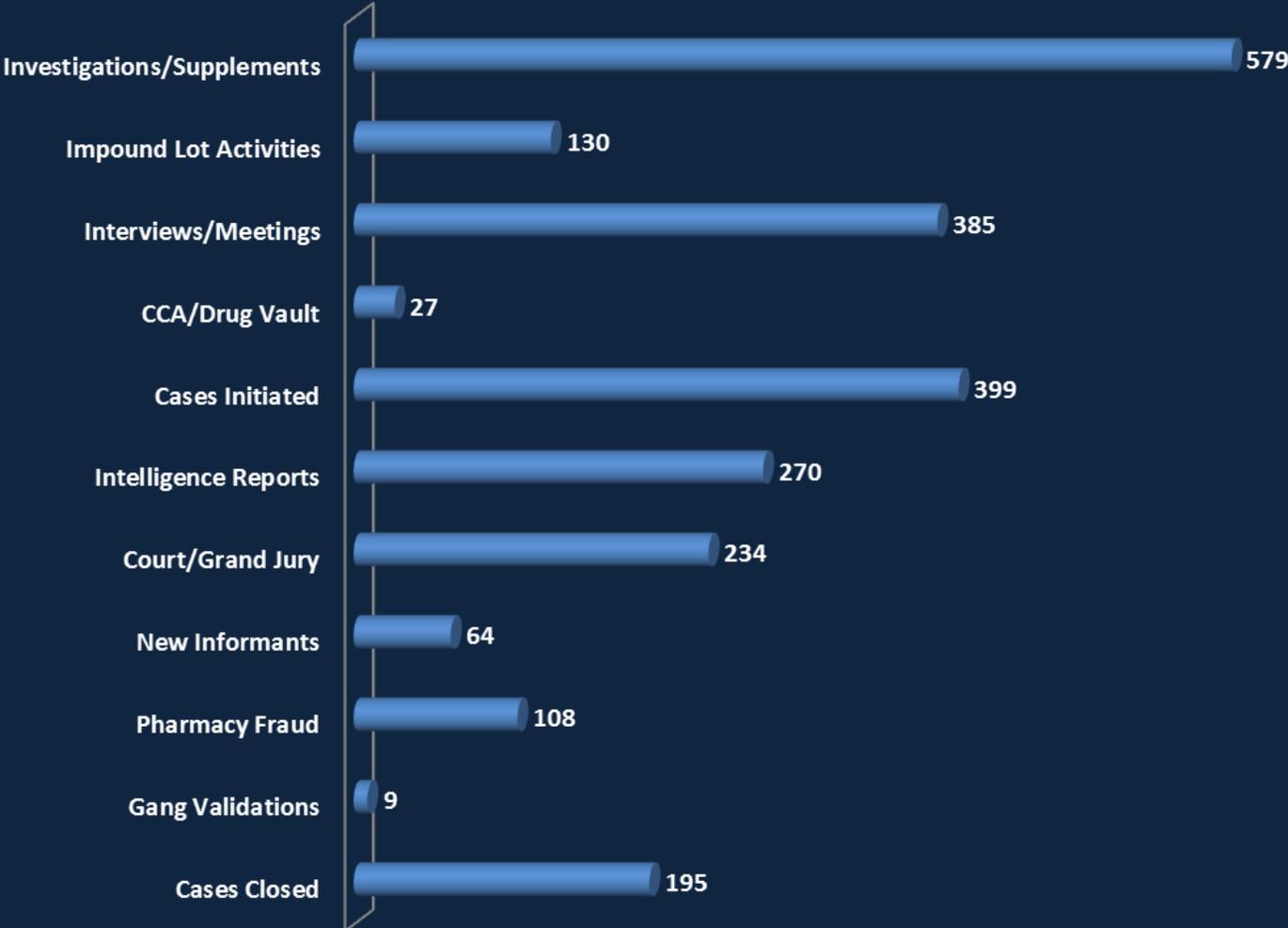
## Special Assignments & Presentations Yearly 2012



# NSO Citations and Traffic Stops Yearly 2012

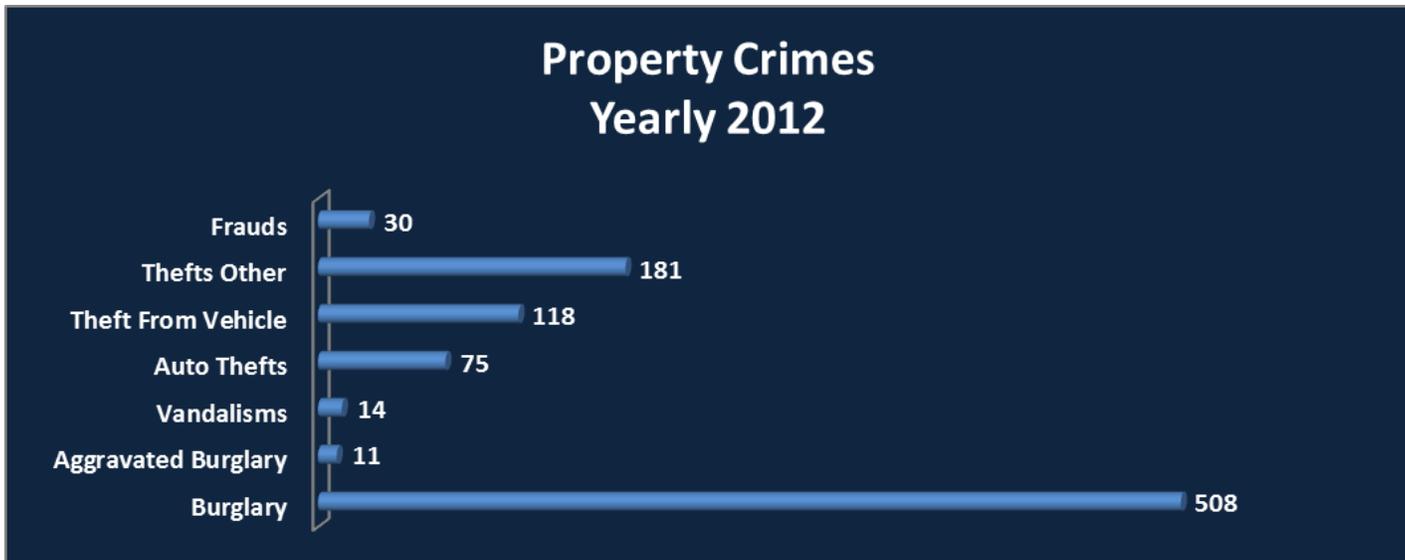


# NSO Cases Yearly 2012

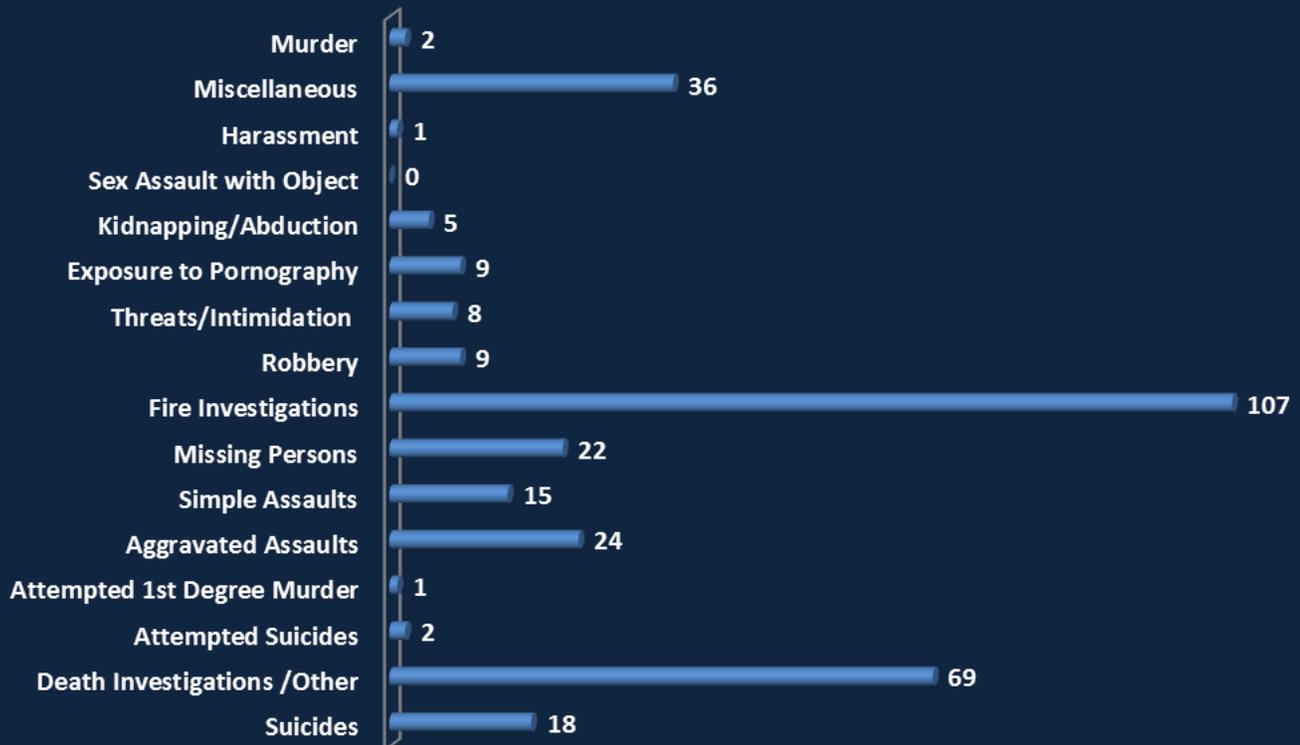


### ***Criminal Investigations***

During the year of 2012, the CID Division received for investigation 1406 complaints making 93 arrests and recovering \$192,033.00 in stolen property. There were 89 deaths investigated by CID during 2012. There were 110 child-related investigations conducted with 51 referrals from Child Protective Services. CID also continues to work on the cold case investigation of Melissa Ward. The division conducted 107 fire investigations, received 519 burglary reports, 75 auto thefts and 118 reports of theft from vehicles. Detectives, along with the ATF, continue to investigate the arson/burglary of the Loftis Middle School with ATF offering a \$10,000 dollar reward.

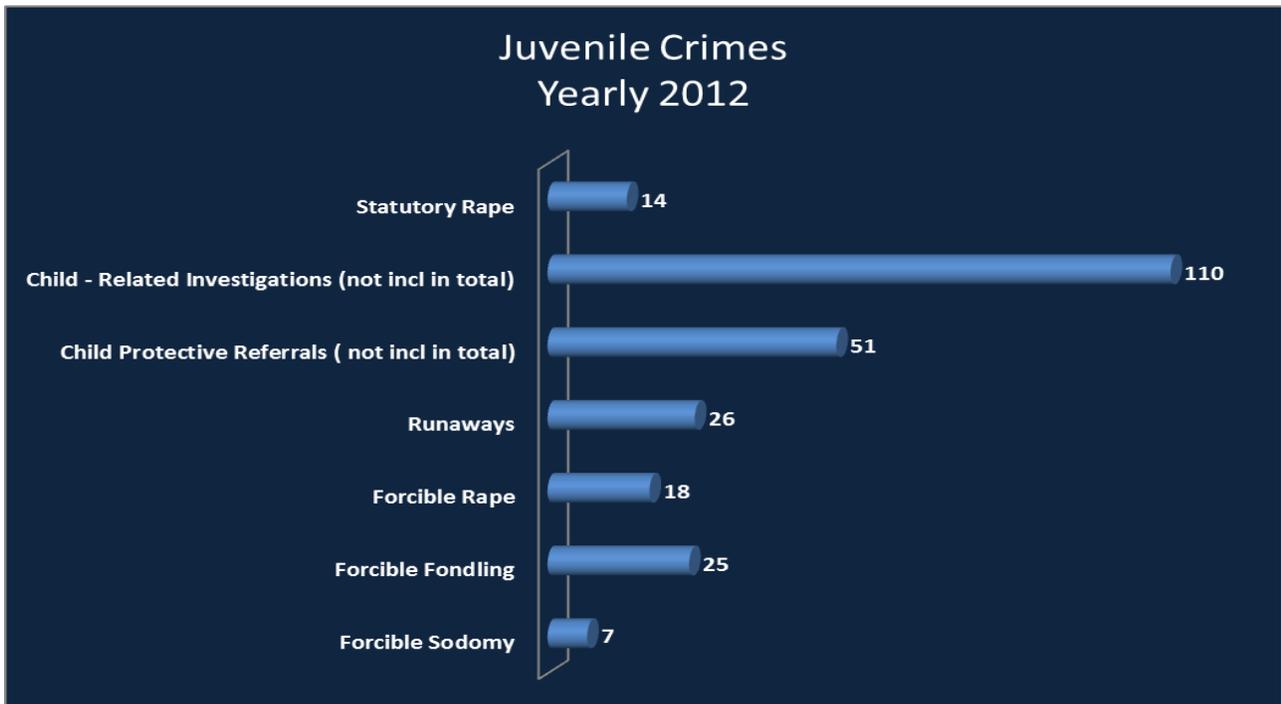


## Personal Crimes Yearly 2012



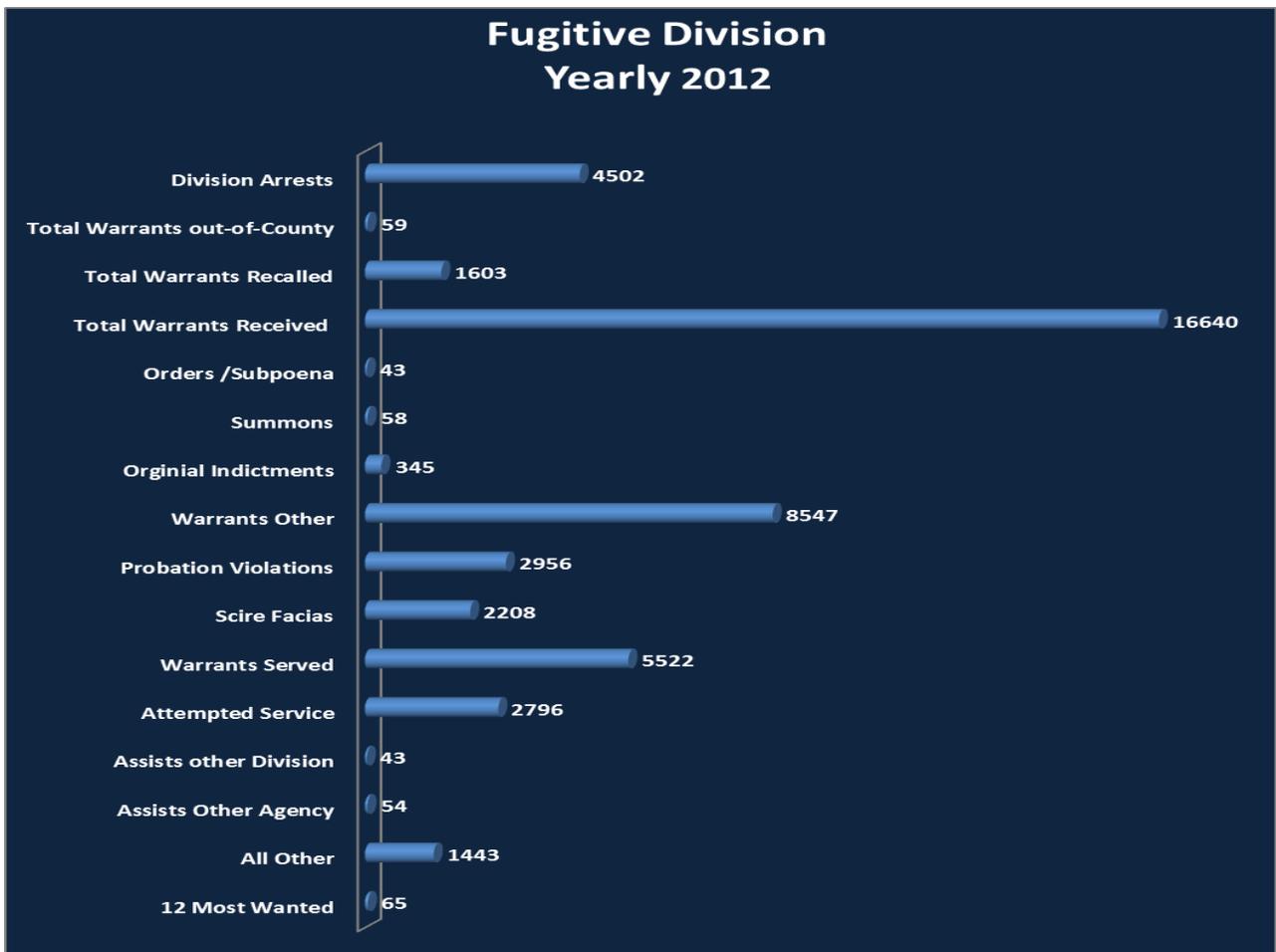
## CID Other Yearly 2012





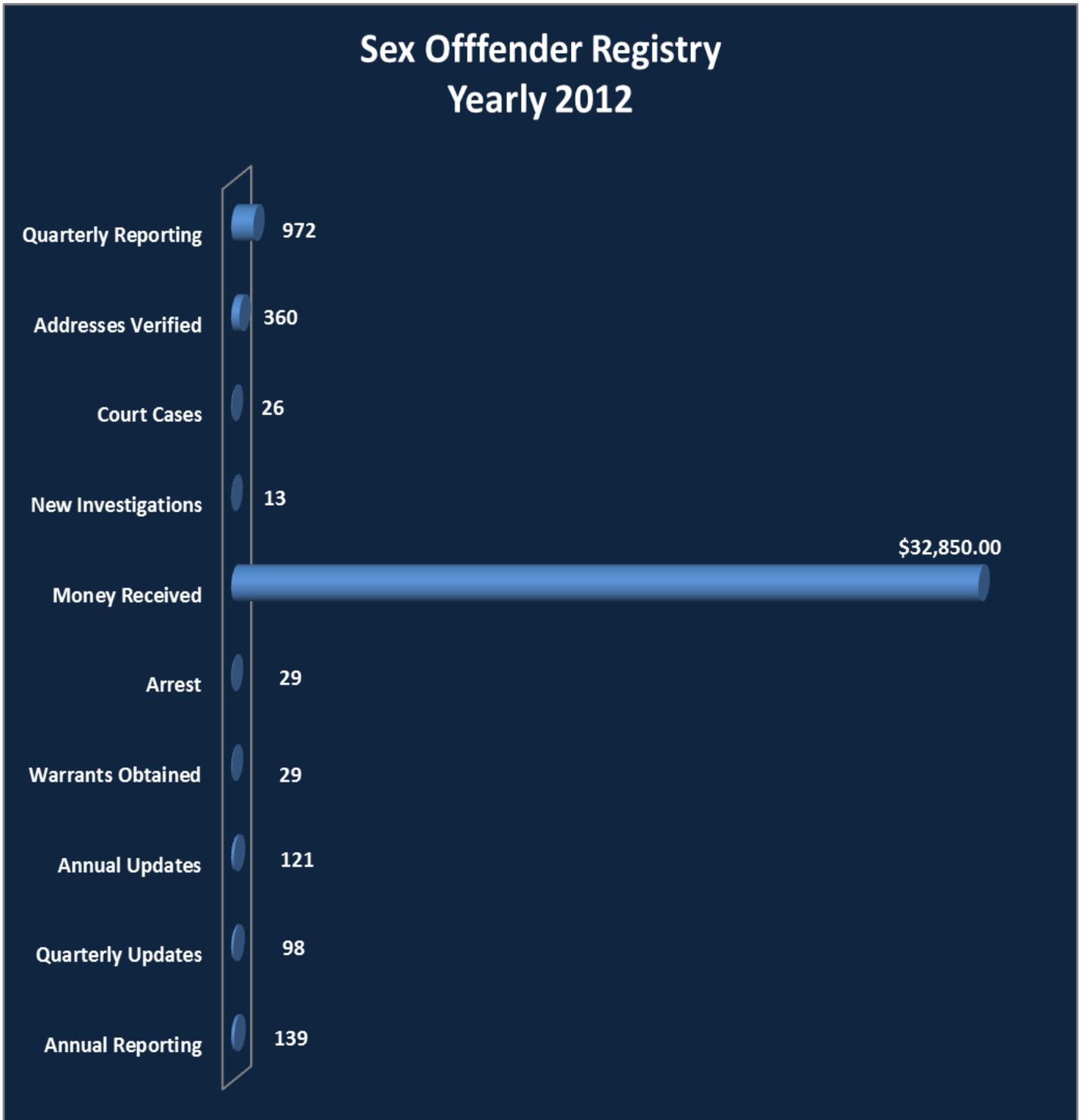
### *Fugitive Division*

During the year of 2012, the Fugitive Division received 16,640 warrants serving 5,522 warrants, arresting 4502 offenders with 2,796 attempts. Sixty-Five (65) of the 12 Most Wanted were apprehended during this reporting period.



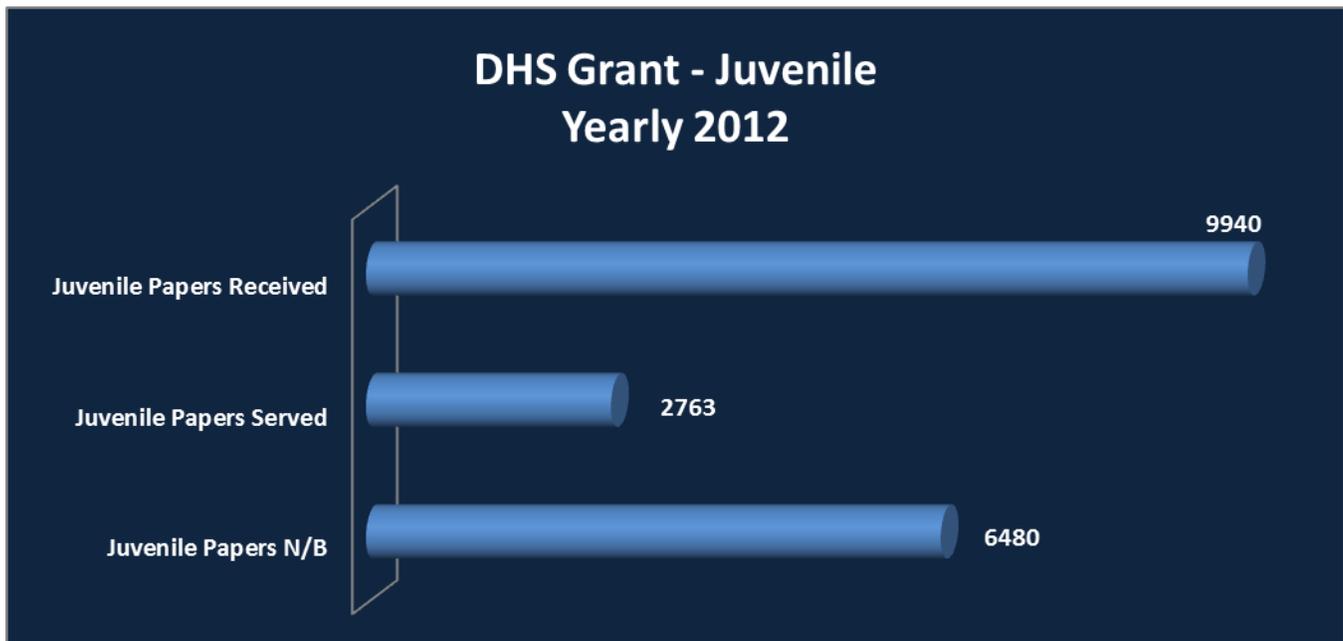
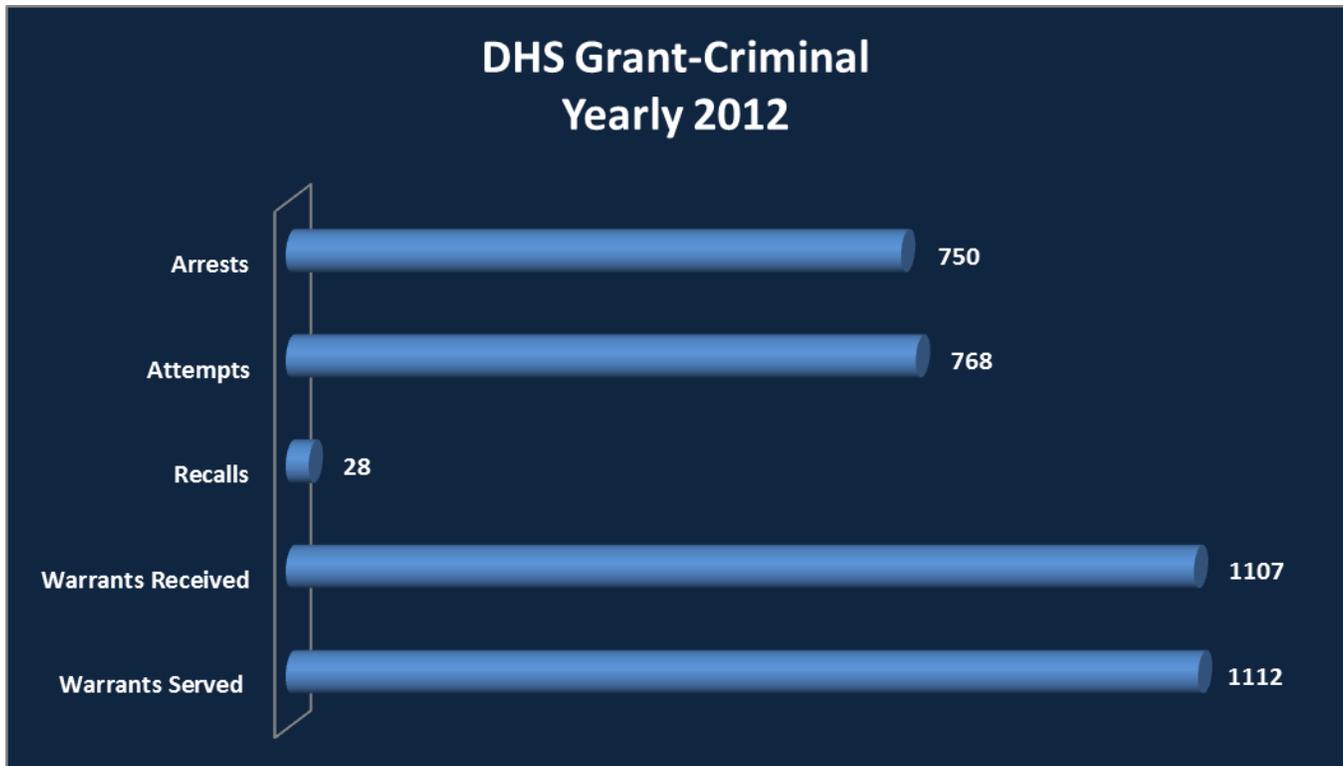
***Sex Offender Registry***

During the year of 2012, the Sex Offender Registry updated 972 offenders quarterly, 139 with annual reporting and verified 360 addresses during this reporting period. The Registry received \$32,850.00 dollars in revenue during this reporting period and made 29 arrests of offenders failing to meet registry compliance.

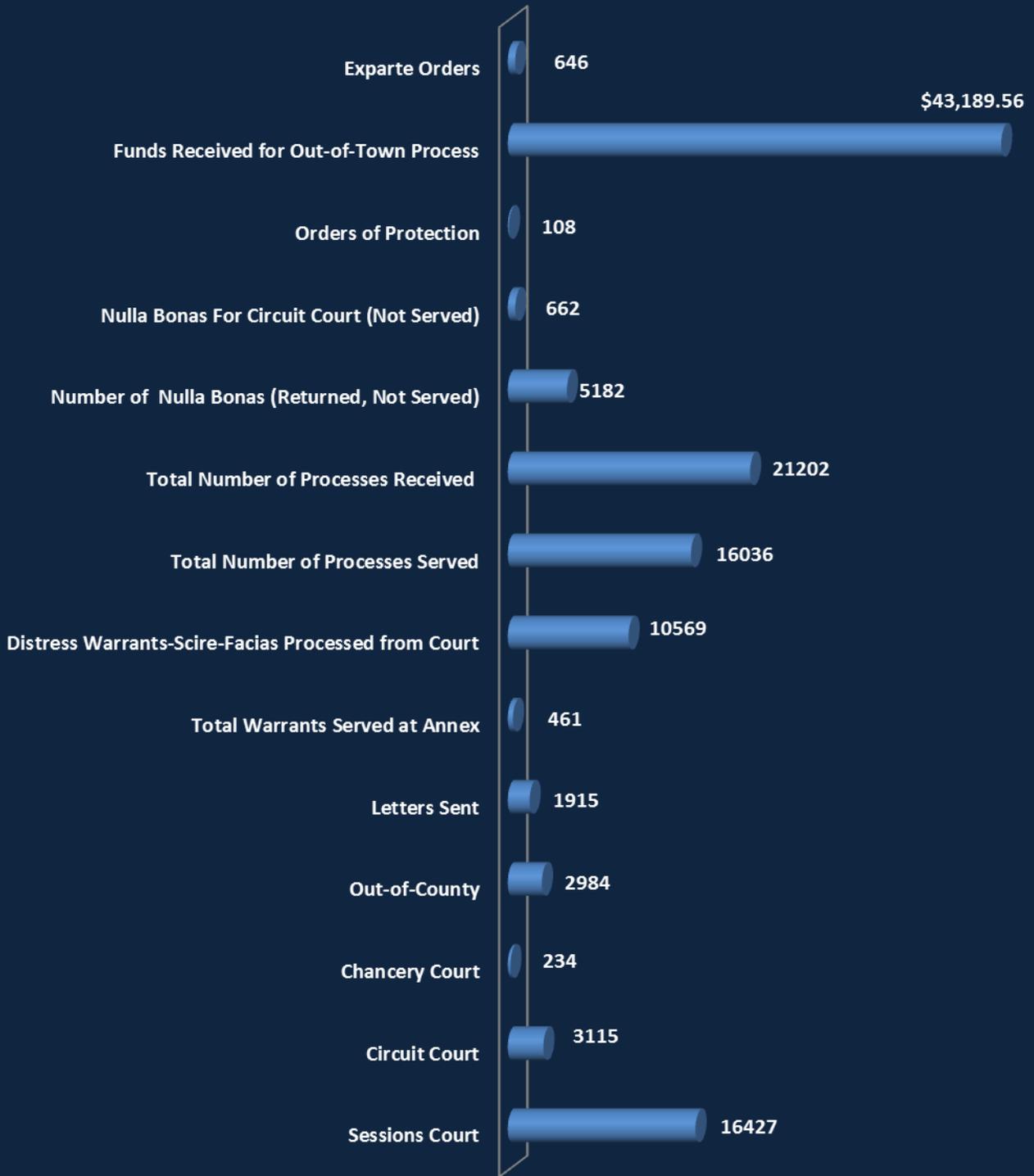


**Department of Human Services Grant (DHS)**

During the year of 2012, the detectives assigned to this task received 1,107 warrants and served 112 warrants. There were 28 warrants recalled, 768 attempt service and 750 arrests of suspects for failure to pay child support.



## Civil Process Yearly 2012



**Property/ Evidence**

The Property/Evidence Division is made up of two (2) full time employees.

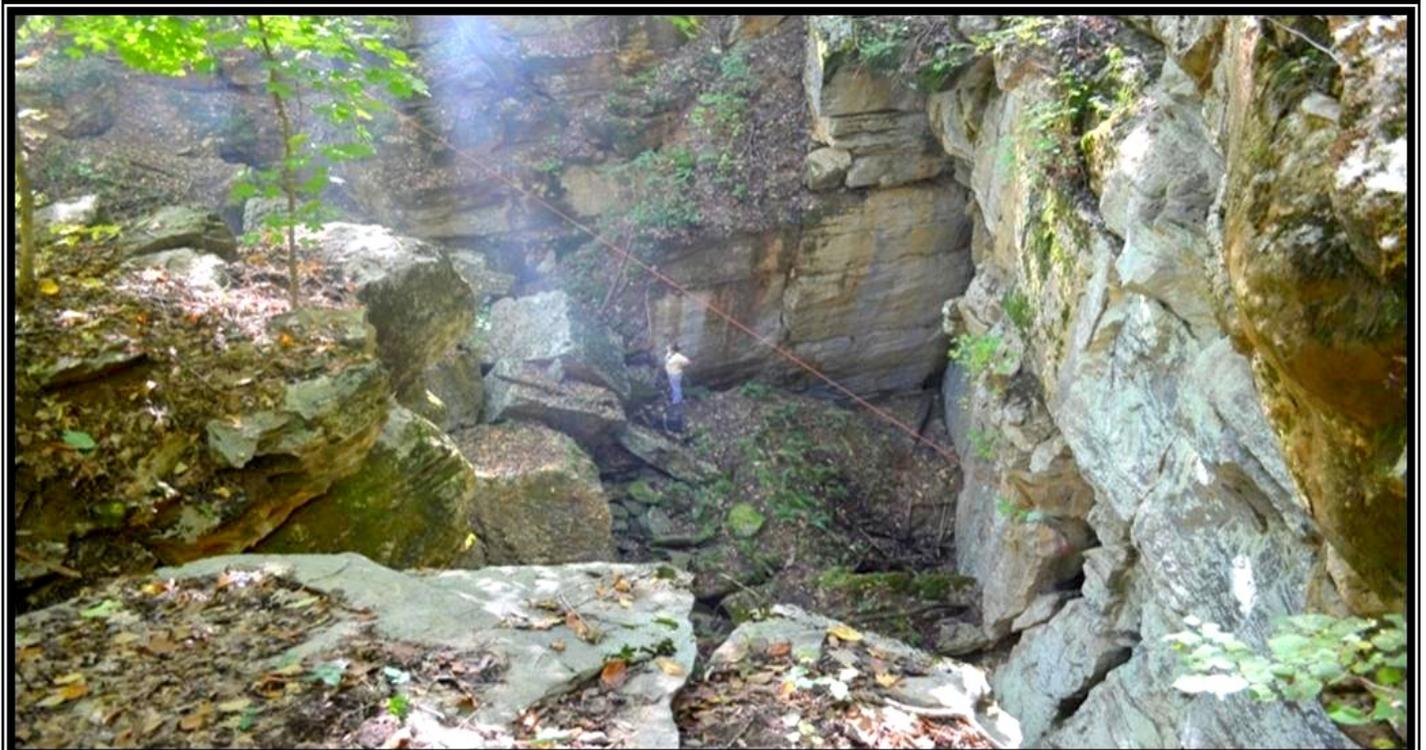
<b>December 2012</b>		APV	GENERAL	DRUGS	Totals
Monthly Intake		8	183	74	265
Dispositions Received		0	0	0	0
Files Closed		0	26	0	26
Court Orders Received		0	0	0	0
Number of Items on Court Orders		0	0	0	0
Destruction of Drugs by Court Orders				0	0

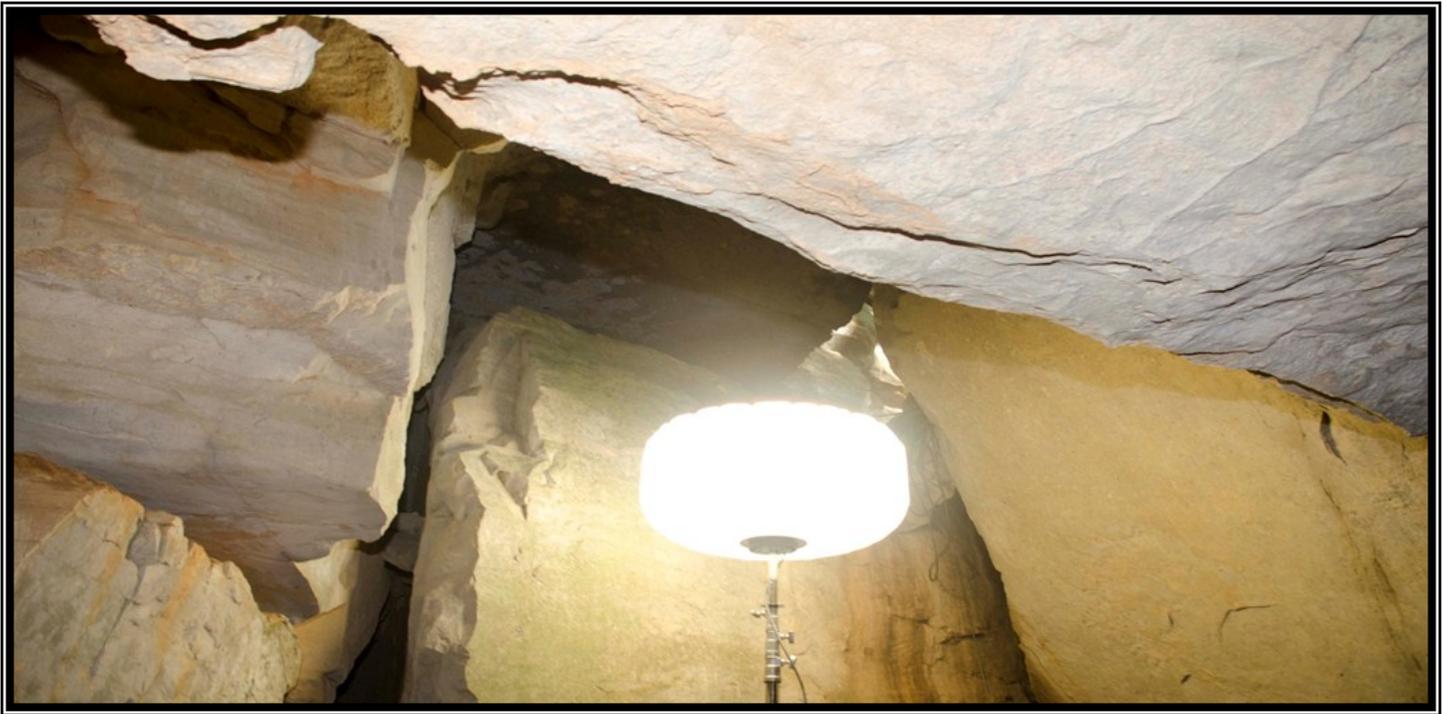
<b>December 2012</b>	Knoxville		Nash-ville	Out-source Lab	Total Trips
	Blood Al-cohol	Drug/ Other			
Trips to TBI Crime Lab	1	0	1	0	2
Items Taken to Crime Lab	24	46	11	0	81
Items Returned from Crime Lab	0	60	4	0	64

<b>Y.T.D. 2012</b>		APV	GENERAL	DRUGS	Totals
Year-To-Date Intake		312	2196	953	3461
Year-To-Date Dispositions Received		5	255	9	269
Year-To-Date Files Closed		671	903	1891	3465
Year-To-Date Court Orders Received		1	12	3	16
Items on Court Orders		54	1369	1891	3314
<b>Y.T.D. 2012</b>	Knoxville		Nash-ville	Out-source Lab	Total Trips
	Blood Al-cohol	Drug/ Other			
Trips to TBI Crime Lab	11		8	2	21
Items Taken to Crime Lab	197	524	54	4	779
Items Returned from Crime Lab	0	582	35	0	617

## Body found on Layne Road in Soddy-Daisy

The Hamilton County Sheriff's Office, Crime Scene Unit assists the Soddy Daisy Police Department in the recovery of human remains in an area known as "Devil's Gap".





The “MOON LIGHT” in operation. This is a tool that was purchased to provide needed lighting in areas where light is limited at crime scenes, during searches, crashes, and numerous other venues. The unit is equipped with a 600 watt metal hydride bulb mounted on an extending 18 foot metal pole and is capable of illuminating 16,000 square feet.

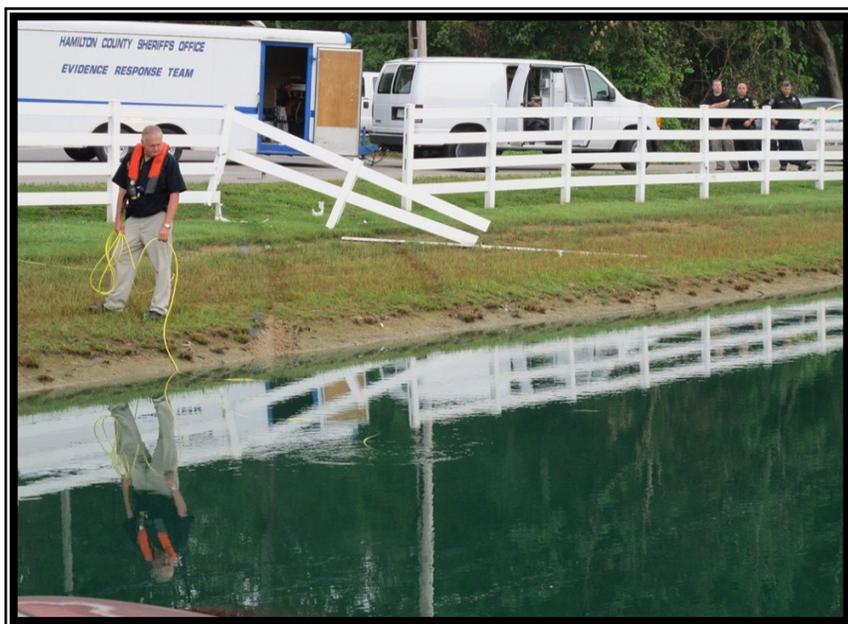
### **PRESS RELEASE FROM APRIL 2012**

#### **HCSO presenting the VideoRay Pro 4 Underwater ROV**

The Hamilton County Sheriff’s Office provided a demonstration of the VideoRay Pro 4 Underwater ROV (remotely operated vehicle) to the media on April 20, 2012. This will take place at 1:00 p.m. at the Chickamauga Dam boat ramp off Highway 153. The ROV was obtained by the Hamilton County Sheriff’s Office through a Port Security Grant. Information will be provided to the media concerning the capabilities of the ROV as well as how it will aid in Port Security missions of preparedness, response and recovery.



SURT Team members receive training on the ROV which has proved to be a very valuable tool for the Hamilton County Sheriff's Office and Homeland Security District 3. The SURT team has deployed the ROV on several occasions assisting in the recovery of drowning victims, evidence, locating vehicles underwater as well as needs of District 3 Homeland Security



## ROV IN USE

USING THE ROV LOOKING FOR MISSING DRIVER



JIM M. COPPINGER  
COUNTY MAYOR

BOARD OF COMMISSIONERS  
CHESTER BANKSTON  
GREGORY BECK  
TIM BOYD  
JAMES A. (JIM) FIELDS  
JOSEPH (JOE) GRAHAM  
MARTY HAYNES  
LARRY L. HENRY  
WARREN MACKEY  
FRED R. SKILLERN



**HAMILTON COUNTY, TENNESSEE**  
**OFFICE OF THE COUNTY AUDITOR**

BILL W. MCGRIFF, CPA  
COUNTY AUDITOR

LEE H. BROUNER, CPA  
ASSISTANT COUNTY AUDITOR

AUDIT STAFF  
CHERRY CANNELLA, CPA  
DENISE C. HAMBY, CPA  
NORMAN D. HATFIELD  
HARRY D. MANSFIELD, CGFM  
JENNETH RANDALL, CPA

To: Sheriff Jim Hammond  
From: Bill McGriff  
Date: December 5, 2012  
Subject: Sheriff's Department Drug Burn on November 20, 2012

On November 20, 2012, we conducted an audit of the drugs maintained in the Sheriff's Department drug vault at the Sheriff's Annex. The purpose of our audit was to verify that all drugs scheduled for destruction by order of the Hamilton County Criminal Court were on hand and properly identified for destruction.

Access to the confiscated drugs held in the drug vault is limited to the Sheriff's drug vault custodians. According to the Sheriff's Drug Destruction Report, the drugs designated for destruction involved over 1,800 criminal cases, with an estimated street value of over \$1,000,000.

During our audit, we agreed each envelope of drugs to the destruction list approved by the Criminal Court, and we judgmentally selected several of the envelopes for examination and agreement to the list. No exceptions were found.

Our procedures relative to the drug burn included:

- Agreed all evidence envelopes to the listing of drugs approved by the Criminal Court for destruction;
- Randomly selected several evidence envelopes for test and verified that the drugs held in the evidence envelopes agreed to the Sheriff's record of drugs confiscated per the lab report and/or the initial arrest report;
- Verified that all drugs approved for destruction were properly placed into boxes for destruction (58 boxes) and sealed with evidence tape; and
- Visually observed the destruction of the 58 sealed boxes on November 20, 2012.

In our opinion, all drugs approved for destruction were properly accounted for and destroyed on November 20, 2012.

We appreciate the help of Sheriff's Department employees Heather Winters, Captain Bill Johnson, Lt. Chuck Gaston and Det. Robin Langford in assisting us during our review of the drug destruction process. If you need any further assistance, feel free to call me or Lee Brouner.

copy: County Mayor Jim Coppinger  
Chairman Larry Henry  
Hamilton County Commissioners  
Captain Bill Johnson

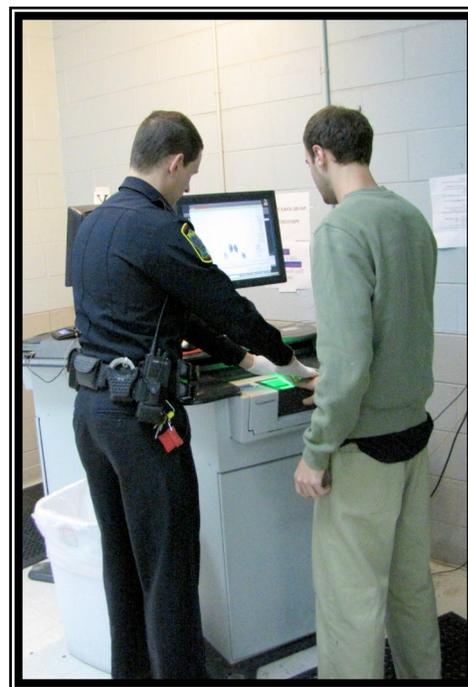
Drug Burn—2012



## HCSO Child Support Attachment Operation

A joint child support warrant operation held July 19, 2012 involving the Hamilton County Sheriff's Office Fugitive Division and Chattanooga Police Department Fugitive, along with support from the Hamilton County 911 Center and HCSO Corrections Division, was a huge success. Detectives from both law enforcement agencies made a concentrated effort directed at child support attachments for this endeavor. During the operation, detectives located other individuals who had active outstanding warrants other than child support attachments that are included in the total number of arrests made.

The final statistics are as follows: twelve (12) child support attachments served, forty-six (46) warrants served and thirty-two (32) arrests made. The charges unrelated to the child support attachments range from drugs to Attempted First Degree Murder.



## Drug Take Back

HAMILTON COUNTY SHERIFF'S OFFICE & DRUG ENFORCEMENT ADMINISTRATION TAKING BACK UNWANTED PRESCRIPTION DRUGS SATURDAY SEPTEMBER 29, 2012.

Chattanooga, Tennessee – On Saturday, September 29, 2012 from 10 a.m. to 2 p.m. the Hamilton County Sheriff's Office and the Drug Enforcement Administration (DEA) will give the public another opportunity to prevent pill abuse and theft by ridding their homes of potentially dangerous expired, unused, and unwanted prescription drugs. Bring your medications for disposal to Central High School at 5728 Highway 58. The service is free and anonymous, no questions asked.

Last April, Americans turned in 552,161 pounds—276 tons—of prescription drugs at over 5,600 sites operated by the DEA and nearly 4,300 state and local law enforcement partners. In its four previous Take Back events, DEA and its partners took in over 1.5 million pounds—nearly 775 tons—of pills.

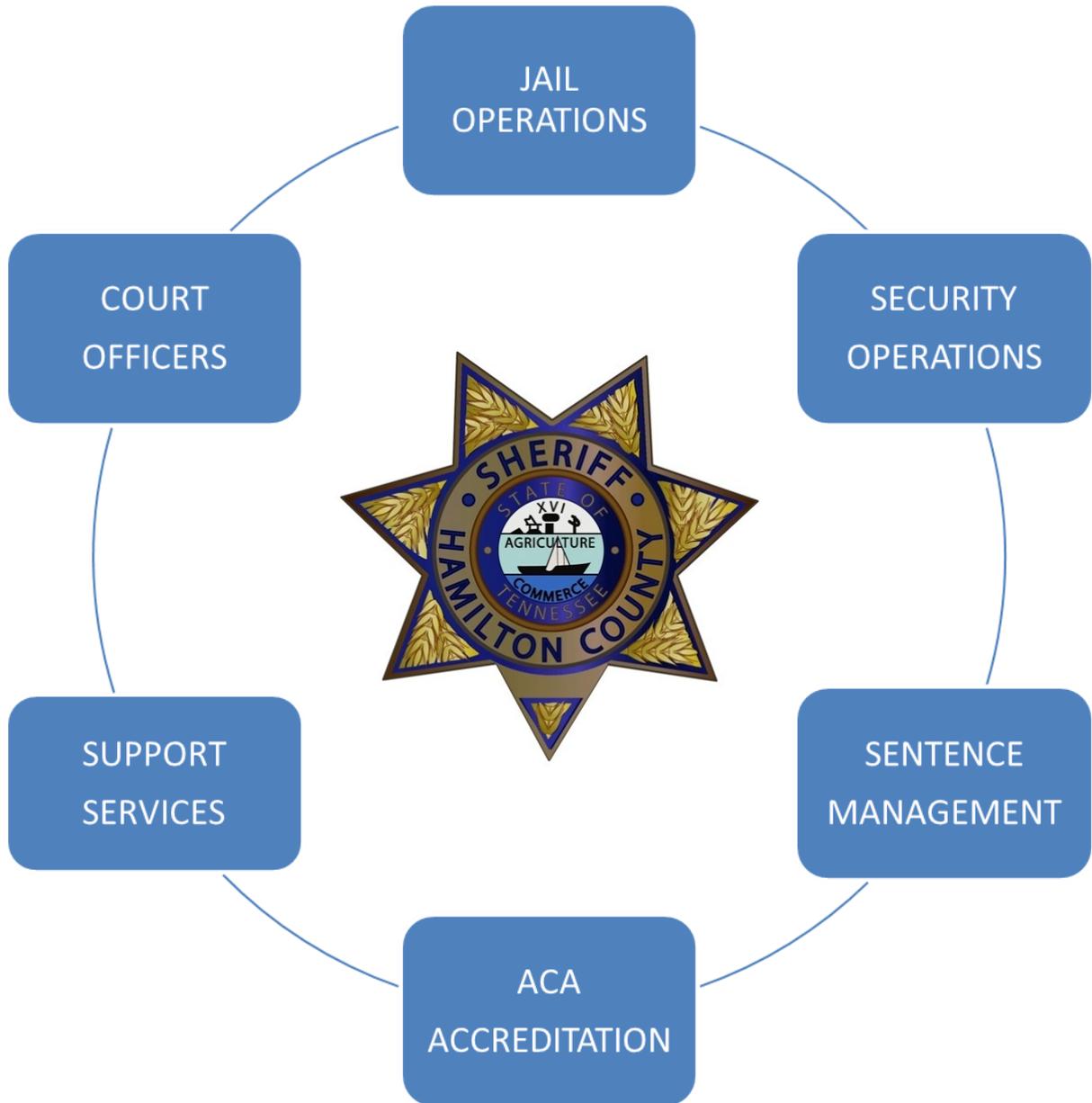


This initiative addresses a vital public safety and public health issue. Medicines that languish in home cabinets are highly susceptible to diversion, misuse, and abuse. Rates of prescription drug abuse in the U.S. are alarmingly high, as are the number of accidental poisonings and overdoses due to these drugs. Studies show that a majority of abused prescription drugs are obtained from family and friends, including from the home medicine cabinet. In addition, Americans are now advised that their usual methods for disposing of unused medicines—flushing them down the toilet or throwing them in the trash—both pose potential safety and health hazards.

Four days after the first event, Congress passed the Secure and Responsible Drug Disposal Act of 2010, which amends the Controlled Substances Act to allow an “ultimate user” of controlled substance medications to dispose of them by delivering them to entities authorized by the Attorney General to accept them. The Act also allows the Attorney General to authorize long term care facilities to dispose of their residents’ controlled substances in certain instances. DEA is drafting regulations to implement the Act. Until new regulations are in place, local law enforcement agencies like the Hamilton County Sheriff’s Office and the DEA will continue to hold prescription drug take-back events every few months.

# CORRECTIONS DIVISION ANNUAL REPORT

## 2012



Prepared By; Deputy Chief Ron Parson



RON PARSON, DEPUTY CHIEF



JOHN SWOPE, CAPTAIN

**JAIL OPERATIONS:**

**AVERAGE** daily population for *JANUARY-DECEMBER, 2012*: **516 TOTAL**

Rated Jail “*capacity per day*”, per TCI: **505 TOTAL**

Inmates booked: **20,509 TOTAL**

Inmates (**male & female**) released from jail: **16,470 TOTAL**

- Released on Bond – 9,102
- Dismissed/Parole/Suspended/Time Served – 1,669
- Transferred (CCA, Community Correction., Other & TDOC) – 5,699
- Transferred/Sentenced Inmates to CCA: **1,016 TOTAL**
- Pre-trials: **1,485 TOTAL**

Inmates transported to Hamilton County Courts (i.e. Chancery, Circuit, Juvenile/Child Support/Criminal/Sessions and City Court) :

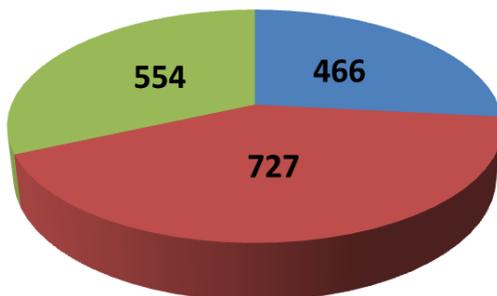
- Inmates escorted to All Courts: **11,256 TOTAL**
- Pen Runs: **293 Inmates (to Morgan County and/or West Tennessee State Penitentiary)**

Number of Officers’ used to transport HC inmates: **102 TOTAL**

Number of **FEDERAL** Inmates transferred out: **17 TOTAL**

**Mental Health Transports January - December: 1,747 TOTALS**

**2012 MENTAL HEALTH TRANSPORTS BY SHIFT**



- FIRST SHIFT
- SECOND SHIFT
- THIRD SHIFT

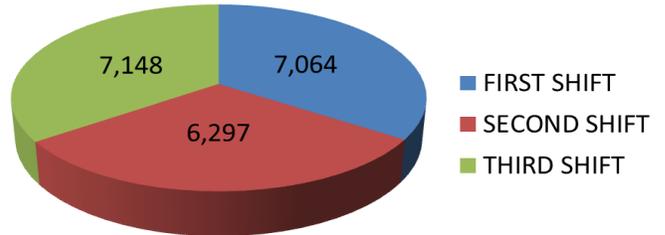
**Mileage Traveled – 25,465**

**Hours - 1,173**

**Officers used for transporting - 2,406**

**Uses of Force - 5**

**TOTAL BOOKED BY SHIFT FOR 2012**



- FIRST SHIFT
- SECOND SHIFT
- THIRD SHIFT

## **SENTENCE MANAGEMENT- 2012 Major Achievements**

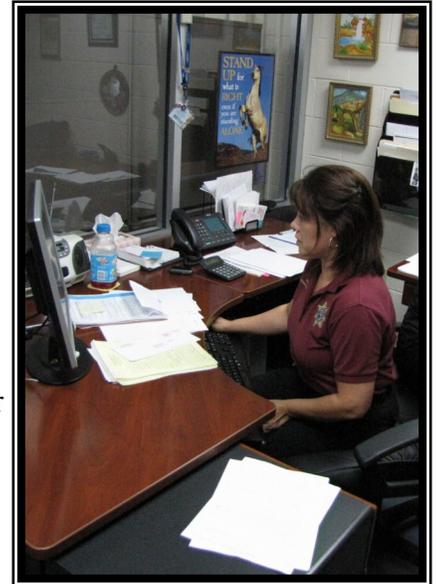
- Tasks Streamlined increased electronic files/less paper waste.
- **Cathy Cooper billing clerk** was recognized by the State Comptroller for having **NO ERRORS** during this years' audit enabling receipt of reimbursements from The State of Tennessee, The U.S. Government and the Office of Social Security for housing inmates at the jail.
- The Sentence Management division has transferred 1,016 misdemeanants and 1,485 "pre-trial" inmates to CCA Silverdale for the calendar year. Also, there have been 293 inmates transferred to either Morgan County or West Tennessee State Penitentiary, and there have been 17 total inmates.
- There was a total of 20,749 Fingerprint and ID submitted for this year.

### **Sessions Court Dockets Post:**

- Average 7, 500 inmates to session's court. Affidavits processed 37,500.

### **Criminal Court Dockets Post:**

- Average number of inmates on the court dockets weekly – Average 125 or Total 6,250
- Average total of 750 dockets at 3 per day.
- This post processed an average of 75,000 judgments and orders.
- Processed 1,305 suspended sentence releases.
- Other releases totaled 1,119 [Fugitive, CADAS and Other programs]
- Total Bookings for 2012 - 20,510



### **Billing:**

- Federal Inmate Housing - \$461,321 with an additional \$189.00 for prisoner guards
- State Inmate Housing - \$651,835 minus November and December
- Social Security - \$79,400

### **Transfers:**

- CCA – 2,822
- TDOC – 94
- Community Corrections – 33

**AFIS RESPONSES FROM TBI & FBI = 41,498** [plus additional responses for corrections and applicants)

**FYI:** *By asking the IT Department for changes to AFIS, this action has saved the HCSO wear and tear on our copy machine, as well as, paper and toner to make approximately 20,749 copies.*

## ACA ACCREDITATION:

**ACA ACCREDITATION MANAGER:** Officer Tracy Case, CCO, CJO

The Hamilton County jail's Accreditation and Standards Division was created in 2009 to pursue the accreditation process established by the American Correctional Association (ACA) and the National Commission on Correctional Health Care (NCCHC) along with maintaining the jail's compliance and certification with Tennessee Corrections Institute (TCI) standards. Once the Hamilton County Sheriff's Office achieves accreditation through the Commission of Accredited Law Enforcement Agencies (CALEA), the American Correctional Association (ACA), and the National Commission on Correctional Health Care (NCCHC), we will be awarded the recognition of being a "Triple Crown" agency.

American Correctional Association (ACA) accreditation requires compliance with 386 professional standards and continuous review of departmental policy and procedures. Accreditation is awarded to the "best of the best" in the corrections field. Staff has a better understanding of policies and procedures which contributes to a safer facility and improved working conditions. Accredited agencies have a stronger defense against litigation through documentation and the demonstration of a "good faith" effort to improve offender supervision .

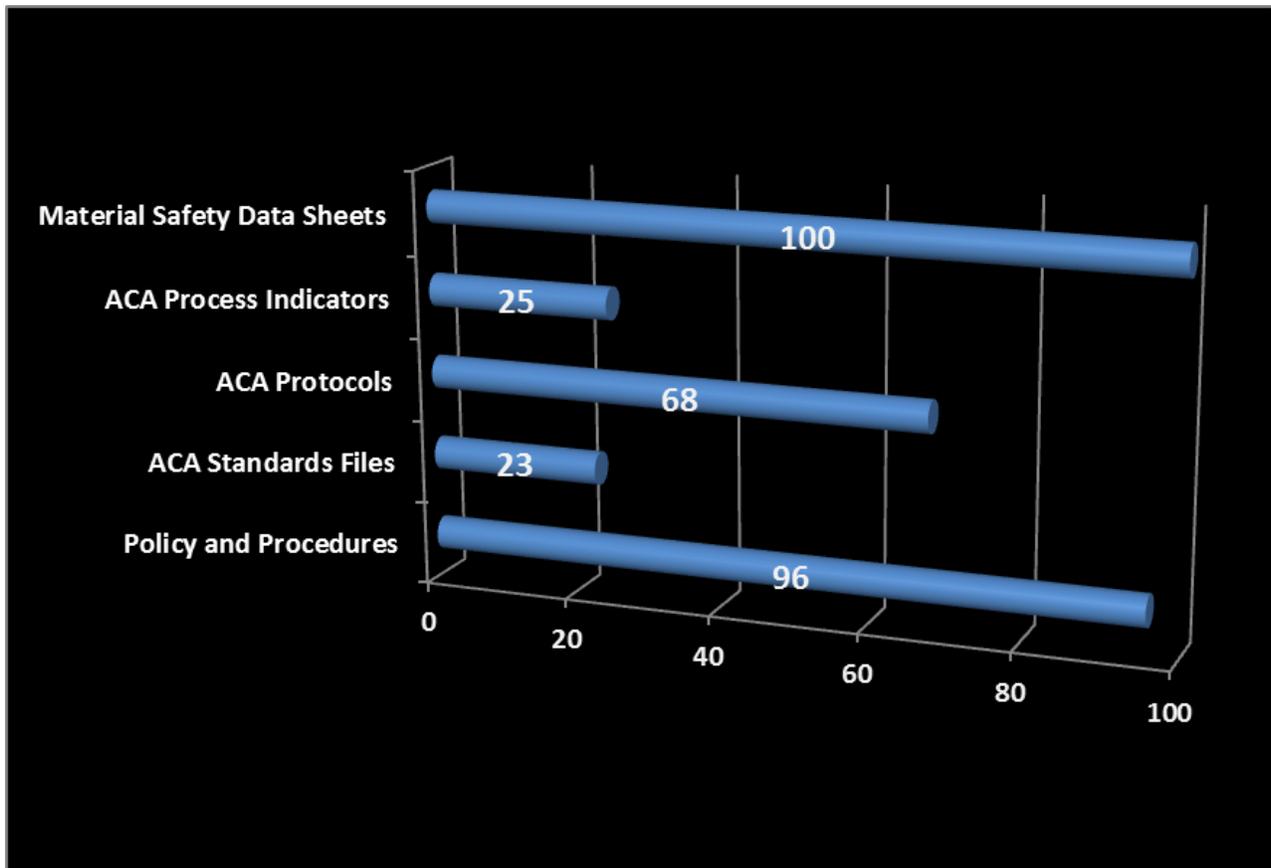


The National Commission on Correctional Health Care (NCCHC) grew out of a program begun at the American Medical Association in the 1970s and is dedicated to improving the quality of correctional health services and helping correctional facilities provide effective and efficient care. NCCHC accreditation provides an independent, professional assessment of compliance with 67 health care related standards. It has proven to be an effective tool in achieving and maintaining peak organizational performance

Since the creation of the jail's Accreditation and Standards Division in 2009, we have reviewed and approved 178 corrections division policies and required them to be read by all departmental staff. A total of 188 Material Safety Data Sheets (MSDS) have been transferred into electronic documents and placed into the department's Policy Tech computer system to be readily available to all employees. The jail's inmate handbook has been revised and placed into circulation within the inmate population and is also available in an electronic format through Policy Tech. English and Spanish versions are maintained by supply and distributed to inmates being housed inside the facility.

The Accreditation and Standards Division is currently working to build the 386 ACA standard files to be audited by a team of ACA auditors. The Corrections Division must obtain 100% compliance with all mandatory standards and 90% compliance with all non-mandatory standards. We look forward to assisting the Sheriff's Office in its pursuit for the "Triple Crown".

## ACA PRODUCTIVITY 2012



### 2012 CHAPLAIN'S INMATE PROGRAM REPORT

Weekly Programs: 18  
Bi-weekly Programs: 5  
Correspondence Courses: 5  
TOTAL: 28

**Inmate Programs for 2012: 28**

**Weekly Numbers to date:**  
Inmates Enrolled: 226

**Active Volunteers: 76**

% Population Enrolled: 47



**CHAPLAIN**  
**John Waters**



## SUPPORT SERVICE OPERATIONS:

Support Services is comprised of eight (8) different work assignments and areas. It forms the infrastructure of the Hamilton County Jail and works in the background. The duty assignments are: Quartermaster, Supply, Laundry, Commissary, Kitchen, Medical Clinic and Maintenance. Enclosed are some of the “monthly” report totals from each section.

## QUARTERMASTER OPERATIONS:

Quartermaster is composed of two sub sections:

1. One section orders needed medical supplies required for the First Aid boxes distributed throughout the Jail and all medical/dental supplies
2. The other sub section orders all shift cleaning equipment and supplies, inmate’s jail issued items, inmate’s sanitary products, kitchen non-food items , chemicals, laundry supplies, all items needed for operations of the Jail from inmate’s clothing and bedding, office supplies, forms, specialty items to toilet paper. The Quartermaster is
  - a. General item purchase orders – **103**
  - b. Medical/Dental purchase orders – **7**
  - c. Office supplies/forms purchase orders – **12**

## SANITATION INSPECTIONS :

Responsible for:

- Weekly cell sanitation inspections – Weekly inspections are conducted during each week
- Bug infestation control
- Kitchen sanitation inspection – **Weekly** inspections are conducted during each week
- Jail garbage dumpster pickup – **Twice weekly**
- Jail Bi-hazard disposal pickup – **Bi-weekly**
- Inmate cell showers / drains disinfected – **Twice weekly**
- Disinfectant sent for inmates use inside the cell(s) – **Twice weekly**
- Disinfectant sent to floor officer(s) for general floor use – **Three times daily**

## SUPPLY OPERATIONS:

Supply is responsible for issuing all of the needed cleaning materials and supply materials inside the Jail. They handle a number of requests for clothing items and personal property items for the current inmates housed in the Jail. Supply is responsible for dressing out any inmates being housed in upstairs or being transported to appointments, outside courts, the workhouse; or being transferred to TDOC, USMS, BICE and other agencies as well as being released from custody per orders from the courts. They are responsible for scanning mattresses for contraband and sanitizing the mattresses used in the Jail. They handle the releasing of personal property to family members and the acceptance of Televisions brought into the Jail.

## **JAIL DENTAL FACILITIES**



**SUPPLY OPERATIONS CONTINUED:**

- Inmates requests 1,080
- Inmates dressed out 3,375
- Mattresses scanned for contraband 1,289
- Mattresses sanitized 2,338
- Mattresses destroyed 31

**LAUNDRY OPERATIONS**

The jail laundry operates on two (2) shifts five (5) days-a-week.

- Bagged laundry washed and cleaned – **10,038**
- Bulk carts of laundry washed and cleaned – **562**



**COMMISSARY OPERATIONS:**



The Jail operates an inmate commissary system which allows the inmates housed in the Jail an opportunity to purchase writing materials, food snack type items and hygiene items from a jail selected vendor.

- Number of Commissary deliveries – **4,266**

**KITCHEN and MEAL OPERATIONS:**

The internally operated kitchen is staffed by officers who oversee several inmate workers in the preparation and sending of meals to the inmates housed inside the Jail. All meals are made in-house and meet all Federal, State, medical and local mandates for a nourishing meal.

**2012 YEARLY “KITCHEN” REPORT  
by: Mr. Jimmy Hughes**

- Total Meals - **201,646**
- Medical Diets - **9,486**
- Dietary Snacks - **1,405**
- Vegetarian Diets - **6,666**
- No Pork Diets - **4,642**
- No Beef/Pork Diets - **516**



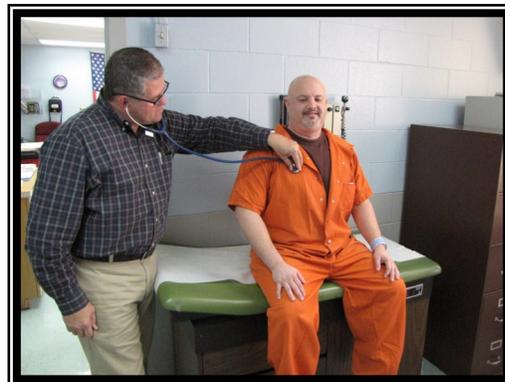
	MEALS	COST
TOTAL:	658,552	\$ 708,282.41

**MEDICAL CLINIC OPERATIONS:**

Support services have a security officer working in the Jail’s Medical Clinic. The officer provides both control of and security to the medical staff in the performance of the daily duties. This officer checks all inmates coming to the clinic for medical services to assure that no compatibility problems exist.

The clinic is operated 24/7 and is available for any medical emergencies in the Jail.

- Inmate Physicals – **2,210**
- Inmate Medical Sick Call –**2,676**
- Inmate Dental Visits – **109**
- Inmate Mental Health/Psych Service Visits – **285**
- Average Number of I/M’s on medication – **353**
- Average Number of I/M’s on mental health medication – **164**
- On-site x-ray – **2**



**MAINTENANCE OPERATIONS :**

The Jail is maintained by a maintenance officer and the Hamilton County Building Maintenance Staff. They are responsible for all items needing repairs to the building and inside the Jail areas.

- Maintenance issues inside the Jail – **477**
- Jail cells/areas refurbished to date – **2**
- Cells Targeted – **64**

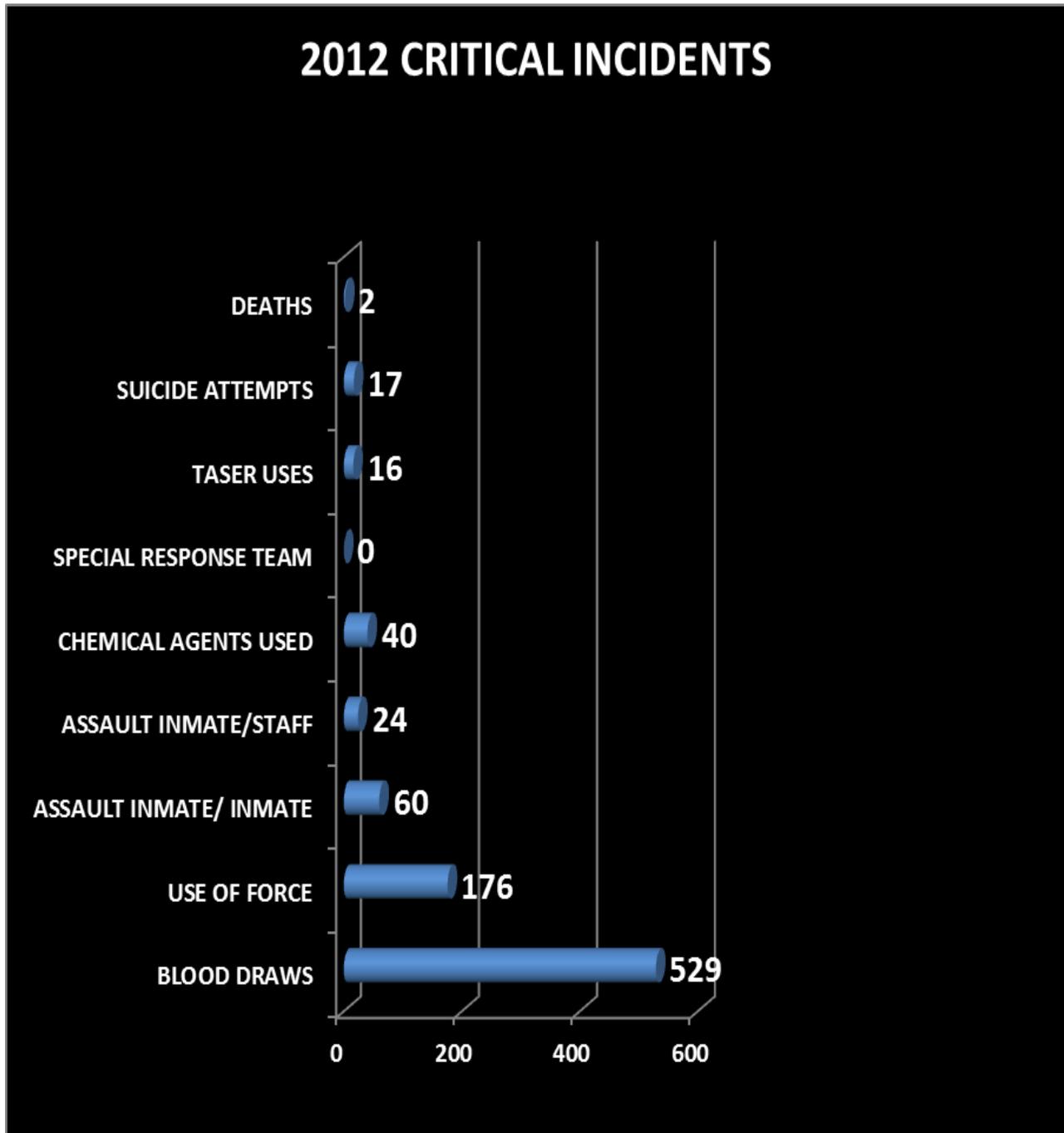
**2012 COURTS DIVISON:**

- Inmates escorted to All Courts: **11,256 TOTAL**
- Show Cause Order served – **2,082**
- General Session Court Subpoena - **20,039**
- Criminal Summons - **1,967**
- Order Protection - **884**
- Criminal Trials - **28**
- Sequester Jury- **1**



**2012 SECURITY OPERATIONS:**

The Security Operations Section has the responsibility of overseeing daily operational security and safety for the Hamilton County Jail .This section is responsible for overall facility security operations, physical plant security, emergency plans, fire and life safety, security vulnerability assessments, coordinates all safety and security inspections of the facility and follow up on needed repairs and/or corrections, responsible for facility key and lock control.



## **Contraband Control**

Contraband is any item that is not purchased through the commissary, issued by jail personnel, or included on the authorized inventory list.

Inmates in possession of this type of contraband are subject to disciplinary action.

1. **From April through December 3,762** cell searches were conducted
  - Bi-weekly inspections of all of the cells in the Jail: **1,945**
  - Routine random cell searches: **930**
  - High Risk target cell searches: **885**
2. As a result of these searches between **April-December** we recovered:
  - Items of dangerous contraband: **870**
  - Nuisance items: **3,183**
  - Items of excess clothing: **4,347**

## **Segregation / Movement**

Segregation is any time that an inmate is housed in a separate cell due to his special circumstances. These circumstances could be that he is a high risk inmate, or has certain medical needs, etc. The segregation officer is there to make sure that these inmates are separated according to their classifications.

1. **PROTECTIVE CUSTODY** - a form of separation from the general population for inmates requesting or requiring protection from other inmates for reasons of safety and wellbeing.  
Inmates housed in Protective Custody / Pending Protective Custody from - **254**
2. **JUVENILES** – juveniles will be permanently assigned to segregation or a designated cell only for juveniles. Per policy, juveniles will never be held with any adults based on their classification, nor will they have any contact with adults.  
Inmates housed in Juvenile Custody : **124**
3. **SPECIAL NEEDS (MEDICAL / MENTAL)** – inmates whose mental and / or physical condition requires special handling and treatment by staff. These include, but are not limited to, substance abuser or addict, emotionally disturbed, mentally handicapped, suspected mentally ill, physically handicapped, chronically ill, suicidal, quarantined for contagious illnesses and those disabled or infirm.  
Inmates housed with Special Needs: **1,656**
4. **PRE-HEARING DETENTION** – the administrative segregation of an inmate in an individual cell until an investigation is completed or a hearing is scheduled.  
Inmates housed under Pre-hearing Detention: **698**
5. **DISCIPLINARY SEGREGATION** – separation from the general population in which inmates committing serious violations of conduct regulations is confined to individual cells. Placement in disciplinary segregation may only occur after a finding of a rule violation at a disciplinary hearing and where there is not adequate alternative disposition to regulate an inmate's behavior.  
Inmates housed under Disciplinary Segregation: **314**

6. **HIGH RISK INMATES** – inmates who present an extreme security threat to facility operations, staff, other inmates, volunteers, or the community. Inmates whose continued presence in the general population poses a serious threat to life, property, self, staff, other inmates; or to the security, order and discipline of the facility to include escape or attempted escape.

High Risk inmates in custody: **286**

7. **INMATE RELOCATION** – this occurs whenever an inmate is housed in one particular location and is placed into another location whether it be due to classification, medical disciplinary, protective custody or any other status change.

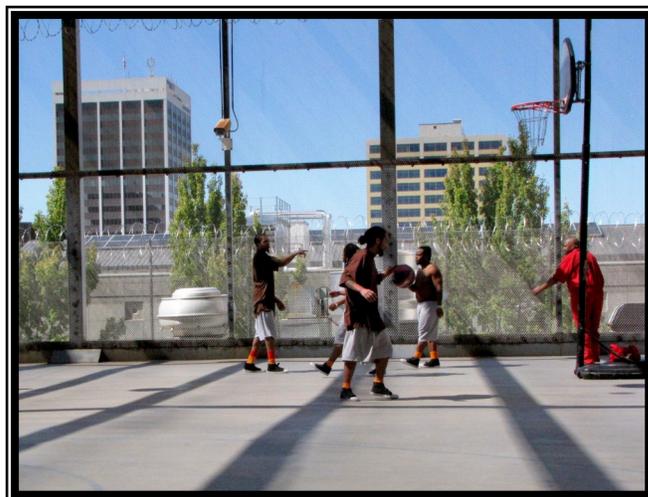
Inmates relocated by the Security Section: **1,099**

8. **SPECIAL / EXTENDED VISITATION** – all inmates have opportunities for visitation unless there are substantial reasons for withholding such privileges. The jail provides opportunities in certain cases for special visits and extended visits between inmates and their families. A special visit is any visit, except official, that is authorized outside of the inmate’s normal visiting hours. An extended visit is when visits between inmates and their families are extended beyond normal visitation times.

Special / Extended Visitations: **500**

### **Inmate Recreation Program**

There are an average total of **525** inmates in the facility daily; the inmates are run off of a recreation schedule. Recreation is run **5** days a week on **1<sup>st</sup>** shift and **2<sup>nd</sup>** shift. There are two (2) officers that run recreation. The two shifts overlap in order to run high risk/high profile inmates as well as maximum custody and medium close inmates, with these groups two officers must be present with these groups at all times for officer safety concerns.



**TOTAL 11,492**

### **Inmate Work Force**

The inmates fill out a request form for an inmate workers position and they are reviewed. If they are approved, they are put into a work force pool for a [ready to work status]. There are approximately **54** request forms for jobs that have to be reviewed daily.

**Average** Daily Totals of Inmate Workers: **69**

**Average** Inmate Workers That Work 2 thru 6: **26**

**Average** Supply/Laundry Workers: **9**

**Average** First Floor Workers: **7**

**Average** Barbers: **3**

**Average** Kitchen Workers: **23**

### **Inmate Disciplinary Process - by Severity of Charges**

If an inmate is written up on in-house disciplinary charges, they will be relocated to a pre-hearing cell if applicable at the time of write up depending on the severity of their charge; he is given his advisement that he has been written up on disciplinary charges while he awaits his disciplinary hearing. The disciplinary comes down and is reviewed by the disciplinary officer, a disciplinary packet is put together and within seven (7) working days the disciplinary officer will go up and have the inmate's disciplinary hearing.

- Major Severity: **114**
- Moderate Severity: **120**
- Least Severity: **92**
- Reduced to Incident Report: **32**

### **Emergency Drills and Inspections**

Conducts emergency operation drills, scheduling facility safety inspections with appropriate agency, i.e.; fire safety inspection, fire alarm and sprinkler system inspection, emergency generator test and maintenance, fuel tank certification and industrial safety inspections. Coordinate and conduct emergency drills such as fire and power failure scenarios on a regular basis.

Fire/Safety Inspections conducted :

- 4 - Security equipment inspections.
- 4 - Fire Safety equipment inspections.
- 4 - First-Aid equipment inspections.
- 2 - "Emergency" lighting equipment inspections.
- 2 - Door and Lock inspection
- 2 - Window and Screen
- 2 - "Security" lighting inspections.
- 4 - Vehicle inspections on 6 assigned vehicles
- 4 - Security Camera inspections.
- 4 - Inmate Phone system inspections.

### **Inmate Grievances and Requests**

- Grievances investigated and answered: **159**
- Requests answered: **487**

### **Certification Inspections:**

**Passed** the Tennessee Corrections Institute (TCI) inspection on: **July30, 2012**

**Security Threat Groups [STG]**

The Hamilton County Sheriff’s Office Security Division continues to track gang members that have entered the facility. Listed are the known validated gang members we are aware of currently in custody.

- **Average Different Sets/Clicks: 60**
- **Average In Custody for this month: 110**

	<b>SECURITY THREAT GROUPS</b>	<b>NUMBER OF SETS</b>	<b>NUMBER IN CUS-TODY</b>	<b>AS OF THIS MONTH NEWLY ADDED GANG MEMBERS</b>
<b>1</b>	<b>BLOODS</b>	20	35	Averages from April-December
<b>2</b>	<b>CRIPS</b>	22	28	Averages from April-December
<b>3</b>	<b>LATIN / HISPAN-ICS</b>	8	1	Averages from April-December
<b>4</b>	<b>GANGSTER DIS-CIPLES</b>	4	27	Averages from April-December
<b>5</b>	<b>VICE LORDS</b>	7	12	Averages from April-December
<b>6</b>	<b>WHITE SUPREM-ACIST</b>	8	8	Averages from April-December
<b>7</b>	<b>MOTORCYCLE GROUPS</b>	6	0	Averages from April-December
<b>8</b>	<b>ASIAN GANGS</b>	2	0	Averages from April-December
<b>9</b>	<b>HYBRIDS</b>	6	1	Averages from April-December
	<b>TOTALS</b>	<b>83</b>	<b>112</b>	Averages from April-December

**Inmate Phone System (GTL)**

All outgoing inmate phone calls are recorded for monitoring and are frequently asked to download and burn these calls onto CD/DVD for various agencies such as Hamilton County Sheriff’s Office, Chattanooga Police Department, Red Bank Police Department, East Ridge Police Department, Chattanooga Housing Authority, Federal Bureau of Investigation, Alcohol, Tobacco, Firearms, and Explosives, Soddy Daisy Police Department, Tennessee Bureau of Investigation, and Hamilton County D.A.’s Office. Such time in pulling and performing inquires does take time in preparing.

- **425** which is broken down by each week, and average about **3 hrs** a day to researching, and making sure that every call is what the agency or department needs.
- Over **280 requests to pull phone calls** per month from subpoenas, informal inquiries, as well as pulling calls for other agencies in order to assist them in their investigations.

## Video Monitoring System

The Jail video monitoring system consists of **132 cameras**. This footage is recorded for monitoring and is frequently downloaded and burned onto CD/DVD for various agencies such as Hamilton County Sheriff's Office, Chattanooga Police Department, Red Bank Police Department, East Ridge Police Department, Chattanooga Housing Authority, Federal Bureau of Investigation, Alcohol, Tobacco, Firearms, and Explosives, Soddy Daisy Police Department, Tennessee Bureau of Investigation, and Hamilton County D.A.'s Office. Such time in pulling and performing inquiries does take time in preparing.

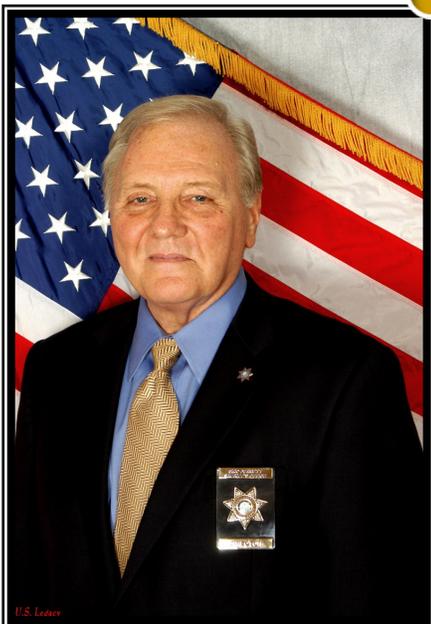
- Time spent; approximately **488 hours** researching and making sure that every call is what the agency or department needs.
- An average in excess of 300 **requests to pull video** each year from subpoenas, informal inquiries, as well as pulling footage for other agencies in order to assist them in their investigations.



CENTRAL CONTROL PERSONNEL MONITORING CAMERAS  
THROUGHOUT THE JAIL

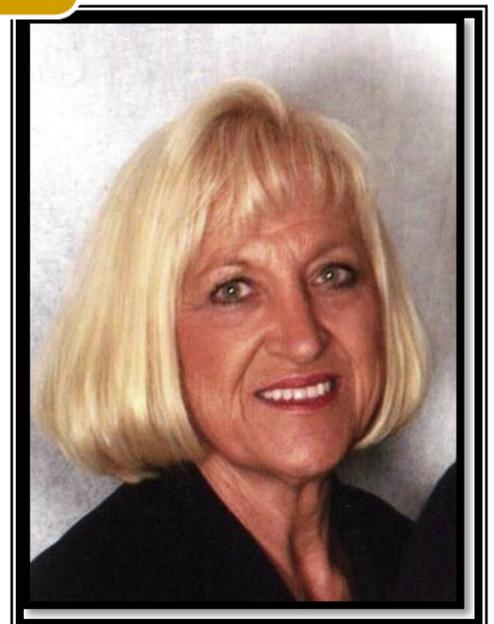
# SUPPORT SERVICES DIVISION

## 2012—ANNUAL REPORT



**Director G.A. Bennett**

Prepared by:  
Paul Hutchings & Lt. Max Templeton



**Captain. Lenda Clark**

The Support Services Division is comprised of seven (7) units or sub-divisions: Training, Law Enforcement Accreditation, Central Records, Special Projects and Programs, Public Information Office (PIO), Crisis Intervention Team Manager, and the Office of Community Affairs, totaling 23 full time and part time personnel. Additionally, Support Services controls an additional nine (9) separate administrative functions performed by members of the division; Communications, Grants, Career Development, College Internship, Volunteer Coordination, Management of the area's bonding and wrecker companies, the Sheriff's Office Monthly Newsletter and The Sheriff's Foundation.

**The Training Division** stayed extremely active during calendar year 2012. More than 86 classes and courses were conducted which trained over 1,527 police and civilians, during in-service and specialized training.

**Staff of the CALEA Accreditation and Professional Standards Office** developed the second Sheriff's Office Annual Report, the Sheriff's Office Annual & Monthly Crime Analysis. They coordinated the monthly reporting system for each division, and coordinated the Planning Committee and Training Committee. The Accreditation staff spent a large part of the year ensuring that the agency was compliant in all CALEA Mandated Standards, and gathered documented proofs to that effect which provided major strides towards achieving official CALEA Accreditation. Additionally, they organized the first Mock CALEA Inspection, and with those results are quickly moving forward to be prepared for a 2nd Mock Inspection and the Final CALEA Inspection which will give the Sheriff's Office CALEA Accreditation.

**The Public Information Office** issued 146 Press Releases, participated in 3 Press Conferences, assisted in preparing 12 Sheriff's Office Newsletters, prepared 24 Calls for Service Reports for the Cities of Walden and Lakesite, spearheaded 11 special events, and coordinated the partnership with WDEF for the "Monday's Fugitive Highlight, and WTVC for the Cold Case Murder Investigation broadcasts.

**Central Records** performed a total of 139,000 different records related activities, which include background checks, handgun permit requests, records requests, expungements, TIBRS submissions, and reports into Vision RMS and Jail Folder audits.

**The Community Affairs Office** conducted 35 Neighborhood Watch Programs, and developed 25 new Neighborhood Watch communities. The Community Affairs Coordinator along with Law Enforcement and elected officials interacted with over 1,275 County Residents assisting with 100 (+) concerns from county residents.

**Special Projects and Programs:** Support Services worked on a myriad of special projects to benefit the citizens of Hamilton County and HCSO employees in 2012. These consisted of the Awards Banquet for recognizing Sheriff's employees, the Law Enforcement Memorial which honors officers killed in the line of duty, the Sheriff's School Lunch Program to discuss ongoing problems and concerns in the School system, the Crime Stoppers Program, the Wrecker and Bonding Programs which establishes clear and equitable guidelines for wrecker operators, and bonding companies, the Court Building volunteer program, Shred-It day, LAW Publications, the Family Justice Center, Project Life Saver, Prescription Drug Take Back day, and The Hispanic Community Relations Project. In addition to all the above projects and programs, Support Services writes, applies for and coordinates many of the grants received by the agency.

# TRAINING DIVISION



*2012*

*ANNUAL REPORT*

## **TRAINING DIVISION**

The Training Division Staff consists of the Training Coordinator/General Department Instructor (Sergeant), Law Enforcement Tactical Trainers, Corrections Facility Training Officer, and Training Administrative Assistant/Records Clerk. This staff is augmented by 47 specialized instructors who are assigned full-time responsibilities in other divisions throughout the agency.



The Training Division is responsible for planning and executing all training required by Sheriff's Office employees. The training curriculum includes subjects mandated by the Police 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 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, various divisions within the agency and 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), Basic Reserve Class (120 hours) and Civilian Volunteer Training (12 hours). During 2012, The Training Division taught two Basic Corrections Classes, four Civilian Volunteer Classes with a scheduled Basic Reserve Class being cancelled due to budgetary constraints.

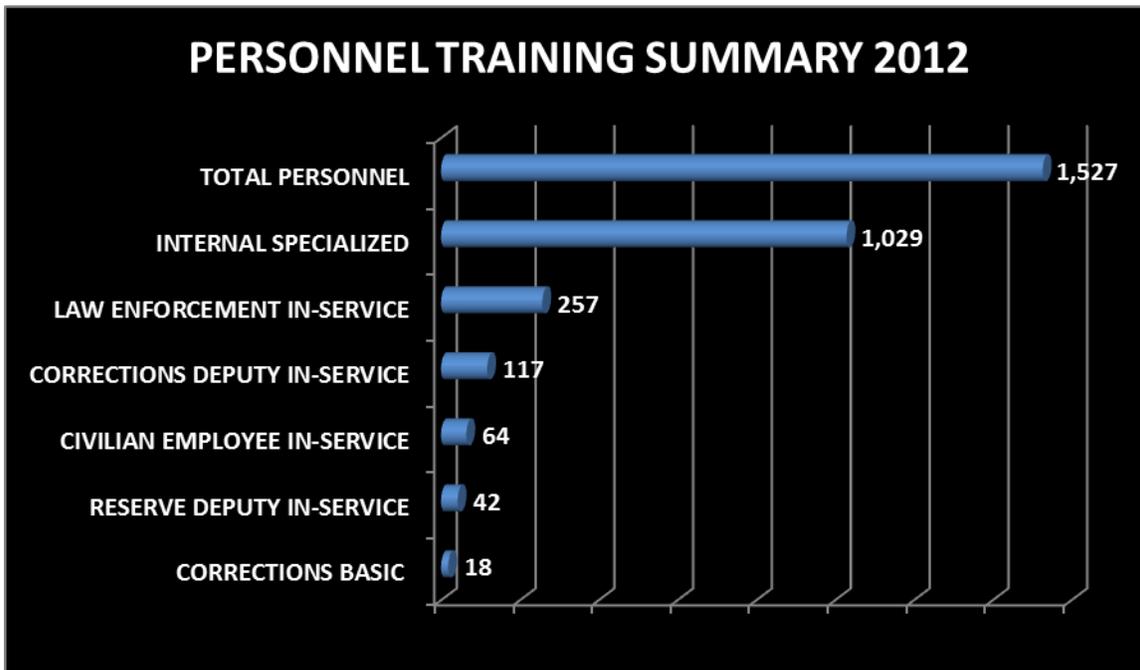


During 2012, the Training Division successfully implemented a series of 40 hour in-service training seminars for all sworn and civilian personnel. Training conducted focused upon the performance level of proficiency, with the majority of training time spent conducting hands-on training and scenario based exercises, augmented with classroom based instruction.

**The HCSO Training Division** continues to seek out and provide training that is of the highest caliber in terms of relevance, practicality, and cost effectiveness that not only meets the standards set forth by the institutions that govern our commission and accreditation, but exceed it.

## 2012 TRAINING SUMMARY

During the calendar year of 2012, the Training Division conducted a total of 86 training courses for over 1,527 employees and outside agency personnel. A total of 351 officers and employees requested and were awarded specialized training opportunities which included dozens of diverse subjects such as the nine month Southeastern Command and Leadership Academy (S.E.C.L.A.), Crisis Intervention Team Training, Courtroom Testimony, Domestic Violence, Dignitary Protection, etc.



### Goals & Objectives for 2012 were as follows:

- ◇ Develop and implement annual In-service training regimen which maintains the certification of each officer as specified and required by the Tennessee P.O.S.T. Commission. **Accomplished**
- ◇ Continue to implement annual In-service training to all civilian personnel. **Accomplished**
- ◇ Implement annual In-service training for all corrections employees and all civilian staff. **Accomplished**
- ◇ Schedule various specialized schools to be conducted for Hamilton County Sheriff's Office employees. **Accomplished**
- ◇ Insure state standards and qualifications are met for each employee. **Accomplished**
- ◇ Stay knowledgeable of new laws, equipment, and developments in law enforcement. **Accomplished**
- ◇ Ensure each officer is proficient and qualifies with their assigned weapon(s). **Accomplished**
- ◇ Provide consistent training throughout the entire agency. **Accomplished**
- ◇ Establish an IFAS Account with a set budget amount for the Training Division. Separate other travel expenses from specialized training budget (Essential!) Maintain records of those who attend various training and specialized schools. **Accomplished**
- ◇ Maintain records of those who attend various training and specialized schools. **Accomplished**
- ◇ Increase the size of Training to four full time employees. **Partial Progress** (Three full-time employees assigned with a full-time Law Enforcement Tactical Trainer on Special Assignment)

**Goals & Objectives for 2013 are as follows:**

- ◇ Develop and implement annual In-service training regimen which maintains the certification of each certified law enforcement officer, reserve officer and other sworn personnel as specified and required by the Tennessee P.O.S.T. Commission and C.A.L.E.A.
- ◇ Develop and implement annual In-service training regimen for all certified corrections officers as specified and required by the Tennessee Corrections Institute and A.C.A.
- ◇ Develop and implement annual In-service training for all non-sworn personnel, civilian staff, and civilian volunteers in accordance with C.A.L.E.A. and A.C.A. requirements.
- ◇ Schedule various specialized schools to address the needs of Hamilton County Sheriff's Office employees and specialized units.
- ◇ Maintain training records for all employees with zero defects and ensure compliance with timely submission of training documentation to P.O.S.T. Commission and T.C.I.
- ◇ Remain current regarding new laws, training techniques, tactics, equipment, and other professional developments in law enforcement for the benefit of this agency and its' personnel.
- ◇ Seek feedback from agency personnel regarding their training with respect to relevance and effectiveness in order to maximize resources while simultaneously providing training of the highest caliber possible.
- ◇ Continue to foster strong bonds with outside agencies by hosting and conducting joint training opportunities for the associated mutual benefits and cost effectiveness.
- ◇ Strive to increase the size of HCSO Training Division to a minimum of four full time **budgeted** employees.



- ◇ Complete implementation of tactical shotgun training to all personnel assigned shotguns and upgrade the current shotgun weapons platform with tactical slings and weapons mounted lights.
- ◇ Develop and implement a leadership training program for supervisory personnel .



BASIC CORRECTIONS CLASS #28



BASIC CORRECTIONS CLASS #28



SUB-MACHINE GUN QUALIFICATION



PATROL BASIC RIFLE QUALIFICATION



CRISIS INTERVENTION TRAINING  
ROLE PLAY



OC SPRAY EXPOSURE DRILLS

# ACCREDITATION AND STANDARDS



## 2012 ANNUAL REPORT



## **ACCREDITATION & PROFESSIONAL STANDARDS DIVISION**

The Accreditation and Professional Standards Division was developed in 2010 to lead the Hamilton County Sheriff's Office through the extremely important accreditation process established by the Commission of Accredited Law Enforcement Agencies (*CALEA*). This is a long-range process that involves developing and implementing changes in department policy and procedures to comply with the 480 best practice Standards that *CALEA* sets forth. Once completed, this will place the Hamilton County Sheriff's Office in the top 10 percentile of police agencies throughout the Country.

CALEA Accreditation has become a primary method for an agency to voluntarily demonstrate their commitment to excellence in Law Enforcement. The standards upon which the Law Enforcement Accreditation Program is based, reflect the current thinking and experience of Law Enforcement practitioners and researchers. Major Law Enforcement Associations, leading educational and training institutions, governmental agencies, as well as Law Enforcement executives internationally, acknowledge CALEA's Standards for Law Enforcement Agencies and its Accreditation process.

This accreditation process involves several important steps. **The first step in achieving accreditation is to conduct a self-assessment of agency directives and procedures, analysis of nine (9) major Law Enforcement categories that must comply with the standards that top law enforcement agencies throughout the United States have set.** The next step in the process was to develop a **new set of policies and procedures** regulating how the Sheriff's Office is managed both operationally and administratively. The agency then had to publish and ensure that the **all members of the Sheriff's Office had read and understood the new policies**, and that they were complying with the new regulations. The new regulations were published into a **set of directives** titled the Hamilton County Sheriff's Office "General Orders". These General Orders were published on line in Policy Tech and each member of the agency was required to read and sign "electronically" that they had read and understood the orders. The final and ongoing step in preparing for accreditation, is to **document compliance** with all the new regulations. Once this compliance has been established and documented, the Commission on Accreditation of Law Enforcement Agencies will conduct an in depth assessment of our agency, and issue the CALEA Accreditation. This is a three (3) year project.

**Benefits of becoming a CALEA Accredited Agency include:**

- ◆ Developing a comprehensive, well thought out and uniform set of written directives.
- ◆ Requires that the Sheriff be provided with the necessary reports and analysis so that he can make fact-based and informed management decisions.
- ◆ It requires that an agency develops and improves upon its relationship with the community.
- ◆ It requires that an agency develop and implement a Preparedness Program to address natural or man-made unusual occurrences.
- ◆ CALEA Accreditation strengthens an agency's accountability, both within the agency and the community, through a continuum of standards that clearly define authority, performance and responsibilities.
- ◆ Becoming CALEA Accredited can limit an agency's liability and risk exposure because it demonstrates that internationally recognized standards for law enforcement have been met, and it is verified by a team of independent outside Assessors that are CALEA trained.
- ◆ CALEA Accreditation facilitates an agency's pursuit of professional excellence.
- ◆ Accreditation strengthens the agency's Crime Prevention and control capabilities.
- ◆ It formalizes essential management procedures
- ◆ It establishes fair and non-discriminatory personnel practices.
- ◆ It improves service delivery to the public.
- ◆ It solidifies interagency cooperation and coordination.
- ◆ It helps to boost citizen and staff confidence in the Agency.

During calendar year 2012, the Accreditation and Professional Standards office developed, and published several additional Policies and Procedures as well as updating scores of older Policies. The Unit finished developing documented proofs of compliance of the new standards for Calendar Year 2012, and were able to document proofs of compliance for most of CY 2011. The documented proofs of compliance are placed on file to prove to CALEA assessors that the agency as a whole is following CALEA best practice guidance.

The Unit coordinated a set of management and reporting procedures which consist of Divisional Monthly and Annual Reports in order for the HCSO Management Team to have a constant overview of how the Agency is functioning. The Accreditation Unit spearheaded the Agency's Planning Committee and Training Committee in 2012.

The Unit was also tasked with continuing to perform the Crime Analysis for the Sheriff's Office. The Monthly and Annual Crime Analysis was utilized to focus on several crime areas that had become a burden on the citizens of Hamilton County, and through an in-depth study of different types of crimes and patterns, police operations were developed to combat these crimes which led to dozens of arrests of professional burglars and thieves in Hamilton County.

## GOALS AND OBJECTIVES FOR 2012

- To consistently update the agency's professional standards (General Orders) (*ACHIEVED*)
- To complete the gathering of CY 2011 proofs of compliance of the *CALEA* standards. (**COMPLETED**)
- To schedule and conduct at least one (1) "Mock Assessment" in preparation for the actual *CALEA* assessment which will lead to national and internationally accepted accreditation. (**COMPLETED**)
- To complete monthly and annual Crime Analysis for the Agency. (**COMPLETED**)
- To develop suggestions for new training courses. (**COMPLETED**)
- To lead the Agency in Planning for the future. (**COMPLETED**)



## GOALS AND OBJECTIVES 2013

- To consistently update the Agencies Professional Standards (General Orders).
- To complete the gathering and organization of CALEA proofs for 2012 and 2013.
- To host a final Mock Inspection in preparation for the CALEA Assessment in late summer.
- To complete Monthly and Annual Crime Analysis for the agency.
- To develop suggestions for new training courses.
- To initiate and participate in an Operational Planning Cell.
- To lead the Agency in planning for the future.

# PUBLIC INFORMATION OFFICE



## *2012* *ANNUAL REPORT*

# **PUBLIC INFORMATION OFFICE**

The Public Information Office at the Hamilton County Sheriff's Office gathers and disseminates timely and accurate information regarding law enforcement efforts to the public, through various print and broadcast media. Information is distributed to the public through news releases, press conferences and special events.

Our Public Information Officer (PIO) is the information and communications coordinator and spokesperson for the Hamilton County Sheriff's Office. Our primary goal is to accurately disseminate information relating to the operation and activities of the HCSO to the media and public in a manner that will inform without jeopardizing the integrity of the office or its employees in any way.

We are heavily involved in promoting the HCSO and its employees both internally, i.e. our Awards Program and throughout our county with various programs. Common activities include providing positive information about the HCSO to the media and citizens groups. That is accomplished by speaking at local commission meetings and civic groups, sponsoring HCSO programs like the Law Enforcement Memorial service, Coalition for Domestic Violence Fair, Community Shred-It day, and a host of other activities.



Additionally, during critical incidents such as natural or man-made disasters or major criminal occurrences, the Public Information Office (PIO) will establish a safe area for media personnel and act as the liaison between the police and all public media personnel.



Wheelchair Donation Media Interview



Guns & Hoses Competition Benefit—2012



SHERIFF HAMMOND HOLDS A PRESS CONFERENCE AT THE ROV DEMONSTRATION

The P.I.O. also develops and takes part in special events throughout the year, such as Awards Banquets for employees and different events that contribute to local law enforcement (Law Enforcement Memorial). The PIO also organizes and coordinates Special Events that help the citizens of Hamilton County such as the Spring Bash Cheer & Dance Event (a benefit for toys to present to area Children’s Homes), the Caring Cops Toy Drive and the Cheer and Dance Event (collects toys for the Forgotten Child Fund), the Drug Take Back Day which enables residents to dispose of old/discarded medication legally, Hamilton County Fair, Shred-It Day (which enables residents to dispose of important papers) and the annual toy drives for needy children.



CHEER AND DANCE COMPETITION

The Public Information Office promotes and encourages partnership from media outlets to publish television programs such as “Mondays Fugitive” program and Cold Case Death Investigation. Both programs are successful in informing the public and assisting the Sheriff’s Office with closing cases and arresting fugitives.

The Public Information Office issued 146 Press Releases, participated in 3 Press Conferences, assisted in preparing 12 Sheriff's Office Newsletters, prepared 24 Calls for Service Reports for the Cities of Walden and Lakesite, spearheaded 11 special events, and coordinated the partnership with WDEF for the "Monday's Fugitive Highlight, and WTVC for the Cold Case Murder Investigation broadcasts.



LATINO FAIR DAY



LATINO FAIR DAY

### **GOALS AND OBJECTIVES FOR 2012**

- To promote this agency and its employees by providing positive information to the media as well as organizing programs and events within the Sheriff's Office. **(GOAL WAS MET)**
- To accurately disseminate information relating to the operations and activities of the Hamilton County Sheriff's Office, by working with the media, other agencies and public in a professional and courteous manner that will keep the public informed without jeopardizing the integrity of events, criminal investigations or employees. **(GOAL WAS MET)**



# COMMUNITY AFFAIRS

## NEIGHBORHOOD WATCH

### 2012 ANNUAL REPORT



G.A. BENNETT, DIRECTOR OF SUPPORT SERVICES  
SHANNON WILSON, COORDINATOR

## 2012 GOALS AND OBJECTIVES:

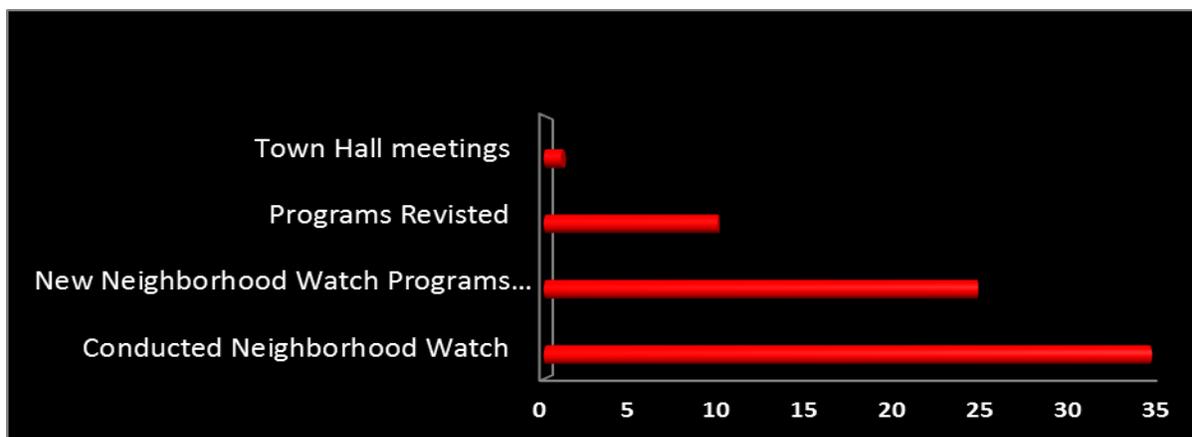
1. Assist with special assignments and projects for the Hamilton County Sheriff's Office and citizens of Hamilton County.
2. To expand the Neighborhood Watch Program and enable citizens to work with law enforcement by training citizens to use their eyes and ears within their communities to alert the sheriff's office to unusual or suspicious events. Neighborhood Watch promotes good neighbor ethics.

**Our goals were met in 2012.**

## COMMUNITY AFFAIRS SUMMARY OF ACTIVITIES 2012:

### NEIGHBORHOOD WATCH PROGRAM:

- Thirty-five Neighborhood Watch Meetings conducted. *Twenty-five new watches*/Ten revisited.
- Involved over 1,075 residents with Neighborhood Watch.
- Addressed (100 +) concerns of county residents through Neighborhood Watch.
- Watch meetings allowed citizens to meet and speak with Mayor Coppinger, various Commissioners, Fire and Law Enforcement personnel, including Sheriff Hammond.



## CONCERNS VOICED BY RESIDENTS:

1. Trespassers/Solicitors
2. Traffic Enforcement/Speeders in the neighborhood.
3. Referrals to non-law enforcement agencies of county government.
4. Drug/Narcotic Activity

Concerns voiced during Neighborhood Watch meetings are addressed immediately by forwarding information onto the **appropriate divisions or outside agencies within 24 hours** by the Community Relations Coordinator.

# PHOTOS FROM 2012 NEIGHBORHOOD WATCH ACTIVITY



## SPECIAL PROJECTS:

1. Law Enforcement Memorial Ceremony
2. Annual retirement luncheon
3. Sheriff's Foundation Luncheon
4. Research liaison with Tennessee Department of Consumer Affairs
5. "METH" Presentation by Narcotics Division for the Apison Community
6. Hispanic safety fair
7. National Crime Night Out
8. National Sheriff's Association Meeting

## **NATIONAL CRIME NIGHT OUT:**

Held on October 2nd is a national event promoted by the **NATIONAL SHERIFF'S ASSOCIATION** and the **USA ON WATCH**. A total of ten (10) local community watch groups participated. The national night out encourages citizens to get out and take a stand against crime in the community.



Thanks to;

- Yorktown Woods                      Oak Shadows                      Walden Township
- Somerset                              Hamilton On Hunter
- Maplewood                            Pebble Creek
- Jamestown Woods                  Shenandoah
- Willow Creek                        Stillwater

## **2013 GOALS AND OBJECTIVES:**

- Continued expansion of the Neighborhood Watch Programs in Hamilton County.
- Provide quarterly Newsletter to all Neighborhood Watch Captains containing the most current safety information.
- Conduct training for watch captains involved in the Neighborhood Watch Programs and expand the network of communication that's been established.
- Conduct Safety Seminars for Church Pastors and staff regarding safety concerns and provide valuable information. Examples; Parking Lot Security, staff and congregation safety, avoiding scams, dealing with domestic potentially violent situations.
- Expand Town Hall Meetings in order to reach a broader base of citizens, present information concerning "METH" and other narcotics and what a citizen can do to assist the Hamilton County Sheriff's Office in fighting this devastating problem within our community.
- The Hamilton County Sheriff's Office Neighborhood Watch Program will submit application in 2013 to be considered for the title of Neighborhood Watch Program of The Year through the National Sheriff's Association. Our Neighborhood Watch groups are among the best in the nation.

# SPECIAL PROJECTS AND PROGRAMS

## 2012

### OTHER ADMINISTRATIVE FUNCTIONS

- January: We negotiated our reception of hundreds of copies of books on Drug Awareness, Crime Prevention, Domestic Violence, Children's Safety and Emergency Preparedness from L.A.W Publications
- January: We had our second, off-site Command Staff Meeting on Leadership in Bledsoe County.
- January: We began research for our School Resource Officer Early Intervention Program (SRO EIP). Also filed a grant for this project in the October but was turned down in February 2013.
- January: We began our research of the Manned Photo Enforcement program. We have received two plans for the program, one from **Applied Technology Partners, Inc.** and the other from **Blue Line Solutions, LLC.** Captain Lowery and I have evaluated these two programs to determine which one would be the most effective and beneficial to HCSO and will be presenting our findings to the sheriff in March.
- January: The Roll Call Committee was formed consisting of 5-6 members. The Roll Call was delivered on time each month this year.
- February: We began researching the involvement of the Driver Education Program as a recipient of fines paid by the Manned Photo Enforcement program. We would like to see that 50% of what is received in fines is contributed to the DEP. (HCSO/county government will receive 50% of the fines with the other 50% going to the vender.)
- February: We restarted our 2012 project with Dr. Spalding (Podiatrist and Reserve Officer) to begin gathering information to write a book of "law enforcement stories"
- February-April: We worked with Point of View Picture Company to make the film, *The Scent of Lavender*. The third floor Courts Building court rooms were used with our court officers.
- March: We began researching changing wrecker districts and related problem areas and then implementing the new wrecker district maps into 9-1-1's CAD system. That includes making any additional changes that may be needed due to Chattanooga's annexation in 2013. This project will not be completed until about mid-2013.

- April: We organized the Saddle Project enabling us to donate seven used Mounted Patrol saddles to two local 501(c)3 organizations ministering to children and adults who are physically and/or mentally challenged.
- April: We organized a new Mounted Patrol project which enabled them to donate one of their officers' horses to a physically challenged young girl involved in a Tri-State Arena program for children with such disabilities. (where the Mounted Patrol trains each month)
- May: We were able to negotiate the installation of a laser light on top of the old Miller Brothers building across the street to be used during our Law Enforcement Memorial Ceremony for the first time.
- We held the Law Enforcement Memorial Ceremony at the Memorial site. Our speaker was Peter Cove, Tennessee Public Safety Network Executive.
- May and October: We sent out two more Sheriff's PSAs to over 62,000 telephone numbers.
- May: We obtained a Port Security Grant of \$125,000 to purchase a VideoRay ROV and some miscellaneous diving gear for our SURT team. Spoke to the Home Port Security group in Nashville on related info about the ROV in June.
- June: We made changes to our original Career Development program, changing it to a Strengths Based Leadership program and most recently to the Command Staff Development Project. The new project will be implemented in 2013.
- June: The HCSO Internship Program, which usually has two to four students each semester throughout the year, who are tasked with averaging 125 to 400 hours each, had a post-graduate student enter the program who needed to complete 700 hours. (He did complete the course, and is most probably the best student we have ever had in the program.)
- July: The Criminal Court Judges claimed they would announce their decision regarding the July 3, 2012 hearing on the bonding companies in a month. Since then, the hearing has been rescheduled three times, and now for the fourth time, Tuesday, March 12, 2013 at 8:30 in Judge Steelman's courtroom. Also, we began attending the monthly meeting of bondsmen in Criminal Court.
- July: We held our third all-day, off-site command staff meeting on leadership at a private Bledsoe County location.
- July: We began meeting with the new City's Gang Task Force and assisted them with a grant.

- August: We began researching the possibility of moving our Records Division to a satellite office(s). More recently we have begun looking at the possibility of moving Records to the West Annex and Civil Process to the current Records location.
- September: With the help of Miriam Monzon (HCSO) and Jose Perez (MaxiMYze), we restarted our previous goal of establishing a working relationship with the Hispanic Community, which we originally began in June 2008. This past year we have been actively involved in the Hispanic community's Fall Festival (September) and the Latino Health Fair (October).
- We are planning to continue this program and are currently trying to schedule a formal meeting with several Hispanic community businessmen and leaders to discuss how the Hispanic community can be involved in supporting law enforcement and fighting crime in their communities.
- September: We held our Awards Banquet at Chester Frost Park Pavilion. Entertainment provided by The Micks and the speaker was Judge Starnes.
- September: We participated in the County Fair.
- November: We began negotiating with Wolf Films from California about the possibility of them doing some filming on our cold cases.
- November: We had our Second Sheriff's Foundation Luncheon at the Chattanooga with over 400 in attendance. Speaker was David Browning.
- November: We participated in the East Ridge Christmas Parade.
- November / December: We presented two wheelchairs to two local chapters of the Vietnam Veterans.
- December: We participated in Soddy Daisy Christmas Parade.
- December: We began negotiating with CARFAX to be included in their CARFAX Police Crash Assistance Program.
- December: We held our 4<sup>th</sup> annual Battle of the Badges at the McKenzie Arena. Six HCSO boxers were in the program with two taking winner's belts.

# ADMINISTRATIVE DIVISION

## 2012

### ANNUAL REPORT



Prepared by; Don Gorman, Director Of Administration

## Hamilton County Sheriff's Office Administrative Division 2012 Annual Report



**DIRECTOR DON GORMAN**

During the calendar year 2012, the Hamilton County Sheriff's Office Administrative Division continued to achieve new heights. More personnel continued to be screened, hired and trained this past year. Progressively more computer equipment was purchased, installed, repaired and replaced during 2012, with fewer personnel to do the work.

While the funds that were budgeted to the Sheriff's Office continued to shrink, our Purchasing/Accounting and Financial Division continued to do more with less. And with the assistance of the Support Division, we explored more and more ways to receive Grant funding for some of the necessary items we needed.

**Human Resources** – HR continued to be virtually a one person show again this year, going through the process of advertising, accepting, screening, presenting to the Sheriff and Chief Deputy and then hiring the highest quality personnel for the job advertised. In 2012 Human Resources, with the assistance of several folks from Patrol, participated in two separate job fairs. The goal of attending these job fairs was similar but different. As always, we are looking for the highest quality, motivated individuals to fill our vacant positions. We also do whatever we can to add diversity to the HCSO, always on the lookout for the best candidate, but also, recruiting for females, minorities and bilingual candidates, when possible.

**Information Technology Systems** – I.T.S. continued to excel again this year, handling more complicated and diverse issues than ever before with less personnel. I.T.S. did take a major blow this year losing our longtime Senior Network Specialist to one of the other county agencies, but everyone else in the division stepped up and did their best to fill the gap. We also lost a senior part-time I.T. Tech this year and were without for several months before hiring a replacement. Luckily, the replacement tech has stepped in and done outstanding. As always, in the budget, we'll look at adding several personnel.

**Accounting/Purchasing-** Again, the Accounting/Purchasing folks did an outstanding job with less funds to deal with. Our normal purchases continued to be ordered, tracked, received and monitored in an excellent manner, and we continued to look for more innovative and creative ways to stretch our funds. One of the major issues from Fiscal Year 2011-2012 was the shortfall in fuel. We were given additional funds this year (FY 2012-2013), and with exceptional monitoring and reporting, we have managed to stay very close to the line on fuel even though the costs have risen and fallen during this year.

**Finance** – the Finance Division of the HCSO is anchored by the Finance Manager, who has continued to grow with experience. Although we had a heavy budget shortfall for FY 2011-2012, we were aware the entire FY that we were going to be short, just based on budget issues, there was little or nothing that could be done. With more experience and working closely with the Accounting/Purchasing Division, I think the Finance Manager will be able to project, to a very close degree, the exact location we are within the Annual Budget.

**Legal** – With the transition from part-time to full-time of the Sheriff’s Special Counsel, Dee Hobbs, the legal capabilities of the HCSO have been maximized. Legal is able to give much more time to the issues of the Sheriff’s Office and meets with the director, HR, IA, the Sheriff and the Chief Deputy on a much more regular basis and continues to keep the Sheriff apprised of all of his options when dealing with legal issues.

**Human Resources**

	TOTALS
New Registers	27
Separations	37
Retirements	5
Retired/Terminal	6
Terminations	2
OJI(s) New	73
Special Assignments	12
Hires	31
Volunteers (New)	6
Suspension w/o Pay	9
Suspension w pay	8
Job Fair	2
Military Activation	1
Return from Mil Act	2
Loudermill Hearings	6
Promotions	10
Advancement/Transfer	7
Civil Service Board Mtg	5
Donelson Academy	4
TB Tests Administered	250
Flu Shots	195
Special Deputy Comm	152

**Information Systems**

Cameras:	20
Projectors:	3
Network Switches:	3
Servers:	1
Desktop:	9
Laptop:	23
Printers:	7
Scanners:	1
Fax Machines:	1
Service Calls Received for the Year:	4,864
Service Calls Processed for the Year:	4,802

**Legal**

New Lawsuits filed this Yr:  
 Lawsuits Resolved this Yr:  
 Claims filed this Yr:  
 Claims resolved this Yr:

**Finance**

As of Dec. 31, 2012, For Fiscal Year Ending June 30, 2013

Overall Budget:	\$ 27,956,131
Projected to Spend:	\$ (28,191,584)
Projected Surplus/(Loss)	\$ (235,453)
Capital Budget Received:	\$ 363,414
Capital Budget Expended	\$ (18,847)
Confiscated Funds Budgetted	\$ 361,850
Confiscated Funds Expended	\$ (14,842)
Sex Offender Registry Budgetted	\$ 46,197
Sex Offender Registry Expended	\$ (7,760)
Overtime Budgetted for the Year:	\$ 1,094,846
Overtime Expended for the Year:	\$ (691,338)

## Purchasing

ITEM	QTY	EXPENSE AMOUNT	TOTAL
<b>Vehicles</b>			
Cars	13	264,396.00	Capital Outlay
Crew Cab Pick Up	1	51,545.00	Grant - Port Sec 10
Trailers	1	3,490.00	Grant - Port Sec 10
Vehicle Law Enforcement Equipment Lights, Decals, Consoles, Etc		42,050.20	Capital Outlay
VideoRay LLC	1	106,995.00	Grant - Port Sec 11
<b>TOTAL VEHICLES</b>			<b>468,476.20</b>
<b>Radios</b>			
XTL 2500-870MHZ	6	17,681.76	Capital Outlay
Upgrade Digital Smart Zone	3	1,725.00	Patrol - 54032
MC1000 Basic Tone Desk Set	2	784.8	Patrol - 54032
XTL 2500-870MHZ - Include Smart Zone	10	29,675.40	Special Ops
<b>TOTAL RADIOS</b>			<b>49,866.96</b>
<b>Weapons</b>			
Special Unit Weapons (P16115 Weapons still in process) Total \$98,855. Delivery Bal \$53,151	20	45,703.60	Special Units
Glock 22 & 23 Gen 4 Night Sight	20	8,180.00	Admin 54016
Tasers - All Repair or Equipment		3,537.95	Admin 54016
Taser TA26511 & TA26512 plus Cam2	6	8,681.10	Admin 54016
Gas Masks	25	4,400.00	Admin 54016
<b>TOTAL WEAPONS</b>			<b>70,502.65</b>
Fuel		712,609.68	Fund 83
<b>TOTAL FUEL</b>			<b>712,609.68</b>
Commissary		306,445.81	Jail 54006
<b>TOTAL COMMISSARY</b>			<b>306,445.81</b>
Cellphone/Wireless Cards		162,702.24	Admin - 53018
<b>TOTAL CELLPHONE/WIRELESS CARDS</b>			<b>162,702.24</b>
<b>TOTAL JAN 1 - DEC 31, 2012 MAJOR PURCHASES</b>			<b>1,770,603.5</b>

# TOMORROW'S "TOP COP"



*Signature*PHOTOGRAPHY

The Honorable Don Poole  
Judge, Criminal Court, Division III  
Hamilton County, Tennessee

Judge Poole:

The Regular Grand Jury for the September – December, 2012 term presents the following Report:

We found that serving on the Grand Jury was a very educational experience. Also, we became knowledgeable about aspects of the Criminal Justice System in Hamilton County that very few citizens ever get to experience. The experience of serving on the Hamilton County Grand Jury has made me an informed citizen. We can never go back now to blindly ignoring what is going on throughout the County. This experience has made us more interested in our local government, and how they are spending our tax dollars.

The Grand Jury heard testimony generally from law enforcement officers. The officer may have been directly involved in the actual case, or may have been reading a sworn affidavit by another officer who was involved in the case. The obligation of the officer is to present sufficient evidence for the Grand Jury to indict the suspect. Normally, the evidence is sufficient and a True Bill is issued. However, several No Bills were voted by the members of the Jury due to lack of evidence, which indicated that the defendant would not be indicted.

Also, each of the three Criminal Court Judges presented an overview of different aspects of the Tennessee Court System. As part of the

presentation, each Judge discussed a typical week in his/her Courtroom. Of particular interest, Judge Rebecca Stern presented information on her "Drug Court". This program, which has been very successful, operates with only Federal Grants. This program is a "last chance" option for non-violent offenders who are in the Criminal Justice System due to drugs or alcohol.

Overall, serving as a Grand Juror has been a learning and positive experience. We would encourage all citizens to serve at least one term on the Grand Jury.

The tours of the County Jail, Silverdale and Juvenile Detention Center, plus the presentation on the Community Corrections Program, were very informative.

The Grand Jurors also learned the extreme danger faced by our local law enforcement personnel as they protect the law abiding citizens of Hamilton County.

We appreciated the legal information provided by Jerry Sloan, Assistant District Attorney, and Mildred Triggs, who served as our note taker for this term.

This report reflects the opinion of the Regular Grand Jurors. We are charged with reporting on the Silverdale Facility and the Community Corrections Programs.

SILVERDALE FACILITY (CCA)

COMMENDATIONS:

(1) The staff appears to be very interested in security, while treating the inmates in a humane manner.

(2) The officers were very professional, knowledgeable and had an efficient process to determine the placement of inmates within the facility.

(3) The central control panel gives the staff a view of the entire facility, which provides for greater security.

(4) The inmate population appears to be well controlled by the available personnel.

(5) The video visitation eliminates contraband from being introduced into the facility by visitors, and reduces the movement of inmates within Silverdale.

(6) The facility was very clean and well maintained.

(7) The outdoor recreational areas for male and female inmates provided an opportunity for exercise and recreation.

(8) Utilizing inmate labor reduces the cost of operating Silverdale.

(9) During our tour, inmates stood in front of their respective cells, similar to a military inspection, as we toured each area. This provided a level of structure for a more controlled and quiet environment during our visit.

#### RECOMMENDATIONS:

(1) Additional technology is needed to reduce inmate movement within and

without the facility.

(2) The current educational programs are needed and appropriate. However, additional funding is needed to expand the educational programs. Programs are needed which will assist an inmate when attempting to enter the area workforce, upon release. Research shows that prison educational and vocational programs can improve behavior, reduce recidivism and increase employment prospects.

(3) Silverdale needs to consider working with a temporary employment agency to help place released inmates.

(4) Various community organizations should be contacted regarding assisting in expanding the educational offerings at Silverdale.

## COMMUNITY CORRECTIONS

### COMMENDATIONS:

This program enables individuals to receive punishment, but at a much lower cost than being incarcerated - thus reducing the burden on County taxpayers.

### RECOMMENDATIONS:

(1) If possible, increase the use of Community Corrections for first-time, non-violent offenders.

(2) Increase the number of hours to be served while on house arrest and add administrative costs to all fines to be paid.

(3) Increase the work options to include cleaning up the outside areas and removing graffiti on public buildings and government subsidized housing locations.

(4) The punishment needs to be enhanced for violations of the house arrest program.

#### CRIMINAL JUSTICE SYSTEM

(1) Even though the most recent session of the Tennessee General Assembly tightened the requirements for selling older model vehicles without a title, the law needs to be expanded to require that anytime a vehicle is brought to a scrapyard by a wrecker service, acceptable documentation must be provided to indicate the service has a legal right for the transfer to the scrapyard.

(2) Funding needs to be provided to increase the number of state laboratories available to analyze items seized by law enforcement personnel. The current time frame between sending the items to the State laboratory and receiving the results is not acceptable. This time lag slows down the judicial process, resulting in more inmates having to be housed prior to having their cases resolved.

(3) The number of misdemeanors, especially those committed by repeat offenders, is constantly clogging the Court system. The Tennessee State Law should be changed to establish Drug Courts and Traffic Courts to hear these type offences. Based on testimony at the Grand Jury, there are too many impaired drivers on the roads of Hamilton County, causing grave concern for public safety.

(4) We recommend that the State Legislature adopt a law which provides that when a Hamilton County taxpayer prepares a federal income tax form, the taxpayer would be asked to donate \$1.00 for the Criminal Justice System in the County.

(5) The State Legislature needs to take several steps to improve adult prison education programs in the near term. These programs should be funded based on attendance rather than enrollment, develop additional incentives for inmate participation and develop routine case management and program evaluation systems.

#### CASES HEARD THIS TERM

The Regular Grand Jury, serving during the September-December, 2012 term, heard witnesses testify on 508 cases.

# HAMILTON COUNTY SHERIFF'S OFFICE



## **5-Year Strategic Plan**

**Fiscal Year 2012-2016**

**James Hammond**

**Sheriff of Hamilton County**

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## **The Mission, Vision, and Core Values Of The Hamilton County Sheriff's Office**

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.

# A MESSAGE FROM THE SHERIFF OF HAMILTON COUNTY

## **Five-Year Strategic Plan** *“Commitment to Excellence for All Citizens With Fair and Equitable Performance”*

What was true two thousand years ago is just as true today. We live in a world where “business as usual” **IS** change. Since my election, I have had the opportunity to meet with many citizens to discuss the state of public safety in our county and what the sheriff’s office can do to maintain the excellent quality of life our community is known for having.

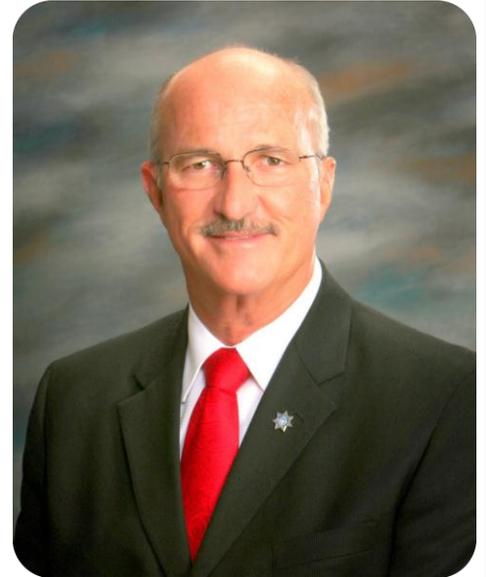
One thing I have learned for sure: The Hamilton County Sheriff’s Office is in a transition – and I believe it should always be in that position. Right now, we are looking at many changes in the coming years as the geographic, demographic and political landscape change in response to crime and the economic realities of what this decade holds for us. Also, there is much discussion about the possible consolidation of two or more governments and the demographic trend of shifting our population into the unincorporated areas of the county. Law enforcement and our office must be at the forefront of both of these issues.

To prepare for these changes, the HCSO is presenting long term goals and objectives to meet the challenges. Opportunities for (a) leadership development, (b) new technologies and (c) interactive relationships between the community and law enforcement must be sought. Equally important, useful measuring tools must be developed and utilized to meet long-term goals; accordingly, the need for our Five-Year Strategic Plan commencing in 2011, and updated here in 2012. This Plan will focus on the three challenges I mentioned above, and our CALEA accreditation tools for “measurement” will focus also on the sheriff’s office initiatives and strategies in accordance with this agency’s core values of Integrity, Honesty and Character.

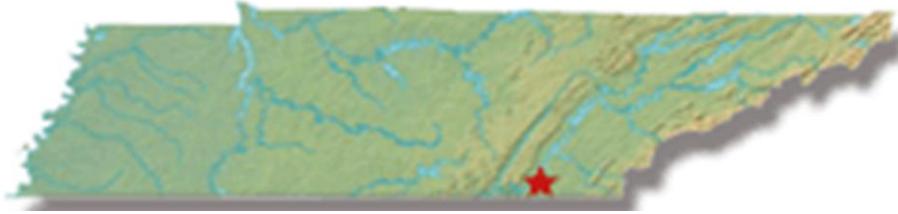
CALEA certification will greatly assist personnel in setting goals and objectives that are realistic, measurable and obtainable. As a benchmark, CALEA will serve to structure a plan in which each division can be held accountable for the design, implementation, measuring and review for the successful accomplishment of our Five-Year Strategic Plan. As public servants, members of our agency take great pride in demonstrating to our citizens and visitors our commitment to service excellence with every interaction. We will continue to monitor and analyze our processes and performance in order to maximize current staffing levels while responsibly evaluating the future needs of this agency.

As the sheriff of Hamilton County, I am accountable to you, the citizens of this community. As such, I have continually assessed our status as the lead law enforcement agency in Hamilton County and have made many changes to strengthen our commitment to service excellence since being voted into office. It is my personal goal to lead the sheriff’s office during this Five-Year Strategic Plan, to provide the tools, resources, leadership and financial support provided to us through county government as well as the private sector.

“Effective” law enforcement is expensive and requires 24/7 labor intensive support with cutting edge technology and continual in-service and specialized training. My objective will be to continue to identify areas where processes can be streamlined and improved while simultaneously allowing us to be more effective, proactive and responsive to the needs of our community. The Hamilton County Sheriff’s Office looks forward to meeting and fulfilling our commitment laid out in this Five-Year Strategic Plan.



## ***HAMILTON COUNTY, TENNESSEE***



***Five Hundred Seventy Six (576) Square Miles of Tennessee Beauty***

**Hamilton County Tennessee is divided by thirty three (33) miles of the beautiful Tennessee River.**

**The Sheriff's Office provides primary law enforcement and public safety services to the estimated 105,000 residents of the unincorporated portions of Hamilton County, as well as to the City of Lakesite and the Township of Walden. In addition, this agency provides court, correctional, civil, and criminal warrant services to the 330,000 plus citizens of Hamilton County. The Sheriff's Office has developed two (2) distinct service sectors which encompass fourteen (14) patrol districts.**

***Based on service demand and call volume, the Sheriff's Office has strategically placed sector offices in these areas so that deputies can take ownership in their areas of responsibility. These centrally located offices provide consistent, efficient, timely response and prevention of criminal activity.***

## **“Committed to Excellence”**

# **GOALS AND OBJECTIVES OF THE HAMILTON COUNTY SHERIFF’S OFFICE**

The Sheriff’s Office must look at the quality of service provided to the citizens and visitors of Hamilton County. As public servants and those entrusted to uphold and defend the Laws of the State of Tennessee, we must hold ourselves accountable to a higher degree of scrutiny. Given community concerns for accountability, both fiscally and professionally, Sheriff Hammond’s Command Staff, with input from various sections of the agency and with feedback from the community, set out to establish new agency goals and objectives. These goals were derived from community concerns.

1. Ensuring a high quality of life for the citizens of Hamilton County through the effective, efficient delivery of law enforcement services
2. To achieve professional excellence in the delivery of public safety and correctional services through leadership and organizational development.
3. Develop and improve crime prevention methods. Adopt strategies to provide a reduction in gang, drug, vice and sexual offender activity.
4. Develop a staffing strategy for the future and monitor departmental growth while improving efficiency.
5. Ensure school safety through advanced methods and innovational training.

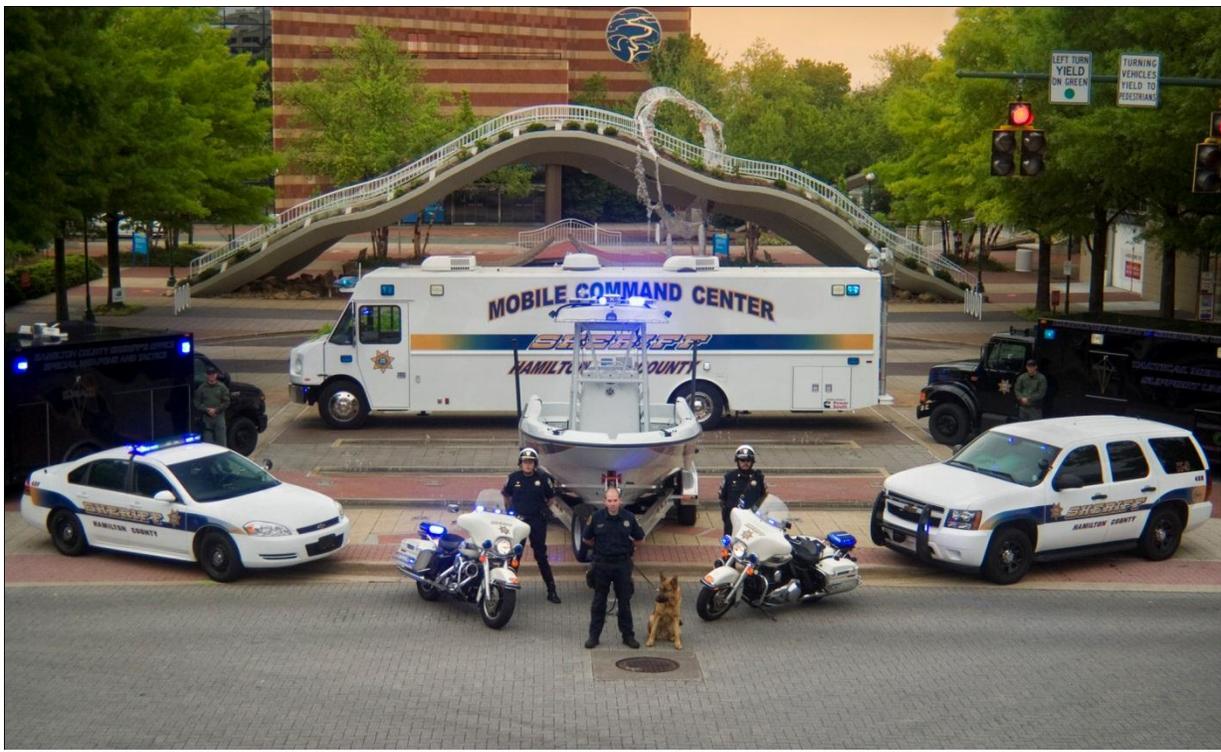
These goals and their subsequent objectives are meant to better evaluate the services provided by the Sheriff’s Office, while demonstrating to the community the progression towards successful attainment of these goals. The public expects of its government agencies transparency in their operation. Each contributing section within the organization will be held accountable for ensuring the attainment of these goals. Should particular objectives or strategies not yield the positive results anticipated, re-evaluation and appropriate action will be taken.

In order to attain our goals, there should be an avenue to constantly evaluate the services provided while demonstrating to the community the progression toward successful attainment of these goals and objectives. The Hamilton County Sheriff’s Office is in the process of attaining accreditation from the Commission for Accreditation of Law Enforcement Agencies (CALEA). CALEA has 481 nationally recognized standards that we adhere to. These standards are considered best practices by the most modern, educated and knowledgeable law enforcement minds in the country. Attainment of our

goals and objectives are documented annually in the Hamilton County Sheriff's Office annual Report.

We are confident that by engaging in a systematic, objective and methodical endeavor, the citizens and visitors to Hamilton County will know their Sheriff's Office is taking proactive steps to demonstrate and account for service excellence at every opportunity given to us when called upon by the community.

*We look forward to working toward these goals, objectives, and strategies so that we can make Hamilton County the safest place to live, work, play and visit.*



## **GOAL #1:**

*To ensure the highest quality of life for all citizens of Hamilton County through the effective, efficient delivery of Law Enforcement and Correctional Services.*

## **RATIONALE:**

These efforts will ensure that when any member of the Sheriff's Office comes into contact with any citizen, that citizen will be treated fairly, respectfully and professionally. Additionally, this strategy will assist in providing efficient public service through new technology and effective leadership.

## **OBJECTIVES**

- Explore new technologies for improved efficiency.
- Develop strong leaders within the organization through leadership training.
- Reduce crime through proactive initiatives and partnerships within the community.
- Safe care, custody and control of detainees.
- Facilitate resolving neighborhood issues through collaborative partnerships.
- Develop additional partnerships with community organizations to enhance overall quality of life.

## **STRATEGIES**

- Deploying resources when and where the most citizen generated calls for service are received.
- Timely deployment of resources in response to current crime trends.
- Conduct regular strategic planning meetings.
- Increase the number of Neighborhood Watch organizations.
- Improve the quality of preliminary investigations conducted by the Uniformed Patrol Division, by providing additional training on crime scene and evidence gathering.
- Command Staff will participate in homeowners association and neighborhood watch meetings to facilitate immediate solutions.
- Conduct community education programs regarding the Sheriff's Office.

## **GOAL#2:**

*To achieve professional excellence in the delivery of Law Enforcement and Correctional Services through advanced Leadership Development.*

## **RATIONALE:**

The Sheriff's Office is committed to providing the citizens of Hamilton County with the highest quality of service possible. Everyone that lives, plays, visits and works within our County deserves the very best from their government officials.

## **OBJECTIVES**

- To become the “premier law enforcement” agency in the State of Tennessee through our commitment to excellence and partnerships within the community.
- Train and provide educational opportunities to individuals in relevant and critical areas related to public safety and the proper care, custody, and control of inmate population.
- Recruit and retain high quality employees who demonstrate integrity, honesty and character.
- Provide Leadership and Advanced Leadership courses to supervisors.
- Ensure compliance with professional standards.
- Achieve and maintain CALEA, ACA and NCCHC accreditation

## **STRATEGIES**

- Provide personnel with the best educational and advanced training opportunities for career development and advancement.
- Develop partnerships with local colleges and universities to provide higher education opportunities to Hamilton County Sheriff's Office members.
- Provide comprehensive in-service training to ensure high professional performance of all members.
- Evaluate issues relevant to the performance of Sheriff's Office personnel through timely performance evaluations.
- Invest in recruitment resources to identify individuals who demonstrate integrity, honesty and good character.
- Ensure all Lieutenant's and above attend SECLA Training.

### **GOAL #3:**

*Develop and improve Crime Prevention Methods. Adopt strategies to provide a reduction in Traffic Fatalities, Gang, Drug, Vice and Sexual Offender activity.*

### **RATIONALE:**

The reduction in crime has a direct impact on the quality of life for the citizens of Hamilton County. The increasing violent and criminal behavior that is associated with organized gangs, brings a direct safety issue to the citizens and must be combated on a regular basis. Drug, vice and human trafficking crimes are on the rise and cause a whole new tier of public safety and security issues. The sexual offender registry is a major issue to both law enforcement and the general citizenry. Additionally, traffic enforcement has a direct, proportional relationship to highway safety. Traffic enforcement is one of the major concerns communicated from the community to the Sheriff's Office. Traffic enforcement allows citizens to feel safe knowing that drivers are abiding by traffic laws.

### **OBJECTIVES**

- Proactively engage in detection and prosecution of the serious crimes related to gangs, drugs, and sexual offenders.
- To develop enhanced crime prevention/crime reduction methods and techniques.
- Conduct specialized traffic safety enforcement for excessive speed and DUI detection.
- Enforce laws on all roads and highways in Hamilton County with emphasis on locations historically identified as problematic.
- Strive to reduce traffic crashes involving injury and death.
- Prioritize, develop and implement powerful crime prevention strategies through pro-active/problem oriented policing with strong community partnerships.
- Develop and implement strategies to reduce the county's vulnerability to acts of terrorism or disasters through proper planning, and enhance its ability to respond.
- Reduce gang and drug-related violence through the use of specialized policing resources.
- Develop and implement strategies for the prevention of human trafficking and vice violations within the county.
- Continue participating and actively tracking the Sexual Offender Registry in an effort to keep the community safe from sexual predators.

## **STRATEGIES**

- **Conduct pro-active speed and DUI reduction enforcement throughout the county**
- **Conduct speed enforcement in and around school zones when schools are in session.**
- **Work with community partnerships to resolve crime issues.**
- **Evaluate issues relevant to combating and reducing crime.**
- **Continue to build the Neighborhood Watch program.**
- **Develop Operational Plans and train all members for possible terrorist threats, natural disasters and high profile crimes.**
- **Conduct monthly traffic analysis and crime analysis.**
- **Contribute personnel to the Regional Gang Task Force.**
- **Develop and enhance a K-9 Division to support Uniformed Services and Investigative Services while developing a power team for drug interdiction.**
- **Ensure that intelligence from the School Resource Officers (SRO) in the Hamilton County School System is being properly utilized.**
- **Provide additional training on the protection of crime scene and the collection of evidence on crimes not investigated by Investigative Services.**

#### **GOAL #4:**

*Develop a Staffing Strategy for the Future and Monitor Departmental growth while improving efficiency.*

#### **RATIONALE:**

It is vitally important to develop a comprehensive staffing strategy for the agency's growth and organization that can properly respond effectively to the population/business growth of Hamilton County. As the growth continues with citizen migration and business development, there is an increase in crime and an increased demand for public safety services to the community. Continued Leadership Development will also ensure that the best personnel are available to lead the Hamilton County Sheriff's Office into a stable and productive future.

In 1990, there were 285,536 citizens in Hamilton County. In 2000, the population had increased to 307,896 and in 2010, Hamilton County has a population of 336,463. The Hamilton County Sheriff's Office is the leading law enforcement agency, with county wide jurisdiction, which is also responsible for the unincorporated areas of Hamilton County to provide professional law enforcement services. From 2000 to 2010 Hamilton County's population has grown 9.2%, Chattanooga incorporated area has grown 7.3% and the unincorporated areas in Hamilton County have grown by 16.9%, which has actually doubled Chattanooga's growth, putting more responsibility on the Sheriff's Office resources.

For 10 years, the Hamilton County Sheriff's Office Uniformed and Investigative Divisions have been tasked to address a growing population's needs for police services with very few additional personnel. In July 2000, the HCSO had on staff 139 certified law enforcement officers servicing an unincorporated population of 87,974 citizens. In July 2005, the HCSO had on staff 134 certified law enforcement officers, a decrease of 5 certified deputies in 5 years. In 2008, the Hamilton County Commission approved 14 certified law enforcement positions but they were designated for the School Resource Officer project by the former Sheriff. Additionally, nine more positions were removed from the ranks of uniform patrol to support the School Resource Officer project which deals with an additional population of approximately 13,000 students on a daily basis. In 2010, the total number of certified law enforcement officers on staff was 155 (includes the School Resource Officers), so in effect, there are only 134 (5 less than 10 years ago) certified law enforcement officers available to meet the needs of a population that has grown 16.9 percent in the past 10 years.

As the community grows, so should the Hamilton County Sheriff's Office. We must be committed in the next five years to bringing the certified law enforcement ranks to a level that meets the workload demand and the needs of the citizens of Hamilton County. It is imperative that staffing grows at an appropriate level in order for the Sheriff's Office to service the public with its commitment to excellence.

There is a similar situation with sworn certified correctional officers. With the growing number of critical incidents occurring at the Jail, the HCSO must plan ahead and have sufficient manpower to deal with a growing population. In 2007, the Jail had 145 sworn certified correctional officers and in 2010 they had decreased to 140 sworn certified correctional officers.

### **OBJECTIVES**

- Determine required sworn and civilian staffing ratios to support calls for service, strategic initiatives, divisional goals and objectives and the safe and effective management of the Jails inmate population.
- Align the agency's organizational structure to facilitate goal achievement, efficiency and effective cost savings.
- Prepare staffing ratio planning for officer retirements and turnover of personnel to prevent gaps in manpower.
- Determine any functions that are currently handled by sworn officers that could be turned over to civilian personnel in order to improve efficiency.
- Determine and analyze average response time, total time spent on calls and make adjustments when required.
- Determine projected population and business growth of the county and future needs of its citizens.

### **STRATEGIES**

- Conduct a thorough analysis of the growth of Hamilton County in both residential, commercial and population figures.
- Conduct a thorough analysis of ethnic and age population of Hamilton County.
- Conduct assessment of current work load of all members.
- Conduct an assessment of call loads by district to determine manpower distribution.
- Conduct analysis of inmate population growth for the next 5 years, taking into account recidivism.
- Assess the need for additional inmate programs.
- Compare the HCSO certified law enforcement population ratio to the Bureau of Justice published national average.

## POPULATION TRENDS 2000-2010

### PER MUNICIPALITY/UNINCORPORATED HAMILTON COUNTY

	2000	2010	CHANGE	% CHANGE
HAMILTON COUNTY	308,033	336,463	28,430	9.2%
CHATTANOOGA	156,223	167,674	11,451	7.3%
COLLEGEDALE	6,665	8,282	1,617	24.3%
EAST RIDGE	20,585	20,979	394	1.9%
LAKESITE	1,811	1,826	-18	-1.0%
LOOKOUT MOUNTAIN	1,997	1,832	-165	-8.3%
RED BANK	12,401	11,651	-750	-6.0%
RIDGESIDE	389	390	1	0.3%
SIGNAL MOUNTAIN	7,420	7,554	134	1.8%
SODDY DAISY	11,568	12,714	1,146	9.9%
WALDEN	1,967	1,898	-69	-3.5%
<b><i>UNINCORPORATED</i></b>	<b><i>86,974</i></b>	<b><i>101,663</i></b>	<b><i>+14,689</i></b>	<b><i>+16.9%</i></b>

## Service Population Estimates and Staffing Objectives

One of the most significant challenges facing the Hamilton County Sheriff's Office has been managing the steady growth in the unincorporated parts of the county since the year 2000. The 2000 U.S. Census measured the population at 86,974. Since that time this area of the county has experienced an estimated population growth of 16.9 % to 101,663, as established in 2010. If we factor in the population for the City of Lakesite and the Township of Walden, this shows that the Hamilton County Sheriff's Office is currently providing service to 105,387 citizens.

This growth trend is expected to continue for the for-seeable future due to population migration and business growth. Per Mayor Ramsey there are 2,000 new workers at the Volkswagen Plant, and seven (7) new companies that have chosen to create businesses at Enterprise South for an additional 500 new jobs. Additionally, the neighboring Gestamp facility will produce 230 jobs and other businesses such as IBI Power and Homeserve USA are expanding and

employing an estimated 200 workers. Demographic studies predict that the unincorporated areas of Hamilton County will expand at least another 5.7% by the year 2015, which would put the unincorporated population at over 107,458 residents. Adding in the contracts for Police Services for the City of Lakesite and the Town of Walden, places an additional 3,724 residents bringing the total projected population that the Hamilton County Sheriff's Office services to 111,182 for the year 2015.

Managing this growth will require significant investment in the Sheriff's Office infrastructure, including personnel, office space and equipment to ensure that the Agency can continue to provide an outstanding level of police and correctional services. As the Community grows, so too must the Sheriff's Office. Knowing this, we are committed to responsibly staffing our personnel – law enforcement, corrections and civilians – relative to current and projected county population, generated service demands and detainee populations. The citizens and visitors to Hamilton County expect the Sheriff's Office to be stewards of public funds and to spend our resources on proven strategies, initiatives, equipment and foremost human resources. With this in mind, the Sheriff's Office will be able to meet the needs of the community while maintaining a competitive edge in the labor market.

The staffing table on the next page shows the historical staffing ratio of the Hamilton County Sheriff's Office since 2000.

**STAFFING AND RESOURCE ALLOCATION FOR THE HAMILTON COUNTY  
SHERIFF'S OFFICE PATROL DIVISION**

Sworn                  Resident                  New                  Total Officers

\*\*NOTE: Population Estimates include Walden and Lakesite

<u>Year</u>	<u>LE Officers</u>	<u>Population</u>	<u>Current Ratio</u>		<u># Required to Maintain 1.9 ratio</u>
2000	139	90,785	1.51		172 Officers (1.89)
2001	138	92,147**	1.50		175 Officers (1.90)
2002	146	93,529**	1.56		177 Officers (1.89)
2003	148	94,932**	1.56		180 Officers (1.89)
2004	148	96,356**	1.54		183 Officers (1.90)
2005	134	97,801**	1.33		185 Officers (1.89)
2006	138	99,268**	1.39		188 Officers (1.89)
2007	141	100,757**	1.40		191 Officers (1.89)
<b>(Note: 11 hired but they were placed in SRO Program plus 9 more taken from Patrol for SRO Program thus the actual number of Deputies available for service is 129)</b>					
2008	152	102,269**	1.49		194 Officers (1.89)
2009	151	103,803**	1.45		197 Officers (1.89)
<b>2010</b>	<b>155</b>	<b>105,387</b>	<b>1.47</b>		<b>200 Officers (1.89)</b>
2011	155	106,588**	1.45	(1.14% growth rate)	203 Officers (1.90)
2012	155	107,803**	1.43	(Projected Pop.)	205 Officers (1.90)
2013	155	109,032**	1.42	(Projected Pop.)	207 Officers (1.89)
2014	155	110,275**	1.40	(Projected Pop.)	210 Officers (1.90)
2015	155	111,532**	1.39	(Projected Pop.)	212 Officers (1.90)
2016	155	112,803**	1.37	(Projected Pop.)	214 Officers (1.90)

\*\*Denotes population estimates, as actual Census was only taken in 2000 and 2010

## **BUREAU OF JUSTICE STATISTICAL RATIO DATA**

The Bureau of Justice Statistics (BJS), within the Office of Justice Programs (OJP), within the United States Department of Justice (DOJ) publishes Local Police Departments report every three to four years. This report contains excellent and highly reliable data on state and local police personnel throughout the U.S. One aspect of this report is the **average** minimum ratio of full time officers per 1,000 residents throughout the Nation. The most recent BJS data on this top (2003), by size of population served is as follows:

<b>Population Served</b>	<b>FT Officers per 1,000 residents</b>
<b>100,000 to 249,999</b>	<b>1.9 per 1,000</b>

**The Bureau of Justice (BJS), further denotes that these figures are the minimum average for agencies throughout the United States. Some Agencies require a higher percentage.**

**STAFFING REASONING:** In order to fulfill the Sheriff's pledge of commitment to excellence for the people of Hamilton County, this agency needs to have a sufficient amount of sworn law enforcement officers. To maintain what the Bureau of Justice publishes as the minimum staffing that is standardized across the nation (1.9 per thousand of population), the HCSO must maintain a staffing roster of 200 (+) sworn law enforcement officers. 200 sworn law enforcement officers for the current population (105,387 for 2010), would give a ratio of 1.89 officers per thousand of population. This is a realistic and nationally recognized breakdown. The HCSO is currently staffed with 155 Sworn L.E. Officers. This staffing ratio would require that we hire and train an additional 45 Sworn L.E. Officers just to maintain the normal minimum national average.

### **Ratio of Management & Supervisory Staff**

The ratio of management & supervisory staff should be based on how effective the organization's administration feels each supervisor can adequately manage and supervise their personnel; this concept is known as "span of control." According to the Lane Study (2006) the average span of control for the 140 agencies taking part in his survey was one supervisor per seven subordinates (1:7). The above staffing figures would require that an additional 9 Supervisors need to be promoted.

**Corrections:**

<b>Positions</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
D/Chief	1	1	1	1	1	1
Captain	1	1	1	1	1	1
Lieutenant	5	5	5	5	5	5
Staff Sergeant	1	1	1	1	0	0
Sergeant	9	9	10	10	10	10
Corporal	0	0	0	8	8	8
Corrections Officers	127	123	123	113	113	113
Chaplain	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total Sworn Certified:</b>	<b>145</b>	<b>141</b>	<b>142</b>	<b>140</b>	<b>139</b>	<b>139</b>
Counselor	1	1	1	1	1	1
Secretary	1	1	1	1	1	1
Admin Supervisor	1	1	1	0	0	0
Records Supervisor	0	0	1	1	1	1
Classification Specialist	1	1	1	0	0	0
Records Clerks	10	9	9	5	5	5
Court Liaison	0	2	2	2	2	2
Finance Assistant	0	0	0	1	1	1
Food Service Supervisor	1	1	1	1	1	1
<b>Total Employees</b>	<b>160</b>	<b>157</b>	<b>158</b>	<b>150</b>	<b>149</b>	<b>149</b>
<b>Average Inmate Population:</b>	<b>615</b>	<b>565</b>	<b>523</b>	<b>518</b>	<b>5??</b>	<b>5??</b>
<b>Sworn/Certified to Inmate Population Ratio:</b>	<b>1 / 4.2</b>	<b>1 / 4.0</b>	<b>1 / 3.6</b>	<b>1 / 3.7</b>		

**Corrections division has been working at a low level of staffing for sworn corrections officers for many years. In an attempt to better manage the inmate population, the HCSO has recently resorted to staffing each floor of the jail with 2 sworn officers versus 1 sworn officer. This has resulted in a drop in critical incidents. Unfortunately, it is consuming the overtime budget at a very rapid rate, as there are insufficient personnel to staff the jail. The corrections division has determined that they require the employment of at least twelve (12) additional correctional officers for safety purposes.**

## **GOAL #5:**

*Ensure a Safe and Secure School Environment for our youth, through advanced methods and innovational training procedures.*

## **RATIONALE:**

It is of paramount importance to provide a safe and secure environment for all our students, staff, and citizens in and around the Hamilton County Schools. Collectively, the United States Department of Education, Homeland Security and Department of Defense have identified schools as one of several soft targets in communities which can be exploited for personal, criminal or political gain. Students and school staff in Hamilton County deserve a safe environment in which to work and learn.

## **OBJECTIVE**

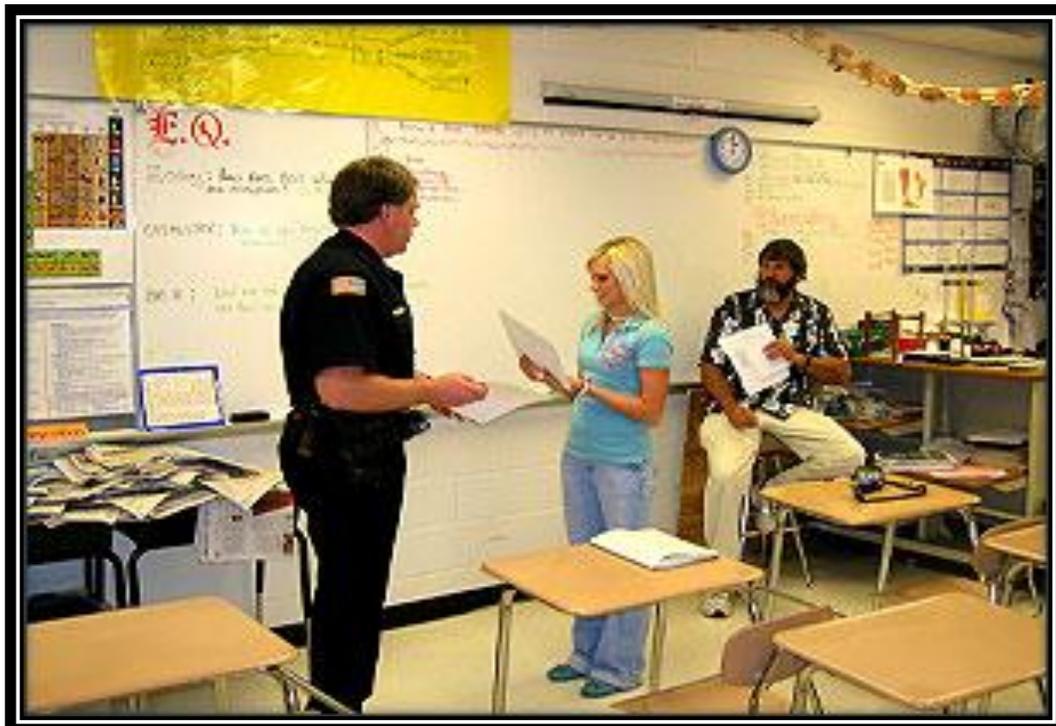
- Provide a campus environment where students and staff can feel safe and secure while arriving, attending, and leaving school grounds.
- Provide highly-trained School Resource Officers capable of early detection and proper handling of potentially dangerous situations.

## **STRATEGIES**

- Conduct law enforcement related education and information sessions with students, administrators, teachers, and staff.
- Maintain and disseminate intelligence reports or information relating to schools.
- Communicate with residents living around school campuses and parents who drop off children at school for the purpose of gathering information on suspicious activity or persons they may have witnessed.
- Encourage students and staff who observe suspicious activities to report information to a deputy or school official.
- Conduct perimeter and campus visits and traffic enforcement.
- Foster an atmosphere of cooperation between the Sheriff's Office, school administrators and staff emphasizing shared responsibility for safety and security of Hamilton County Schools.
- Conduct Threat Assessments at all Hamilton County Schools.



**School Resource Officer Patrolling School Grounds**



**School Resource Officer Teaching**

## **PROJECTED CAPITAL EXPENDITURES**

### ***Facilities:***

- Begin discussions on need and feasibility of a new corrections facility.
- Address current problems concerning the almost forty (40) year old structure.
- Video visitation and closed circuit court monitoring system expansion.
- Conduct a study on satellite facilities and structures to renovate for expanding needs of this agencies operation.

### ***Capital:***

- Vehicles need to be replaced around 150,000 miles instead of 180,000-200,000.
- Fund program to rotate in car video, computers, tasers, and other equipment that become outdated, obsolete or worn out. (Equipment upgrades may directly correspond to the vehicle replacement needs).
- Prepare for funding approximately 90% of radio equipment updates, prior to 2016.

### ***Firing Range/Training Center:***

- Continue to research, and pursue a new location for the law enforcement firing range and regional training center for all regional law enforcement agencies to access. Many man hours have been expended in the research and planning stage of this project.

### ***Miscellaneous issues:***

- Other projects and needs as they develop.

### ***Review/Revision:***

- To be reviewed/revised annually