

HAMILTON COUNTY SHERIFF'S OFFICE

T E N N E S S E E



2011 ANNUAL REPORT

PHOTO: JIM HAMMOND

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Cover Photo by: Jimi Hammond

**Thanks to all HCSO Staff and special thanks to Sheila Cannon
for their photographic contributions**

A MESSAGE FROM
JIM HAMMOND, SHERIFF
HAMILTON COUNTY TENNESSEE



The challenges of 2011 for the Hamilton County Sheriff's Office were many and varied. These trials ranged from severe weather of snow and ice in the winter to deadly tornadoes in the spring which kept the Hamilton County Sheriff's Office extremely busy. These weather anomalies resulted in several deaths, many disrupted lives and millions of dollars in property destroyed.

Various high profile crimes, missing persons and deadly accidents taxed all of our resources heavily; budgetary restraints only added additional pressure to our staff of professional men and women who performed admirably in accordance with our mission statement of "Commitment to Excellence".

Gang issues and crime analysis became key objectives of our crime fighting strategy. Our aggressive goal of enhancing the Neighborhood Watch program has seen a dramatic increase in group numbers and activity. Last year we saw the roll out of the *Sheriff's Foundation* which we envision as a new major strategy to enhance our crime fighting techniques and better protect the citizens of Hamilton County.

Our Training Division did a first- rate job providing the required training for our officers and civilian staff. Last year, we instituted an evaluation program for our command staff in order to provide approved leadership training. We will continue with the same assessment and training for our agency supervisors in 2012 and plan for the benefits of this training to trickle down to our officers and civilian staff.

The office of Accreditation and Standards personnel continue their work toward ***THE COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES (CALEA)*** Accreditation in 2013. The office of accreditation is completing the task of collecting documentation for CALEA files which prove we are compliant and meet over 481 nationally recognized best practice standards set forth by the CALEA COMMISSION.



ALLEN BRANUM, CHIEF DEPUTY
HAMILTON COUNTY SHERIFF'S OFFICE

Most all of us in public service have experienced significant adjustments throughout our careers as the world around us has continually changed. The duties and responsibilities of the sheriff's office have had to evolve to meet many new challenges.

In times past, law enforcement officers were tasked mainly with protecting and serving citizens. The primary responsibilities of a corrections division consisted of housing and protecting prisoners. Seldom was seen the variety of individual circumstances we see today. Many more of today's prisoners require special treatment or segregation of those who often need to be protected from themselves and/or their rivals.

Today's law enforcement agencies have inherited most all of society's increasing problems. Many situations such as the dramatic increase in mental health issues have had an impact on not only the duties but the training of personnel on how to correctly deal with a variety of situations. As mental health facilities are eliminated or downsized, we are the ones who have no choice but to take up the slack.

The Hamilton County Sheriff's Office has the responsibility of housing a large number of prisoners with gang membership or at least gang affiliation. It is very time consuming to keep track as to which prisoners are compatible creating a more dangerous situation within our corrections division. Our community has also seen a significant increase in gang activity in other areas of the county. Law enforcement officers are adjusting to and dealing with the issues that arise from the increase.

The Hamilton County Commission is tasked with many difficult decisions, especially those relating to allocation of funding for the many government programs and agencies within Hamilton County. They can only allocate funds that are available and every agency in county government has similar budget issues and shortfalls.

Although we are struggling to keep up with or control rising costs associated with the things we are mandated to do, there is no doubt the committed staff, with it's long history of service by our dedicated personnel, will continue to provide the best service to the citizens of Hamilton County.

We trust information in this report is beneficial in helping understand a part of what the dedicated members of the Hamilton County Sheriff's Office do on a daily basis.

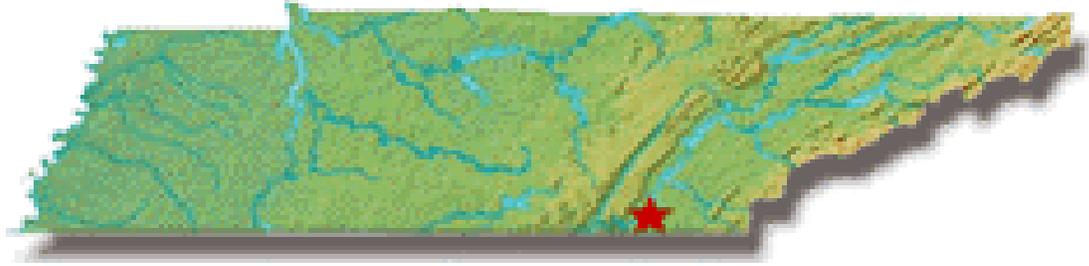
**Executive Assistant to Sheriff Jim Hammond
and
Chief Deputy Allen Branum**

As Executive Assistant Anne Brown coordinates, schedules appointments, and handles correspondence for Sheriff Hammond and Chief Branum. Additionally she maintains files, prepares and organizes materials needed for meetings and/or conferences; answers questions and concerns of the general public, employees, federal, state and local government agencies through telephone calls or personal contact.



Executive Assistant
Anne Brown

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 Township of Walden. In addition, this agency provides court, correctional, civil and criminal warrant services to the 330,000 plus citizens of Hamilton County.

In order to perform efficiently we have adopted two (2) distinct service sectors which encompass fourteen (14) individual 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.

***“COMMITMENT TO EXCELLENCE FOR ALL CITIZENS
WITH FAIR AND EQUITABLE PERFORMANCE”***

EXECUTIVE OFFICES OF THE SHERIFF



**THE HAMILTON COUNTY SHERIFF'S OFFICE
600 MARKET STREET
CHATTANOOGA, TENNESSEE 37402**

EAST SECTOR OFFICES

Providing service to the communities of East Brainerd, Apison, Ooltewah,
Harrison, Birchwood, and Georgetown



8395 HICKORY VALLEY ROAD
CHATTANOOGA, TENNESSEE 37416

WEST SECTOR OFFICES

Serving portions of Lookout Mountain, Signal Mountain, The Township of Walden, City of Lakesite, Middle Valley, Mowbray, Flattop, Bakewell, and Salecreek.



**6233 DAYTON BLVD.
CHATTANOOGA, TENNESSEE 37343**

SEQUOYAH TRAINING FACILITY

This facility provides added classroom space for specialized training.

The Hamilton County Sheriff's Office provides first responders to the Sequoyah Nuclear Plant should emergencies occur on site.



ADMINISTRATIVE SERVICES



Don Gorman, Director of Administrative Services

**ADMINISTRATIVE SERVICES
SECRETARY AND RECEPTIONIST**



Janis Reno

The Hamilton County Administrative Services Division is made up of four (4) sub-divisions, with 16 full-time and part-time employees. The first of these sub-divisions is the Human Resources Services Team which has two employees and is tasked with all the HR work for an organization with 400(+) employees. The second is the Finance and Budgeting Team which has one employee and is tasked with maintaining and accounting for a budget in excess of twenty-seven million (\$27,000,000 +). The third division consists of Purchasing, which is in charge of expenditures for the entire budget, and has two employees. The fourth consists of the Information Technology (I.T.) Team which has four full-time and two part-time employees and is tasked with hundreds of weekly duties to maintain the system and constantly update the myriad of problems that develop in a modern computer and internet organizational system. Director Gorman is also the Grievance Coordinator for the HCSO and handled and resolved eighteen (18) separate grievances within the HCSO in 2011.

ADMINISTRATIVE DIVISION GOALS AND OBJECTIVES FOR 2011/2012:

1. Provide the HCSO with adequate manpower levels and a well-equipped and professionally trained law enforcement staff.
2. Efficiently maintain and monitor all revenue received and expenditures made on behalf of the agency.
3. Expand grant funding sources for law enforcement services.
4. Up-date and up-grade all equipment utilized by agency employees.
5. To assist the sheriff, chief deputy and command staff in the decision making processes for the operation

Human Resources

Carol Miller, Manager



Carol Miller

Carol Whittenbarger

The Human Resources Division had an exceedingly busy year, as they are in charge of the recruitment and selection of all full time and part time personnel, the promotions process, maintaining all personnel files as well as agency payroll for the Department. The H/R team is also closely involved with the Civil Service Board and due process boards. During calendar year 2011, the H/R team was closely involved with the hiring of twenty-two (22) new full-time employees, six (6) part-time employees, as well as the resignation/termination and retiring of twelve (12) employees. Human Resources also oversaw the implementation of seven (7) selection boards, ten (10) special assignment boards, one (1) Civil Service Board, and four Due-process hearings/Loudermille Hearing Boards, regarding selection, promotion, Civil Service and due process issues. Human Resources was also responsible for all pay transactions for the previous years including the bi-weekly pay periods, in-service pay, uniform allowance, education pay and updating the longevity pay process. They were also responsible for the tracking of fourteen (14) suspensions without pay and another ten (10) suspensions with pay.

HUMAN RESOURCES PERSONNEL STATISTICS 2011



FINANCE/BUDGET DIVISION:

Jack Ellis, Finance/Budget Manager



- Excludes \$50K from Walden and \$50K from City of Lakesite for Capital Expense of two new vehicles each.
- **ALL FINANCIAL AMOUNTS ARE "UNAUDITED" AT THE TIME OFF THIS REPORT.*

Overall Budget:	\$ 27,082,896
Amount Spent:	\$(27,403,369) (includes estimated expense accruals)
Amount Not Spent:	\$ (320,473) (Loss)
Capital Budget Received:	\$ 451,814*
Capital Budget Expended:	\$ (234,046)
Confiscated Funds Budgeted:	\$ 361,850
Confiscated Funds Expended:	\$ (23,094)
Sex Offender Registry Budgeted:	\$ 46,197
Sex Offender Registry Expended:	\$ (9,924)
Overtime Budgeted for the Year:	\$ 1,102,250
Overtime Expended for the Year:	\$ (893,585) projected to be \$1.6 million

Current coverage in the expense budget of at least \$310K can be explained as follows:

- The Overtime Budget is the largest reason for the overage at this point. Due to suspensions, both with and without pay, retirements, and the Sheriff mandating that every floor in the Jail will have at least two officers on the floor at all times for Officer Safety.
- Also, overtime is heavily affected by weather, crime and investigative cases that cannot be predicted nor budgeted for.
- The final two items that are causing us to exceed the current budget is the rising cost of fuel with a fleet of two-hundred twenty (220) vehicles, and as in every year for the past ten (10) the cost of feeding the prisoners continues to grow and fluctuate.

PURCHASING DEPARTMENT

NOTES:

Food for Corrections is a cost that is difficult to control, due to the fact that it is based on how many meals have to be prepared which stems from the amount of inmates housed. This changes on a daily basis, and is usually above the amount that TCI has approved the jail to house.



Accounts Manager

Carolyn Catchings



Assistant

Kathy Ashmead

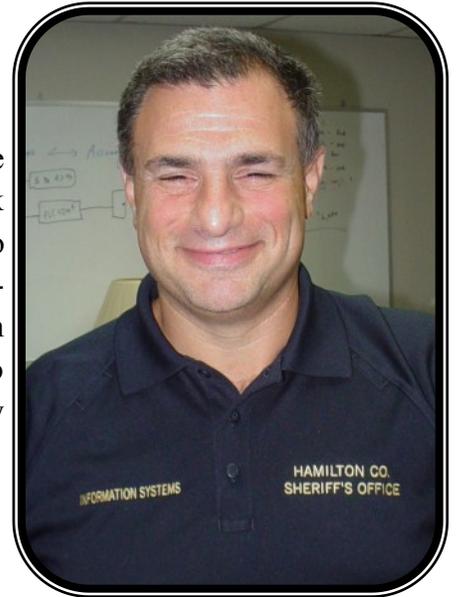
1. Commissary (inmates) is uncontrolled as far as spending by the HCSO. Inmates make the purchases based on the funds in their accounts (personal funds of inmates). Hamilton County receives the revenue from the sales in the commissary, but the initial purchase of the items for the commissary comes from the HCSO budget. As of May 2011, revenue from the commissary was \$70,000.
2. A new phone system was put in Corrections by the county, and inmates are sold phone cards. This is a three (3) year contract with the “new” phone system and part of the understanding in the contract was the purchases of phone cards.
3. Repair & Maintenance (motor pool) is a cost that is also difficult to control. There is an extreme need for newer vehicles, as there are many with over 180,000 miles on them and they break down often. The cost for repairs of these older vehicles is very high (replacement parts and labor for vehicles sent to a commercial facility). These vehicles are driven by law enforcement and unless we are able to replace these older vehicles, the repair costs will continue to grow. Prices are consistently rising for the costs of fuel, oil and parts.
4. Cell/Wireless Cards: This is an important tool or the Sheriff’s Office and is required for our current systems. Every detective, patrol deputy, etc. must have a wireless card in their vehicle in order to utilize CJUS System from their vehicles and to write reports. The current cell phones require more up to date and expensive data packages. In a previous year, there was a substantial savings, which was then cut from the budget in the next year. With the higher cost of data packages, this has had a disastrous effect on this item in the budget.

BUDGETED VS. SPENT 2011



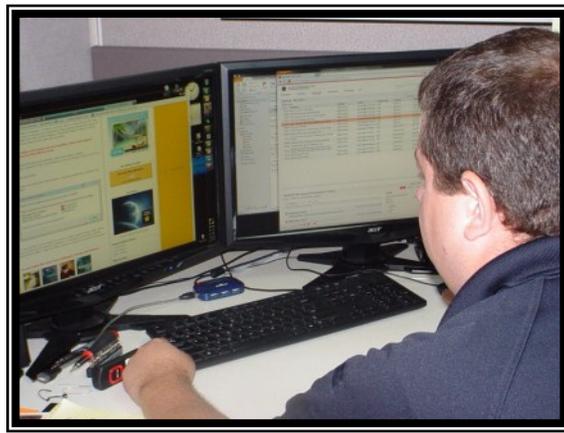
INFORMATION SYSTEMS DIVISION:

The I.T. division excelled this past year. The technical competence of the staff is superior; the I.T. division can get a wide variety of technical work completed in a timely and efficient manner. The focus of the division is to provide top-notch customer service, maintain uptime of the computer network and implement technology solutions that have significant impact on the organization. I.T. related certifications were attained by staff. Delays to get new solutions implemented and to improve software are impacted by the following:



Ron Bernard

Information Systems Manager



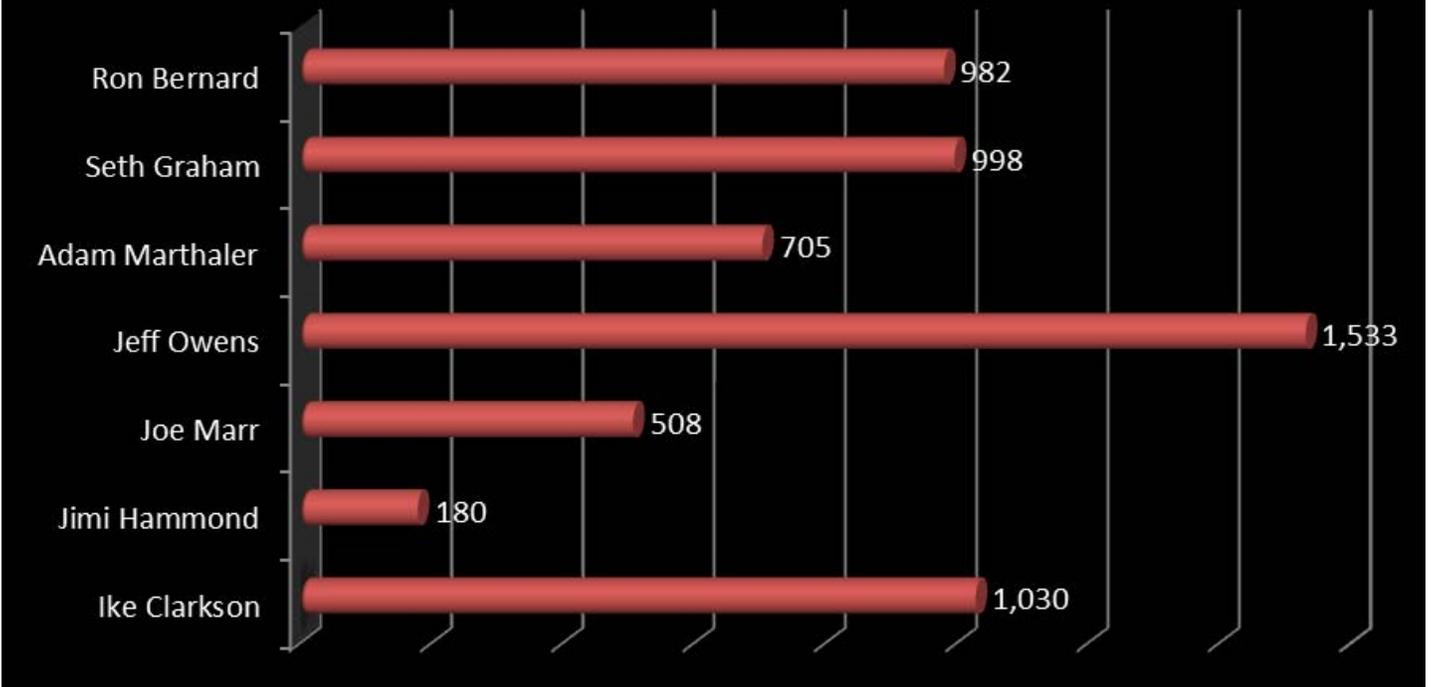
Trouble shooting problems and updating our computer systems.

It's a massive job!

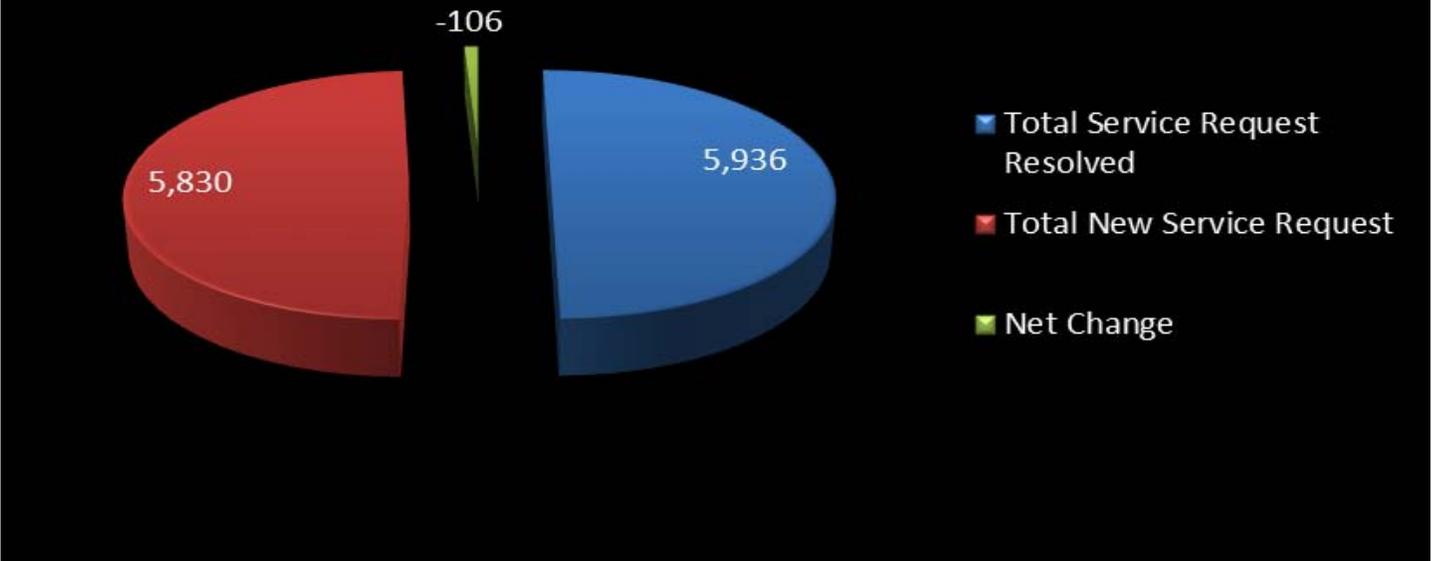
1. The I.T. department is understaffed for the amount and variety of work they are requested to complete. Projects that could significantly benefit the sheriff's office are usually delayed until there is sufficient time to complete them.
2. There are installed software solutions with which the I.T. division has little or no direct control. The two most significant systems are Visions RMS and CJUS. The division is working to have more input into the software and will make work to make justification for implementing or developing a new jail management system and RMS, or continue to be more involved in the management of the software in place.

I.T. resolves an average of 114 service requests per week – up about 5% over 2010, as well as working on many high impact projects. Current projects include the Visions RMS system upgrades, Visions Mobile upgrade, the Pelco Camera System upgrade, inmate TV install, re-writing older file maker software system development and upgrading to a server-based system wide door lock system.

2011 I.T. Services Provided



2011 ACTIVITY TOTALS



ADMINISTRATION DIVISIONS GOALS AND OBJECTIVES FOR CY 2011:

1. Provide this agency with adequate manpower levels and a well-equipped and professionally trained law enforcement staff.
2. Efficiently maintain and monitor all revenue received and expenditures made on behalf of the HCSO.
3. Expand grant funding sources for law enforcement services (Brief summary)
4. Update and upgrade all equipment utilized by the HCSO employees, especially the Panasonic laptops currently in all Patrol and Detectives vehicles.
5. To assist the Sheriff, Chief and Command Staff in the decision making processes for the operation of the HCSO.

PERSONNEL	SWORN CERTIFIED	SWORN NON CER- TIFIED	F/T	P/T
			CIV	CIV
Admin			2	
Finance			1	
Human Resources			2	
Information Tech		2	3	2
Purchasing			2	
Total(s)		2	10	2
Total Number of Assigned Personnel:	14			

Investigative Services



2011 "Overview"



Prepared by Captain William Johnson

Hamilton County Sheriff's Office

Investigative Services Report

2011 End of Year Report

The Investigative Services Division is comprised of five (5) Divisions, Narcotics/Special Operations (NSO), Criminal Investigations Division (CID), Warrants Division (Fugitive-Civil Process, Sex Offender Registry), Internal Affairs (IA) and Property/Evidence Division totaling 73 full time and part-time personnel.

Sex Offender Registry (SOR) The Registry received **\$27,050.00 in revenues** verifying 322 addresses and made 25 arrests for non-compliance. The Hamilton County Sheriff's Office conducts all registries of Sex Offenders located in the Hamilton County Area to ensure proper tracking and documenting of the offenders as ordered by the courts. The registry is audited annually by the TBI for accuracy.

There are 320 Sex Offenders residing in Hamilton County

The Fugitive Division currently has on file 18,557 Warrants

warrants from the Criminal Sessions and Criminal Courts. An estimated 90 percent of all sworn out warrants received are generated by the Chattanooga Police Department. During the year of 2011, the Fugitive Division received 16,449 warrants and made 397 transports from other jurisdictions at a cost of \$46,702.00 which included lodging and meals. There was an increase of 3,588 warrants filed in 2011 above the 12,861 filed in 2010. The teams executed 5,138 warrants, leaving a daily balance of 18,557 warrants on file.

The **Warrants Division (Fugitive)** is responsible for locating and apprehending individuals wanted on misdemeanor and felony warrants. The Fugitive Division receives most of its

Warrants Division (Department of Human Services Grant – DHS, Criminal) -

During the year of 2011, detectives **844 arrests for failure to pay child support**

assigned to this task received 1,217 warrant with 222 warrants recalled and 844 arrests of suspects for failure to pay child support.

The **Warrants Division (Civil Process)** received 22,582 papers to be served as process. The unit served 15,747 papers during the calendar year. The deputies also executed 605 Ex-parte orders and 96 final orders of protection. \$40,177.45 was received for out of town process. Two deputies are assigned to the Department of Human Services Grant (DHS) within Civil Process and received a total of 7,324 juvenile papers and executed 3,138 juvenile papers.

Criminal Investigation Division (CID) investigated a total of 1,277 investigations in 2011; 553 Burglaries, 41 sex related crimes, 89 fire investigations with 7 identified as arson, 74 death investigations including 17 suicides, 5 homicides and CID conducted 8 death investigations resulting from the April 2011 Tornado event in the Apison community. There were 108 Thefts from motor vehicle parts or accessories investigations along with 79 Auto Thefts. In May 2011 the Criminal Investigations Division joined the Signal Mountain

Total of 74 Death investigations

including 17 suicides, 5 Homicides and 8 death Investigations resulting from April 2011 Tornado

Police Department in the missing person investigation of Gail Palmgren, a mother of two children. The CID Division spent resources and many hours investigating this case with the assistance of the FBI and TBI. Ms. Palmgren's human remains were found on December 1, 2011, off the bluff of Signal Mountain near her vehicle, indicating a vehicle crash had occurred in the 1400 Block of East Brow Road causing her to leave the roadway and come to rest in a very remote area off the bluff of the Signal Mountain/Walden Community. The investigation found no foul play involved.

Narcotics/Special Operations (NSO) Division made 469 arrests; seized 203 weapons and drugs valued at \$776,532.00 (Street Value), which is a significant accomplishment. The Sheriff's Office Gang Unit conducted 67 presentations on gangs and gang violence. NSO made 45 pharmacy fraud cases with Hydrocodone being the most prescribed opioid. The NSO Division has been recently granted the authority to take part in the Tennessee State Controlled Substance monitoring program. This state access is provided by the Tennessee State Board of Pharmacy, which provides detectives with the access to the controlled substance program to include:

48 Meth labs processed, estimated total of \$186,434.00 received in awarded funds during calendar year.

patient's records, daily logs of drug purchases and prescribed medication. Hamilton County NSO Division seized and processed forty – eight (48) meth labs during this reporting period which is down from the 56 labs reported in 2010. The Hamilton County Narcotic and Special Operation Division benefited from cooperating with Local, State, and Federal Agencies by receiving significant revenues from drug seizures.

Operation Hustle Flow II resulted in 167 indictments handed down for 79 persons. 67 out of 79 persons arrested within the first 48 hours

The yearly sum from Fed funds were \$10,000.00, State \$93,434.00 and 2011 Vehicle Auctions \$83,000.00 with an estimated total of \$186,434 .00 awarded to the HCSO. In October 2011 Operation Hustle Flow II was conducted which resulted in 167 indictments handed down

for 79 persons. The operation resulted in 67 out of 79 persons arrested within the first 48 hours. The operation would not have been as successful without the assistance of multiple local, state and federal agencies.

The **Internal Affairs Division** investigated 34 formal complaints involving fifty two (52) employees, in addition to conducting nine (9) Administrative Reviews. Complaints were sustained against fifteen (15) employees and not sustained against six (6) employees. Six (6) complaints were unfounded and eight (8) employees were exonerated. Fourteen (14) of the complaints were external, eighteen (18) were internal and two (2) were Supervisor Investigations.

34 formal Internal Affairs Complaints, 15 complaints sustained

views. Complaints were sustained against fifteen (15) employees and not sustained against six (6) employees. Six (6) complaints were unfounded and eight (8) employees were exonerated. Fourteen (14)

The **Property and Evidence division** took in a total of 3,395 pieces of evidence during the calendar year of 2011 and transferred 763 pieces of evidence to the Tennessee Crime labs. Received 1686 dispositions and closed 1799 files for the reporting period.

Processed 3,395 pieces of evidence during the reporting period, 966 pieces were drugs related cases

Sheriff's Underwater Recovery Team (SURT) was activated 7 times during this reporting period. Operations were run for a Sequatchie County Sheriff's office homicide case, February 08, 2011. Site survey conducted for dive operations at Suck Creek for missing person, May 19, 2011. HCSO SURT conducted dive operations at Suck Creek for a missing person case; May 24, 2011. SURT assisted Chattanooga Police with investigation and disposal of possible ordnance June 24, 2011. Side Scan and Dive operations were conducted by SURT for a missing boater near highway 60; July 28, 2011. SURT Assisted Chattanooga Police with a body recovery August 21, 2011. SURT Dive operations were also conducted in South Chickamauga Creek for Chattanooga Police Department at Harrison Bridge.

The DPU unit provided protection for Governor Haslam, Lt. Gov. Ramsey, Senator Corker (TN), Congressman Fleischmann (TN), Congressman Graves (MO), and Speaker of the House John Boehner(OH),and German Ambassador to the United States Peter Ammon.

The **Dignitary Protection Unit (DPU)** was activated 15 times during this reporting period meeting the requests of the Capital Police. The DPU unit's mission is to provide protection to elected dignitaries upon request and to provide support to other agencies, such as the Tennessee Highway Patrol protecting Governor Haslam while visiting the Hamilton County area and the Capitol Police/Dignitary Protection Division when U.S. House Speaker John Boehner's visited the Hamilton County area.

Investigative Services Assigned Division/ Personnel

Division	Sworn	Sworn	Civilian	
	Certified	Non - Certified	Full-Time	Part-Time
Administration	1	0	0	0
CID	14	0	2	0
NSO	9 (-1)	0	1	0
Warrants Division				10
	12 (-1)	12	5	
FBI/DEA Task Force	2			
Internal Affairs	1	0	1	0
Property/Evidence	0	2	0	1
Total {s}	39	14	9	11
Total Number of Personnel Assigned [73] (2 vacancies)				

Goals, Objectives and Operational Needs

Our goals and objectives in the Investigative Services Division are to serve the public, protect the innocent, and enforce the laws of the State of Tennessee within the boundaries of Hamilton County. This is accomplished through a process, which emphasizes a team approach geared towards the protection of life, property, preservation of peace and the prevention of crime. Each operational area - Narcotics/Special Operations, Warrants Division, Criminal Investigations, Internal Affairs and Property-Evidence - work together in a responsible and professional manner communicating with other divisions and agencies to investigate all crimes/complaints coming to the attention of the Investigative Services Division.

- Continue training personnel to be efficient and more effective with job tasks;
- Continue to focus all divisions to work together as one team;

The following is a justification for the operational needs of the Investigative Services Division. The demand on the operation is increasing and will continue to increase as the population shift continues within Hamilton County putting more of a demand on Sheriff's Office resources. In order to maintain the level of expectations of the citizens of Hamilton County these requests for personnel increases are clearly justified.

- **Narcotics/Special Operation's (NSO) Needs:**

Four (4) New Detective Positions

Justification: There are only four [4] investigators and two [2] supervisors within this division with a support element of two [2] K-9 Officers, one [1] Gang Task Force Member which is transferred from CID and one [1] detective assigned to the DEA task force. To continue to effect problems within the Hamilton County area and continue to conduct Special Operations concerning gang activity and other special assignments, there needs to be an increase in personnel. This division is very effective, but only due to the dedication of those that are currently serving in these positions. With an increase in personnel the division will be able to make a more focused effort to identify and monitor those involved in Drug and Gang activities. Gangs are starting to become established and operating in the unincorporated areas of Hamilton County. Facebook along with phone text messaging establishes a communications highway giving gangs the ability to assemble large numbers in a short period of time. This problem will only increase and continue to exhaust the resources of the Hamilton County Sheriff's Office specialized units.

Fugitive Operation Needs:

Two (2) New Detective Positions

Justification: The Fugitive Division serves a very important role within our operation. The division is charged with the locating and arresting of all fugitives within the Hamilton County area and to transport any fugitive located within the United States back to Hamilton County. The Division also has two (2) detectives operating under the DHS Grant which, as of this year, are required to work on the DHS Grant 100% of the time not allowing these detectives to be used to assist in the reduction of general warrants. One (1) detective is assigned to the FBI safe streets task force, one (1) detective assigned to the sex offender registry and currently one vacancy. This leaves only 7 detectives that actually serve general warrants. Currently there are 18,557 warrants on file within fugitive. The addition of two (2) detectives will help relieve workloads and decrease the number of warrants on file and assist the part-time transport team in transporting fugitives from around the country.

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Internal Affairs Division

One (1) New Detective Position

Justification: The Internal Affairs Division (IA) is charged with conducting administrative investigations throughout the HCSO operation at all levels when complaints are filed internally or externally against any HCSO employee. The IA division also conducts pre-employment background investigations on all entry level employees. Currently, there is one (1) detective assigned to IA, with a sergeant, assigned to CID, being temporally reassigned to Internal Affairs to assist with the case load of this operation. The additional detective will relieve the case load allowing a more focused effort on case assignments/management.

POINT TO PONDER: If the police refuse or otherwise fail to police themselves, experience has shown there are many other individuals and organizations who will do it for them.

ACCOMPLISHMENTS

- February-2011 Hamilton County Sheriff's Office Investigative Services conducted a joint warrant operation along with the Chattanooga Police Department and Lookout Mountain Police Department. The operation targeted individuals who had outstanding warrants for failure to pay child support. During the course of the day there were twenty-three (23) arrests made and thirty-five (35) warrants served.
- April-2011 Joint warrant operations which led to 19 arrests and 33 warrants served. Hamilton County Sheriff's Office and Chattanooga Police Department Fugitive Divisions conducted a joint operation on warrant service. This operation focused on individuals who have outstanding warrants for Assaults, Domestic Violence, Robbery and Theft offenses, in East Chattanooga, East Lake, East Dale and downtown Westside. H.C.S.O., NSO and Gang Unit arrested 15, wrote 29 tickets, and seized 37 grams of Marijuana, 12 grams of Cocaine, 1 vehicle, \$1,300 in cash and 1 gun. The total arrest for the operation was 34 individuals.
- October-11 Co-hosted ROCIC's 20th Annual Homicide Conference, with more than 500 officers attending from the southeast.
- Launched the Open Warrant Public Website "Warrant info online"
- This website has been placed on the www.hcsheriff.gov website and can be accessed by all law enforcement and citizens to search for an open warrant by entering a name, warrant number or a partial street address. The site is found under the investigations drop down box on the Sheriff's website as "Open Warrant Information Online".
- Interview and Interrogation Training: In December 2011, Scott Harley, a respected interview and interrogation instructor, provided a 40 hour course of training in this field. The attendees were all from within the Hamilton County Sheriff's Office and the knowledge each student received will be used throughout their careers. The funding for this training (\$8,000.00) was taken from the Narcotics assets forfeiture fund.
- Criminal Investigations Division put in service the Fire Investigation Response Vehicle. This vehicle will be used to assist investigators when investigating suspicious fires bringing to the field all the tools needed to accomplish their mission.
- Established the Dignitary Protection Unit - This unit was activated 15 times during the calendar year of 2011 to protect dignitaries that visit or travel through the Hamilton County area.
- The NSO Division was granted the authority to take part in Tennessee State Controlled Substance monitoring program. This state access is provided by the Tennessee State Board of Pharmacy, which provides detectives with access to the controlled substance program to include i.e. patient's records, daily log of drug purchases and prescribed medication.
- The Investigative Services Division host quarterly Intelligence Meetings with over 60 officers from the surrounding area and states to share information concerning criminal activity.

- December 2011: Port Securities Grant secured for an ROV and additional equipment and training. Approved for purchase.. The Pro 4 CD300SE has been specifically configured for Commercial Diving Operations to quickly and effectively perform a variety of inspection and observation tasks. It is delivered with the main components - Submersible, Control Panel, and Tether and is ready to accept sensors and accessories such as [imaging sonar](#) for low visibility conditions and [positioning systems](#) for accurate and reliable inspections.

The system has a small "footprint" making it ideal to work out of the back of a truck or off a small vessel and has minimal power requirements. The Pro 4 will prove to be extremely capable and productive for all of our demanding and critical underwater operations.

THIS SYSTEM WAS ACQUIRED THROUGH A GRANT

Pro 4 CD300SE



CRIMINAL WARRANTS



Report Prepared by Lieutenant Mark Hooper

CRIMINAL *FUGITIVE* DIVISION

Mission Statement

We at the Hamilton County Sheriff's Office have committed ourselves to law enforcement excellence for all citizens with fair and equitable performance.



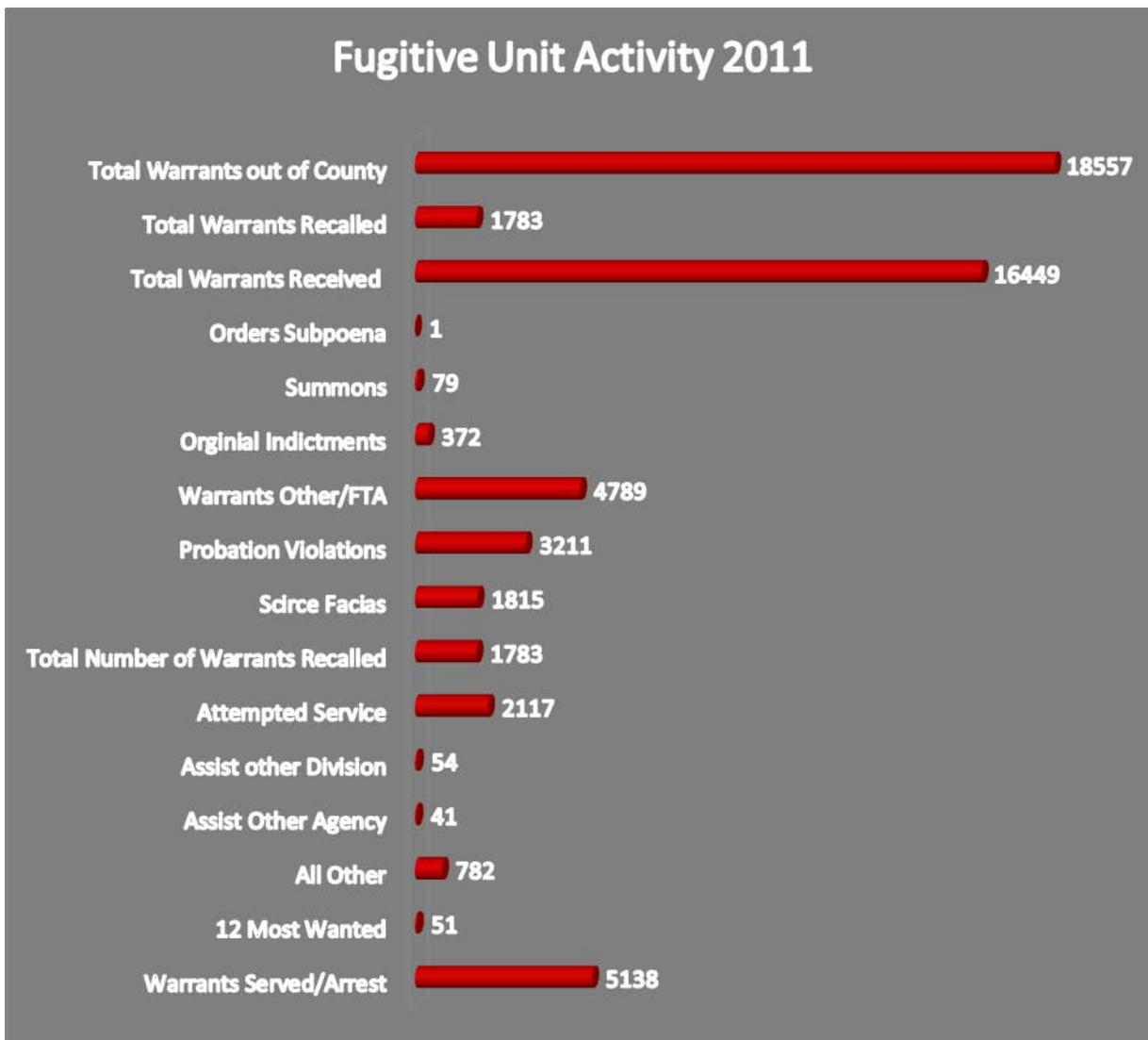
Vision Statement

The Hamilton County Sheriff's Office Fugitive Division is comprised of Sheriff's detectives, whose primary mission is to locate and apprehend individuals wanted on misdemeanor and felony warrants issued by Hamilton County Courts as well as from other jurisdictions. The Fugitive Division also supports Sheriff's Office and other law enforcement agencies in locating and apprehending individuals with outstanding warrants. The division is assigned warrants by district boundaries, or by warrant type based on their assignment.

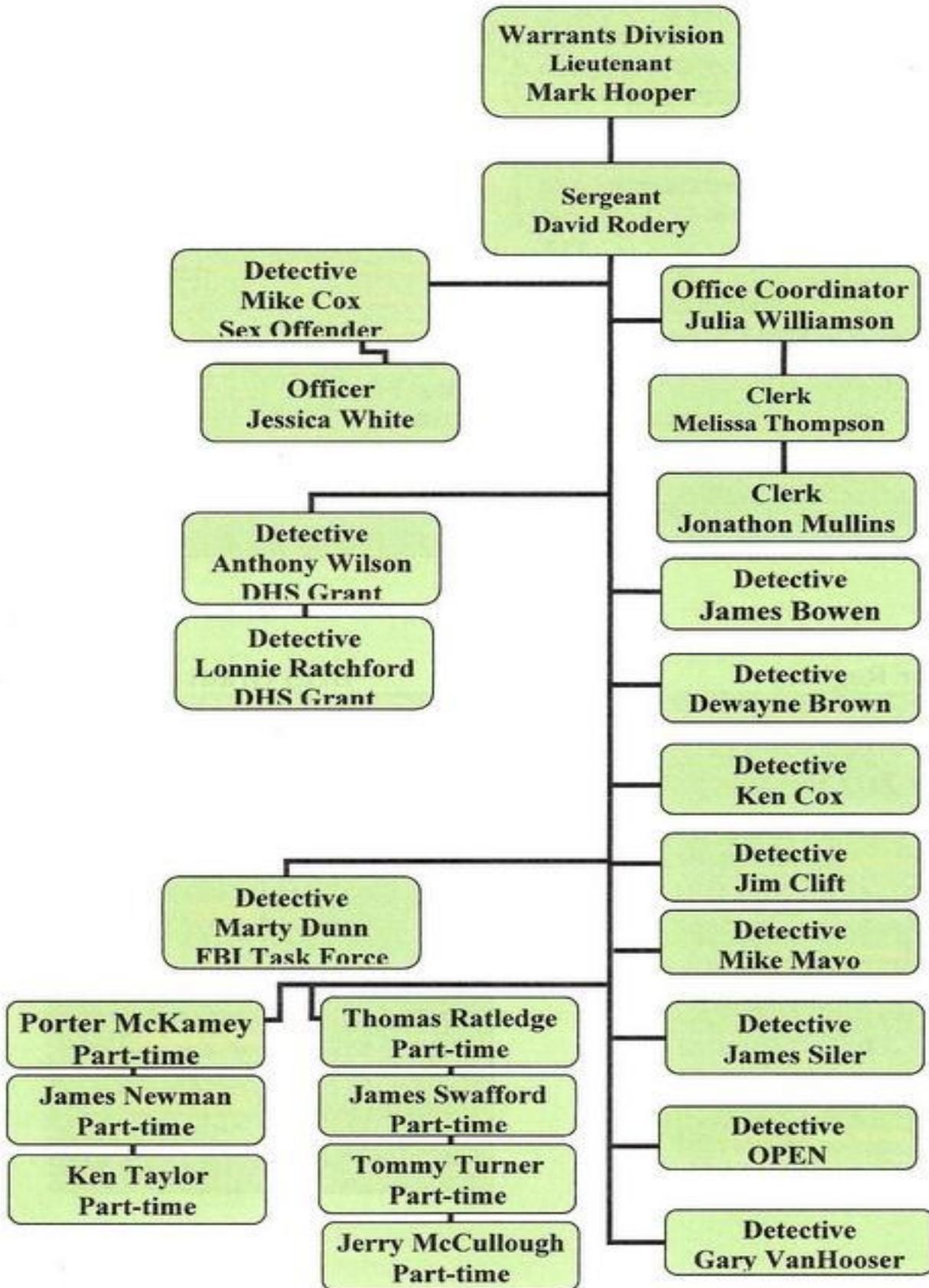
The Fugitive Division strives to supplement and carry out the mission of both the Sheriff's Office and Investigative Services Division. The Fugitive Division shall provide support to the Uniformed Services and Investigative Services Divisions by searching for and locating wanted fugitives in Hamilton County. The Fugitive Division also works closely with local and federal agencies in locating wanted individuals. Additionally, the Fugitive Division will provide quality customer/community service by taking custody of mentally ill and/or challenged persons, and delivering those persons to the facilities best suited to provide for their treatment and needs.

Fugitive Division

- The Fugitive Division's responsibility is to locate and apprehend individuals wanted on misdemeanor and felony warrants. The unit consists of a Lieutenant, Sergeant, 10 Detectives, 6 Part-Time support person and 3 clerical personnel.
- The Fugitive Division receives most of its warrants from Criminal Sessions and Criminal Courts.
- The unit also plays a vital role in the arrest of individuals that impact the quality of life of the citizens of Hamilton County.



**Organizational chart for the Hamilton County Sheriff's Office
Warrants Divisions**

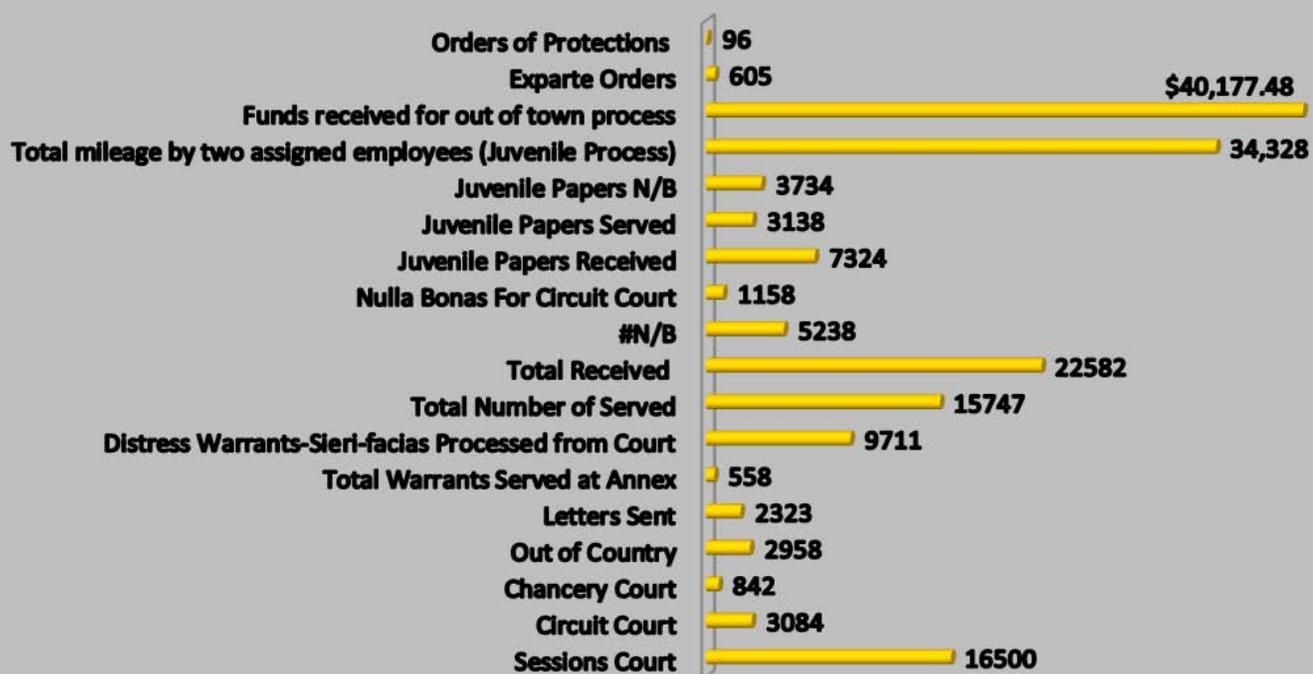


CIVIL WARRANTS

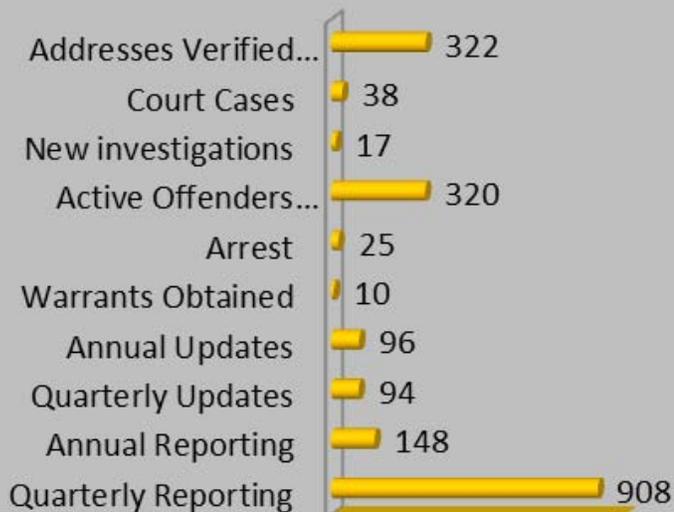


Bill Zinkeler, Civil Warrants Manager

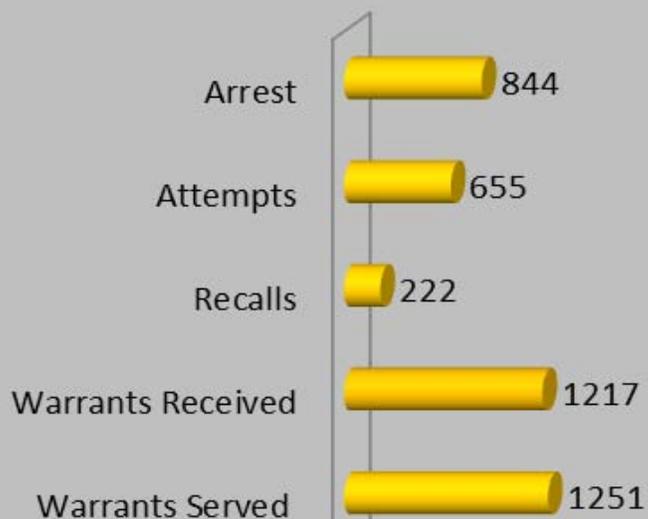
Civil Process Activity 2011



Sex Offender Registry 2011



GHS Grant 2011



2011 Highlights

- February-11 Hamilton County Sheriff's Office Investigative Services conducted a joint warrant operation along with the Chattanooga Police Department and Lookout Mountain Police Department. The operation targeted individuals who had outstanding warrants for failure to pay child support. There were five teams made up detectives from all three agencies who covered all of Hamilton County. During the course of the day there were twenty-three (23) arrests made and thirty-five (35) warrants served. The individuals arrested have a combined outstanding balance of \$26,408.00.
- April-11 Joint warrant operation which led to 19 arrests and 33 warrants served. Hamilton County Sheriff's Office and Chattanooga Police Department Fugitive Divisions conducted a joint operation on warrant service. This operation focused on individuals who have outstanding warrants for Assaults, Domestic, Robbery and Theft offences, in East Chattanooga, East Lake, East Dale and Downtown Westside. H.C.S.O. Narcotic and Gang Unit arrested 15, wrote 29 tickets, and seized 37 grams of Marijuana, 12 grams of Cocaine, 1 vehicle, \$1300 in cash and 1 gun. The total arrest for the operation was 34 individuals.
- June-11 Joint warrant operation which led to 19 arrest, 33 warrants served, along with 7 gang members arrest. Hamilton County Sheriff's Office and Chattanooga Police Department Fugitive Divisions conducted a joint operation on warrant service.
- October-11 Co-hosted ROCIC's 20th Annual Homicide Conference, with more than 500 officers attending from the southeast.
- December-11 We had a test run of Gang Disruption Operation that was jointly organized and worked by multiple agencies. It targeted all validated Blood gangs known to law enforcement operating in Chattanooga. Result in 16 probation/parole checks, 11 arrests, 6 gang arrests, 3 arrest warrants served, 1 ecstasy pill, 14 grams crack cocaine seized, 275 grams of marijuana seized, \$1,400 cash seized and 1 search warrant.
- FUGITIVE TRANSPORTS 2011 The fugitive division transported 397 offenders from other jurisdictions at a cost of \$46,702.48 during this reporting period.

Milestones 2011

- Launched the Open Warrant Public Website

www.hcsheriff.gov



Goals 2012

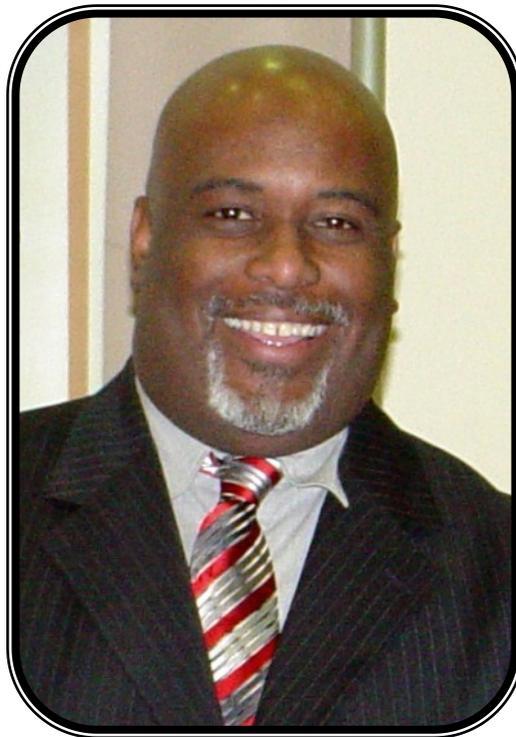
- eWarrants Project
- The eWarrants project will provide Hamilton County with a countywide electronic warrant system. Warrants will be accessible real-time to all criminal justice agencies requiring warrant information. This will revolutionize the way warrants are created and processed in Hamilton County. The purpose of eWarrants will be to reduce the backlog of un-served warrants and increase public and officer safety.



LEPR - Law Enforcement Person Research Portal:

- LEPR project will provide law enforcement agencies in Hamilton and surrounding counties with a web based Portal for active warrants, along with a research function, that can search multiple databases at once, along with photos, warrant information, and last known addresses.

NARCOTICS & SPECIAL OPERATIONS



Prepared by Lieutenant Van Hinton

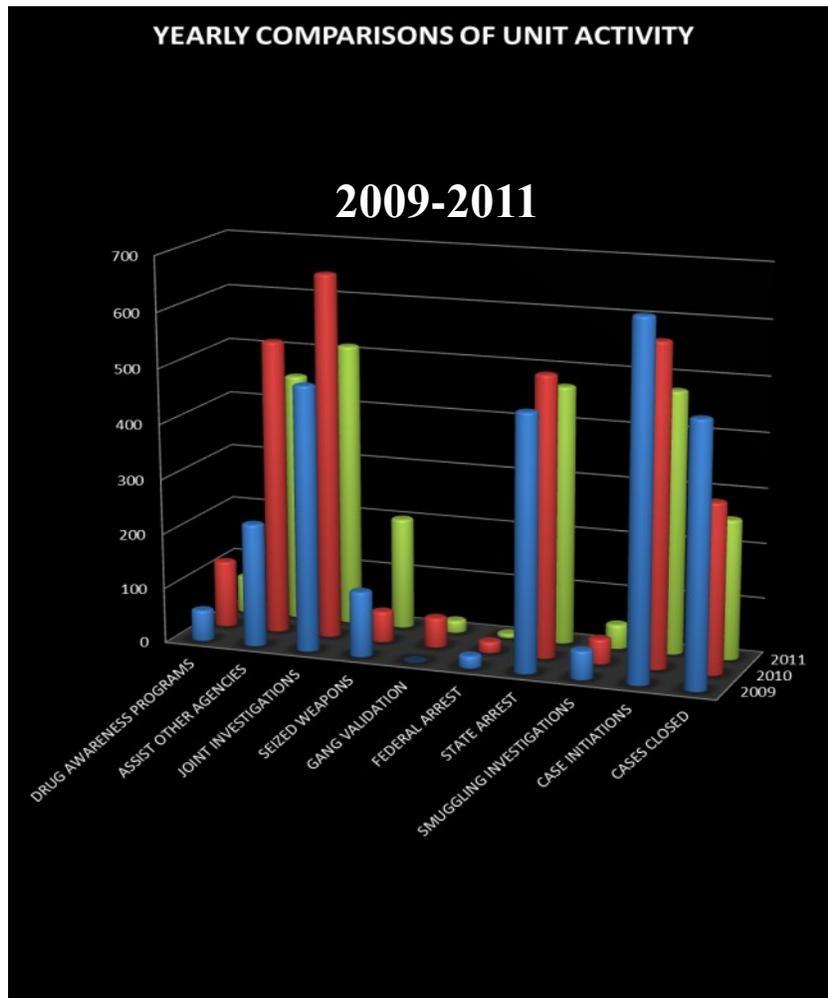
This report contains the annual statistics and activities of the detectives and deputies operating in the Narcotics and Special Operations Unit (NSO).

This report will provide the administration with a drug and local gang threat assessment of activity in our community.

As a multipurpose office, the Narcotic and Special Operations Unit and Gang Task Force are working to disrupt or dismantle local drug organizations or singular illicit drug dealers in the Hamilton County Community, as well as, combat the ever-increasing amount of gang violence that impacts our quality of life.

In 2011, the NSO Unit and Gang Task Force achieved many accomplishments due to the dedicated work of the detectives and deputies. There continues to be a need for additional personnel in the unit, the existing team worked tirelessly and their efforts in 2011 were exceptional.

Our goals and accomplishments could not have been met without the support of the Sheriff and the entire administration. We are sincerely grateful for the support and look forward to even greater law enforcement endeavors in 2012.



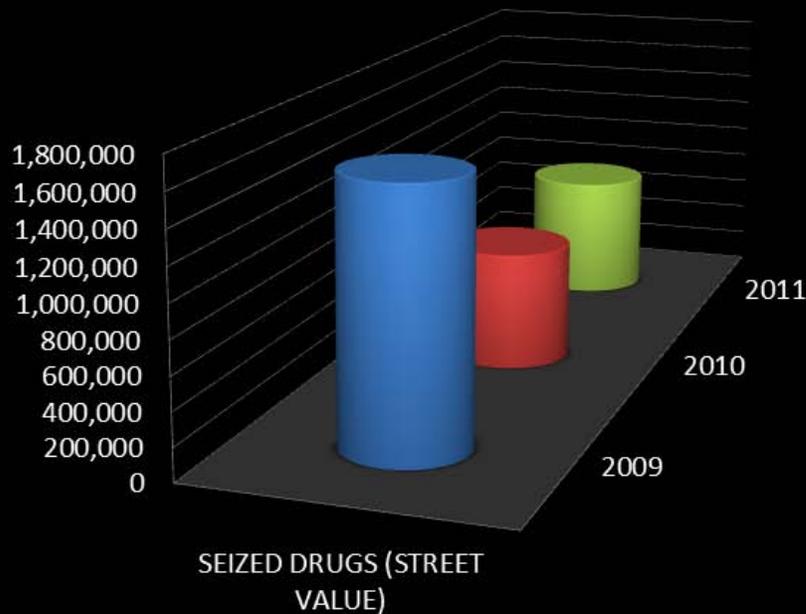
The 2011 yearly comparison report reflects that the unit’s overall work performance increased significantly in many areas, although the state arrest numbers were lower compared to past years. It should be noted that given the reduction of our work force, the total is comparatively significant at 469 arrests for the NSO Unit.

Other categories displaying increased productivity were guns seizures, during year 2010; a total of (56) fire-arms were seized. In fiscal year 2011, a total of (203) weapons were seized. This reflects a 362% increase of seized weapons associated with drug trafficking and gang activity.

The Sheriff’s Office formed the Gang Unit in 2009. Its purpose was to respond to a significant increase in random and direct acts of violence perpetrated by gang members in areas of Hamilton County and Hamilton County Schools. In June of 2011, the Gang Unit was redirected for other purposes due to the shortage in manpower. To date, due to budget constraints, the unit operates at less than peak efficiency due to insufficient staffing. Therefore, the unit works jointly with School Resource Officers, Chattanooga Police Department, and Federal authorities to combat gang violence.

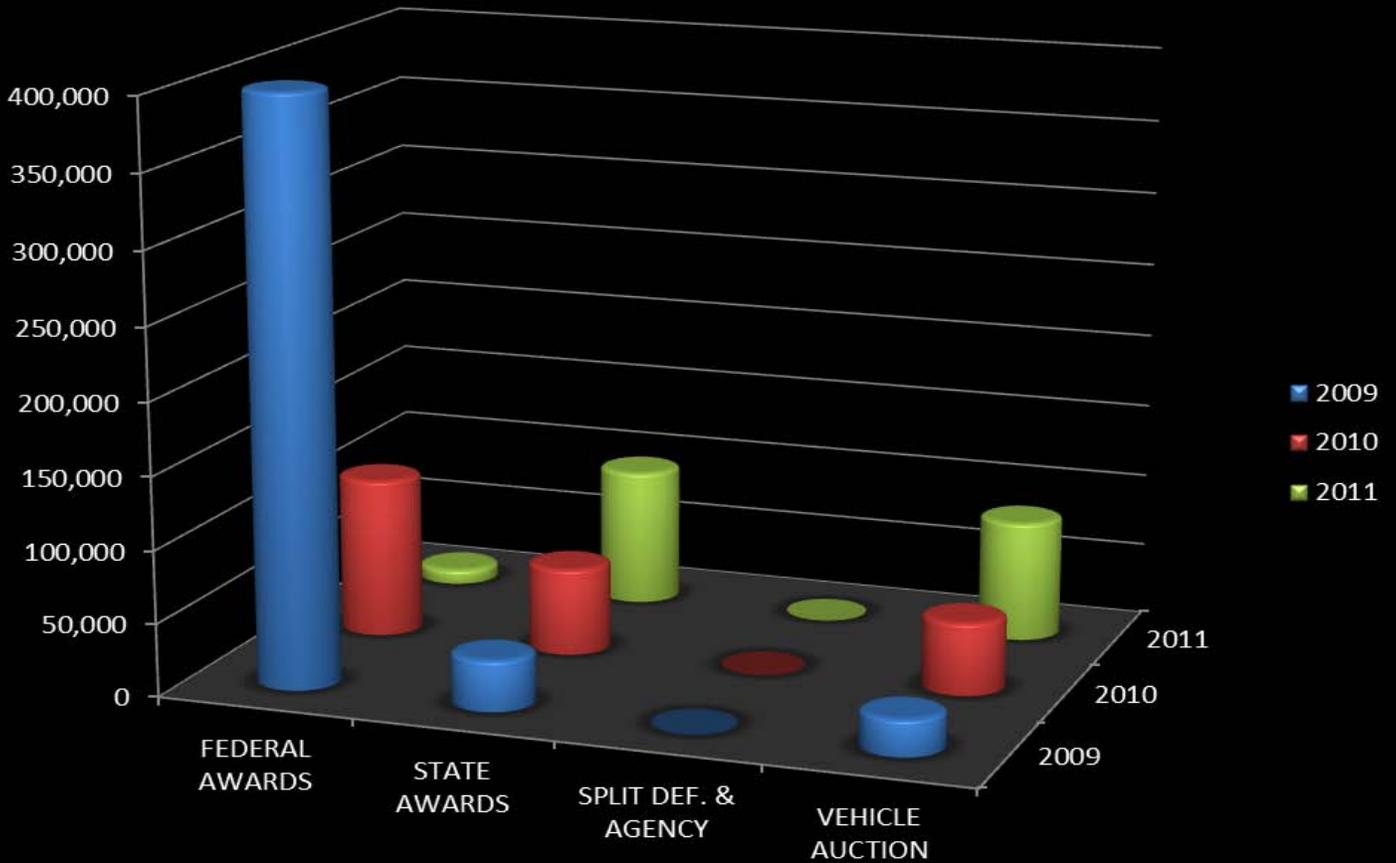
BETWEEN 2009-2011 THE UNIT HAS REMOVED \$3,114,393 IN DRUGS FROM OUR STREETS.

SEIZED DRUG VALUE IN DOLLARS 2009-2011



SEIZED DRUGS (STREET VALUE)	
2009	1,604,011
2010	733,850
2011	776,532

NSO SEIZED MONEY/AWARDS/SHARES 2009-2011

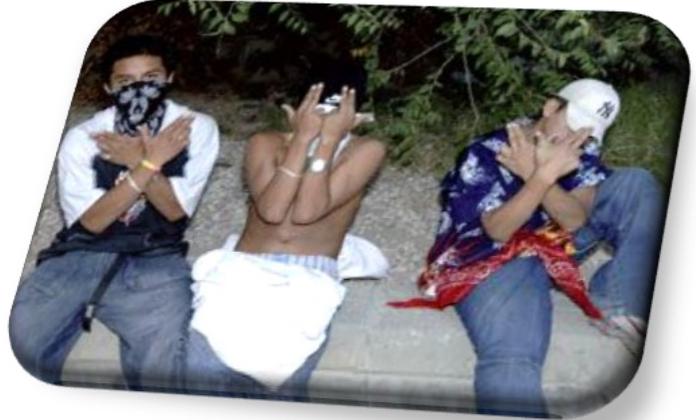


As seen in the above graph from 2009 to 2011 the Hamilton County Narcotic and Special Operation Unit have benefited from cooperating with Local, State, and Federal Agencies by receiving significant revenues from drug seizures. The yearly sum from Fed Funds were \$10,000.00, State \$93,434.00 and 2011 Vehicle Auctions \$83,000.00 with an estimated total of \$186,434.00 awarded funds.

2011 Gang Activity:

In order to combat gang activity in Hamilton County, Tennessee, the Sheriff has tasked the Gang Unit to assist local state and federal agencies with this threat.

The NSO Gang Unit has addressed the issue of gangs and its importance to parents, teachers, counselors, clergy, and other interested persons in attempting to understand the growing menace of street gangs in Hamilton County.



Street gangs in Hamilton County are very fluid in nature, and while it is fairly easy to develop intelligence information about them, many times the information is outdated almost before it is disseminated to the proper individuals. Our greatest success with gangs has been to talk directly with persons involved and act upon real time information.

It has been our experience that gang activity involving young people (15-25 years of age) is increasing as seen in local press regarding gang shootings, fights at local schools, and gang initiations on school campus.

Gang members seemed to boast about gang related fights regarding retaliation at high profile sports events at local high schools to prove their point. They made it a point to express to detectives, “being arrested serves as means of having status within the gang ranks of the gang community”.

LAW ENFORCEMENT LEADERS ADDRESS GANG ISSUES



In addition, documented gang members that are *established and operating in the unincorporated* areas of Hamilton County are Cut Throats, Young Money Boiz, Rolling 60 Crips, Rolling 20 Crips, Athens Park Bloods, Tree Top Piru, Bad Ass Soddy Boyz, Aryan Nation, Vice Lords, Latin Kings, MS-s 13, 5 Duce Stone Villains and Gangster Disciples.

To date, there are 42 documented gangs in the Chattanooga, Hamilton County metro areas with over 1,100 validated members. Some members are transiting from other regional cities and have established relationships with local resident members.

The Gang Unit is working jointly with local state and federal agencies to address the issue of gang activity. The City of Chattanooga Mayor's Office has selected a Gang Czar to work hand in hand with law enforcement to combat gang activity and aid those who want to get out of gangs and live a better life. The newly formed group known as Chattanooga Area Gang Enforcement or (CAGE) has been formed and meets bi-weekly to discuss current issues, formulate plans for saturation operations and exchange information.



STOP THE VIOLENCE!

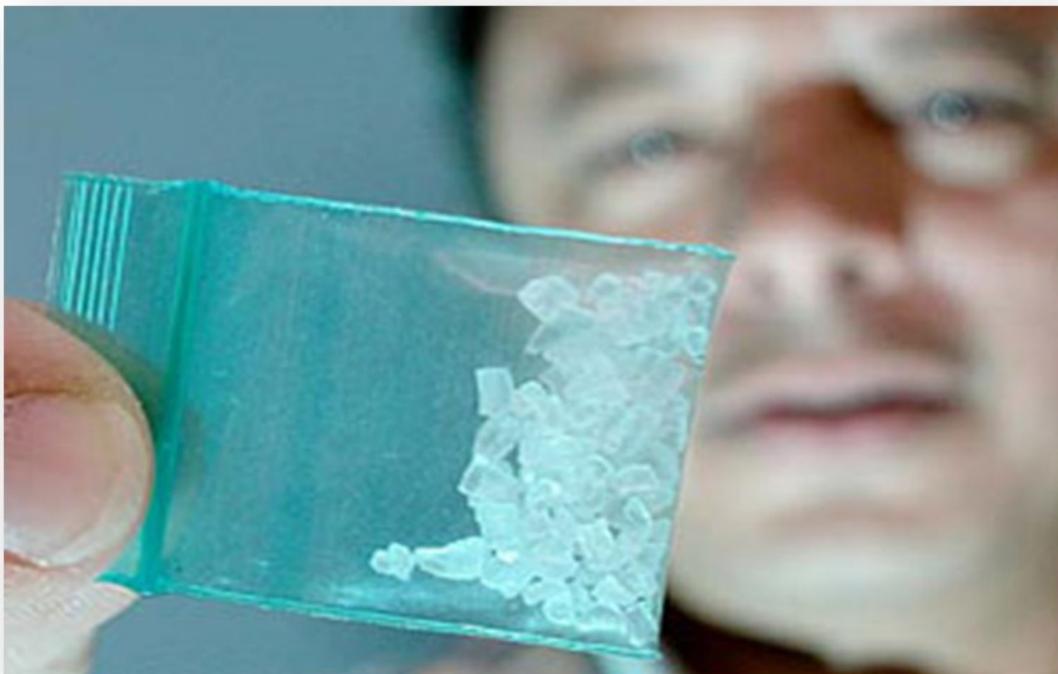
METH LABS SEIZURES IN HAMILTON COUNTY, TENNESSEE 2011

The Meth Task Force reported a
Significant increase in their yearly
Comparison in Meth Lab seizures
For years 2009-2011.

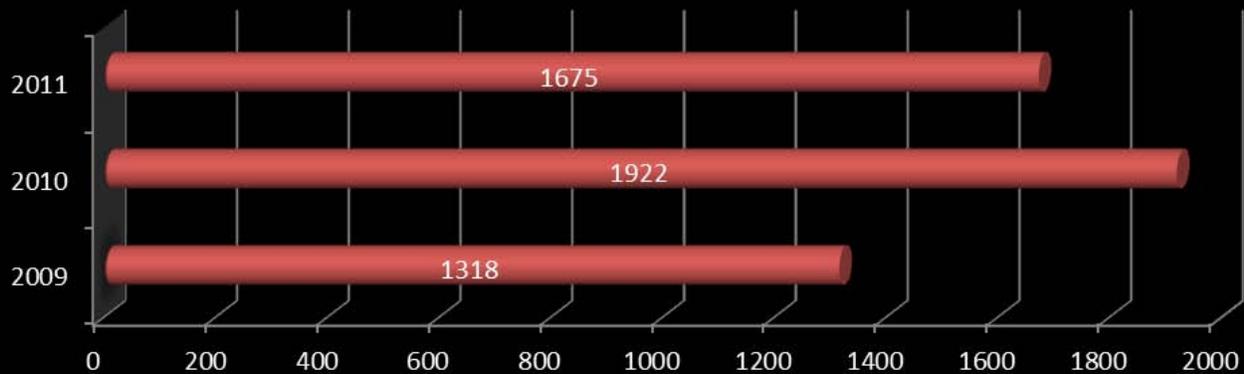
"Ice" or pure methamphetamine in this
form can be almost transparent, making it
looks like ice.



YEARLY COMPARISONS
TOTAL FOR 2009-1318
TOTAL FOR 2010-1922



NUMBER OF METH LAB SEIZURES BY YEAR IN TENNESSEE



The Narcotic and Special Operations Unit are members of the Tennessee Meth Task Force (MTF). Our day to day operation provides MTF with active cases worked at the Sheriff's Office as well as pertinent drug related information derived from cooperating sources, defendants and citizens who provide valued intelligence about ongoing illegal drug activities occurring in Hamilton County and neighboring Counties.

For the year of 2011, state-wide seizure is 1,675. Hamilton County NSO Unit seized and processed forty – eight (48) meth labs.

Total Seizure meth labs 48

Pharmacy Fraud 2011 Overview

The Pharmacy Fraud Unit worked a total of forty five (45) pharmacy investigations for the year 2011. Hydrocodone has continued to be the number one abused pharmaceutical drug in Hamilton County, Tennessee, followed by Oxycodone and Xanax.

To address the community needs regarding drug seekers illegally obtaining pharmacy drugs by fraudulent means, detectives are called upon to make drug presentations at local civic groups, colleges, schools, doctor's office's as well as other professional business.

There has been a decrease in fraudulent cases worked than in the past. This is not a result of the message getting out about the dangers of drug abuse and effective investigations leading to arrest. The short-fall is due to a shortage of work force in the NSO Unit. The NSO Unit is in need of more staff and upon additional personal being added to the Unit this could make a substantial impact for handling the widespread abuse and fraudulent obtaining of the drugs.



The NSO Unit has been recently granted the authority to take part in the Tennessee State Controlled Substance Monitoring Program. This state access is provided by the Tennessee State Board of Pharmacy, which provides detectives with access to the controlled substance program to include: patient's records, daily logs of drug purchases and prescribed medication.

This will give detectives the ability to work on real time leads by either collecting pertinent evidence when an abuser is passing fraudulent documents to pharmacies, or those who fraudulently obtain drugs by use of multiple doctors or those who illegally dispense controlled "substance" through fraudulent means.

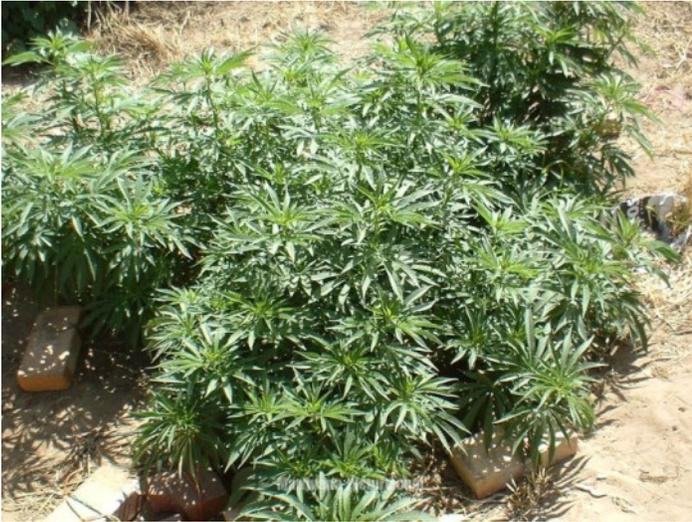
Overview of Cases 2011

January 2011

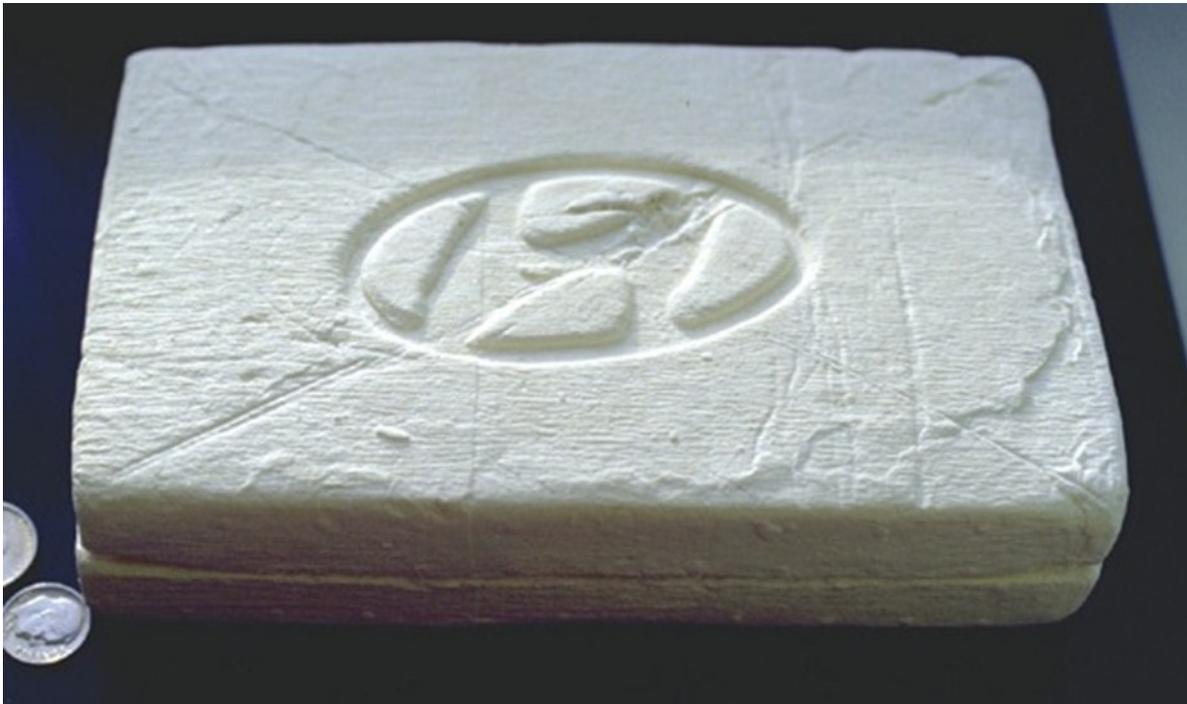
In January, 2011 detectives with the NSO Unit conducted a consent search at 6211 Brenda Court. Harrison Tennessee, assisting the local ATF office and discovered that Larry Ray, a convicted felon, was in possession of **27 firearms of various types and calibers.**



February 2011



In February, detectives with the NSO Unit conducted a joint operation with the local DEA and FBI offices that resulted in the seizure of more than **130 pounds of Marijuana**. A second operation was conducted just days later which resulted in the seizure of a **kilo of Cocaine** as well as **3 guns**.



KILO OF COCAINE



April 2011

In April, members of the NSO Unit had the unfortunate task of assisting the Chattanooga Police Department and the FBI with the investigation into the murder of Sgt. Tim Chapin, who was killed while attempting to stop a fleeing armed robbery suspect from the U S Money Shops Pawn store located on Lee Hwy. They also assisted the Bradley County Sheriff's Office with the apprehension of a murder suspect from their community that had been located inside Hamilton County by members of the NSO Unit.



May 2011

In May, members of the NSO K-9 Unit put on special presentations for the Harrison United Methodist Church as well as for the Civil Air Patrol Cadets.





June 2011

In June, after conducting an investigation for several months, members of the NSO Unit along with cooperation from the County Attorney's Office and the County Highway Dept. were able to execute a padlock order at 8818 St. Johns Way, due to multiple Meth Lab seizures and arrests as well as numerous other crimes reported and investigated at that address.

JULY 2011

In July, members of the NSO Unit conducted three presentations on drugs and gangs at various churches and schools.



AUGUST 2011

In August, members of the NSO Unit assisted agents with the department of agriculture with an investigation of food contamination at a local chicken processing plant.



SEPTEMBER 2011



In September, the NSO Unit auctioned off 23 vehicles in its second auction for the fiscal year 2011 bringing the amount auctioned off for drug and DUI seizures to a total of 58 netting \$83,000.00 dollars for the Agency.

OCTOBER 2011



In October, operation Hustle Flow II was conducted which resulted in 167 indictments handed down for 79 persons. The operation resulted in 67 out of 79 persons arrested within the first 48 hours. The operation would not have been as successful without the assistance of multiple local, state and federal agencies.

NOVEMBER 2011

In November, members of the NSO Unit conducted two separate drug presentations at Chattanooga State Technical Community College for the students enrolled in the nursing program, as well as an additional one hundred nursing students at The University of Tennessee at Chattanooga School of Nursing.



Chattanooga State

DECEMBER 2011

Members of the NSO Unit responded to Central High School due to a large gang fight between the Cut Throats and Young Money Boiz gangs. The fight involved 6 juveniles and 1 adult student, who were fighting over domination of the school. All members were interviewed and they conveyed they were not afraid of law enforcement, the judicial system, or going to jail. Several members stated that going to jail was more of a badge of honor and what they called “upping their rank”. The dispute between these two sets stems from an incident before the school year started for 2010-2011. Further intelligence was gathered which resulted in several members of the HCSO NSO Unit, HCSO SRO Division, and the Chattanooga Crime Suppression Unit coming together again to work the Howard Tyner basketball game due to information that retaliation for the previous fight was going to be carried out at the game. This type of activity continues to be an issue when dealing with gangs in Hamilton County that come to high profile sporting events in the community for the sole purpose of causing a disturbance, fight, or shooting. An increase of activity by gangs in the unincorporated areas has been on the rise in part due to the transient nature of gang members and their families. As seen recently in the Hamilton on Hunter neighborhood area with tagging on personal property (graffiti), to reports of groups of 15 black male juveniles walking through the areas causing disturbances by shouting profanities and bullying, which is just one example.



Central High School

In 2011 the NSO Unit was called upon many times to assist other divisions, agencies, schools, and churches with a wide variety of requests for assistance. These requests ranged from assisting with an investigation, arrest, round up, education, or community outreach initiatives.

VARIOUS OTHER INVESTIGATIONS BY MONTH

January 2011

- Assisted CID with shooting investigation.

February 2011

- Assisted HCSO Fugitive Division with 2 day Dead Beat Dads Warrant Round Up.
- Assisted ATF and the HCSO SRO Division with 3 school searches for weapons.
- Assisted local FBI office with indictment round up.
- Assisted local ICE office with round up.

March 2011

- Assisted Chattanooga Police Department with 3 day saturation operation targeted at local gangs.
- Assisted local ATF office with Tito Clark investigation.
- Assisted UTC Police with stalking investigation.

April 2011

- Conducted Operation Medicine Cabinet in conjunction with the local DEA office pill drop off initiative and processed 21,012 prescription pills.
- Assisted Bradley County Sheriff's Office with locating and arresting murder suspect.
- Assisted with Tornado Recovery efforts.

May 2011

- Assisted HCSO Fugitive Division with 2 day warrant round up.
- Assisted Chattanooga Police Department Crime Suppression Unit with 2 separate homicide investigations.

June 2011

- Attended the South East Tennessee Civil Rights Workshop Seminar.

July 2011

- Assisted Chattanooga Police Department with officer involved shooting investigation.
- Assisted HCSO CID with homicide investigation.
- Assisted HCSO CID with shooting investigation.
- Assisted HCSO CID with major burglary ring investigation and arrest of suspects.

August 2011

- Assisted HCSO CID with homicide investigation.
- Assisted HCSO CID with investigation and recovery of a motorcycle valued at \$20,000.00 dollars.
- Assisted Chattanooga Police Department with a school break in and theft of over \$20,000.00 dollars.
- Assisted Mt. Juliet Police Department with investigation and location of robbery suspect from their jurisdiction.

September 2011

- Participated in Annual Recovery Awareness Week held at Miller Plaza.
- Assisted with county wide saturation.
- Assisted Signal Mountain High School with building of floats for their annual home coming parade.

October 2011

- Assisted U S Marshall Service with locating and arresting 2 murder suspects.
- Assisted East Ridge Police Department with narcotics investigation in the East Brainerd area.

November 2011

- Assisted HCSO CID with homicide investigation.
- Conducted presentation at Chattanooga State Technical Community College on drugs for their Pharmacy students.

December 2011

- Conducted Gang presentation at Lee University for their Criminal Justice Department.
- Assisted HCSO CID with homicide investigation.
- Conducted Gang Disruption Operation with ATF, CPD, CPD Fire Department, Chattanooga Housing Police, Chattanooga Codes Enforcement Office, City Land Development, City Neighborhood Services, East Ridge Police Department, FBI, Hamilton County 911, McKamey Animal Shelter, Probation and Parole office, and the Red Bank Police Department.

In Conclusion:

The NSO Unit will continue to be dedicated in its efforts to make Hamilton County a safer community to live in, by the progressive disrupting and dismantling of major drug trafficking supply organizations and their networks, including organizations that use drug trafficking proceeds to fund illegal operations and to make the community weak by supplying illegal drugs to those who are taken advantage of due to their illnesses.

We will work vigilantly too prevent the diversion of pharmaceutical controlled substances and listed chemicals from legitimate channels including the Internet, while ensuring an adequate and uninterrupted supply for medical, commercial and scientific needs.

We will continue the collection and sharing of intelligence to predict shifts in trafficking trends, to identify all components of the major drug supply organizations, and street level dealers.

Our efforts will continue to strengthen partnerships with our local state and federal law enforcement counterparts in order to maximize the impact of enforcement opportunity regionally through shared support and relationships.

We will continue our support for drug demand reduction initiatives and give assistance to community coalitions and drug prevention officials like Purdue Pharmaceutical Company and local doctors that work to aid in drug prevention programs in the community.

We, the staff of the Narcotics/Special Operations Unit would like to take this opportunity to again thank you for your continued support.

INTERNAL AFFAIRS



Prepared By Sergeant Chuck Gaston

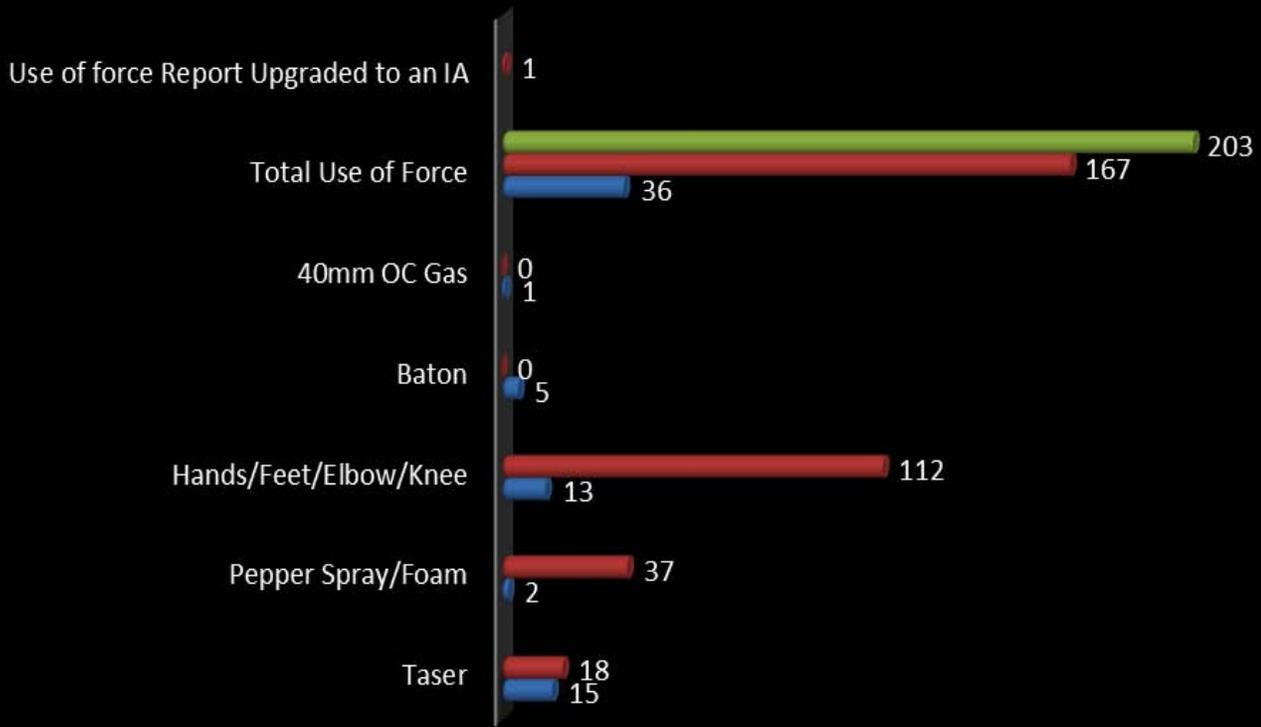
The **Internal Affairs Division** investigated 34 formal complaints involving fifty two (52) employees, in addition to conducting nine (9) Administrative Reviews. Complaints were sustained against fifteen (15) employees and not sustained against six (6) employees. Six (6) complaints were unfounded and eight (8) employees were exonerated. Fourteen (14) of the complaints were external, eighteen (18) were internal and two (2) were Supervisor Investigations.



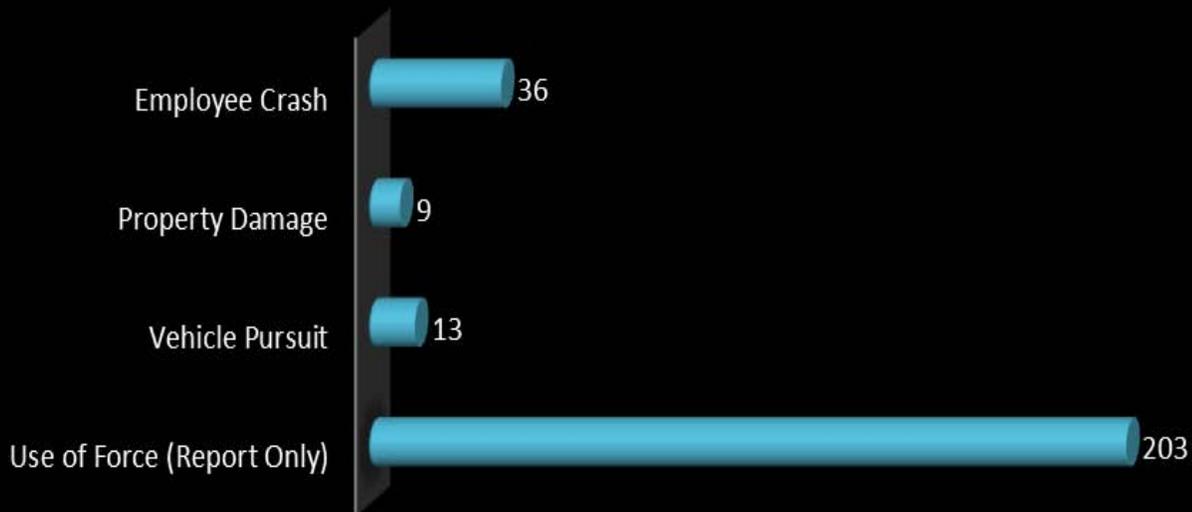
The yearly review finds that Law Enforcement used force 36 times and Corrections/Court Officers used force 167 times during this reporting period as the chart below indicates. Only 1 use of force report was upgraded to an Internal Affairs investigation during reporting period.

Types of Force By Division/Report Only

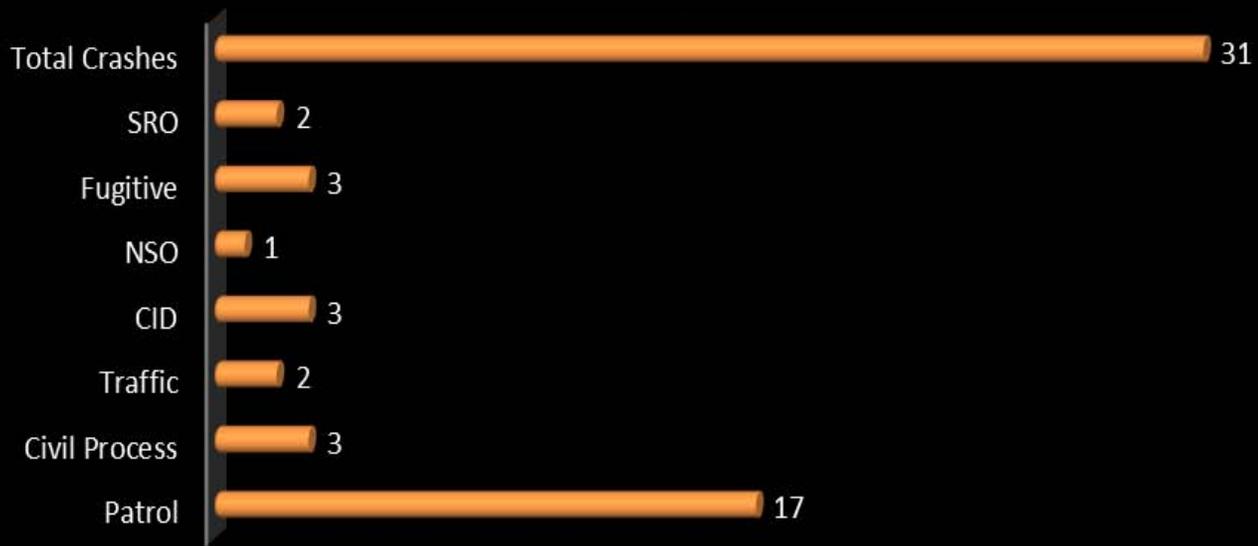
■ Total ■ Corrections ■ Law Enforcement



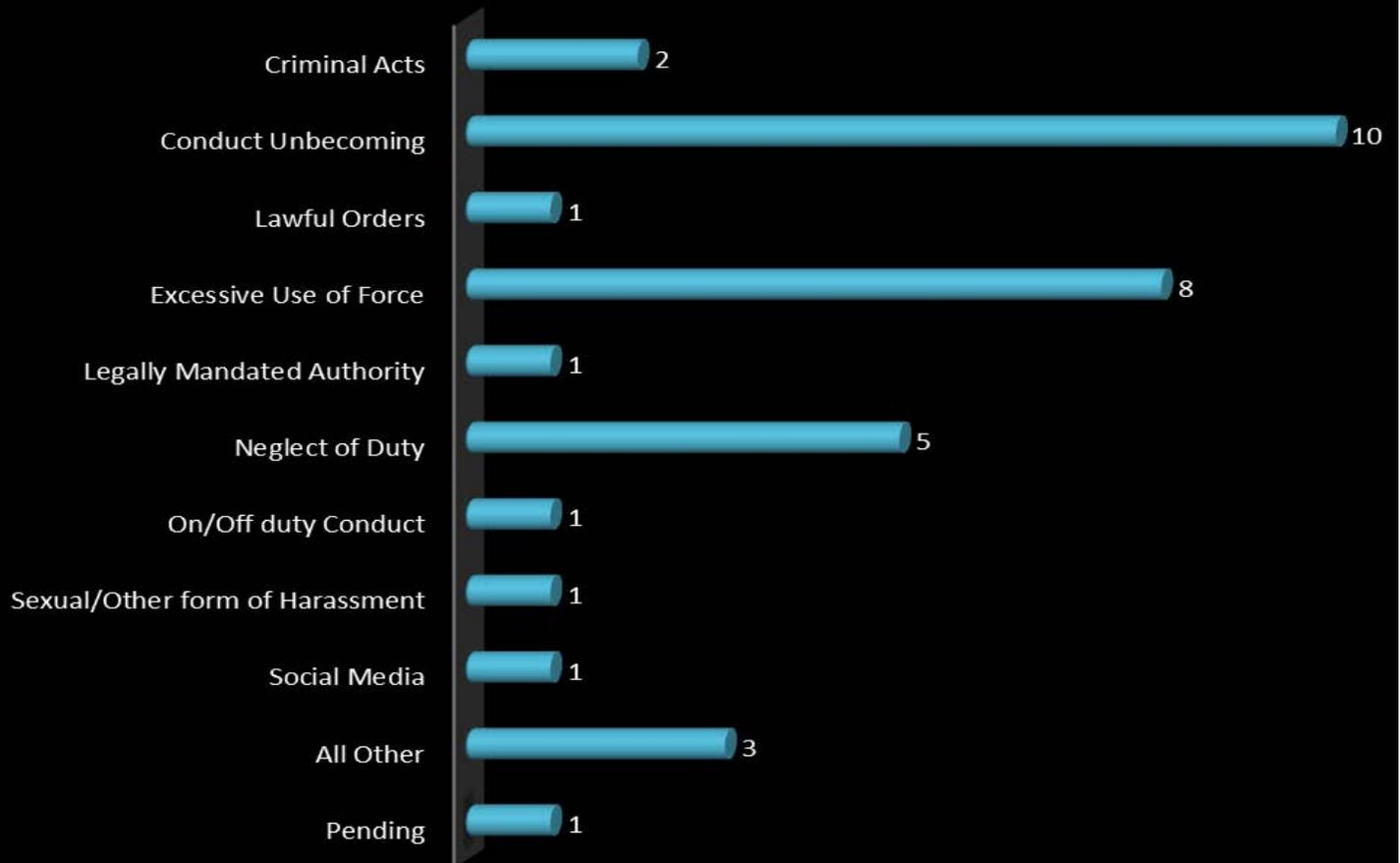
2011 Incident Types



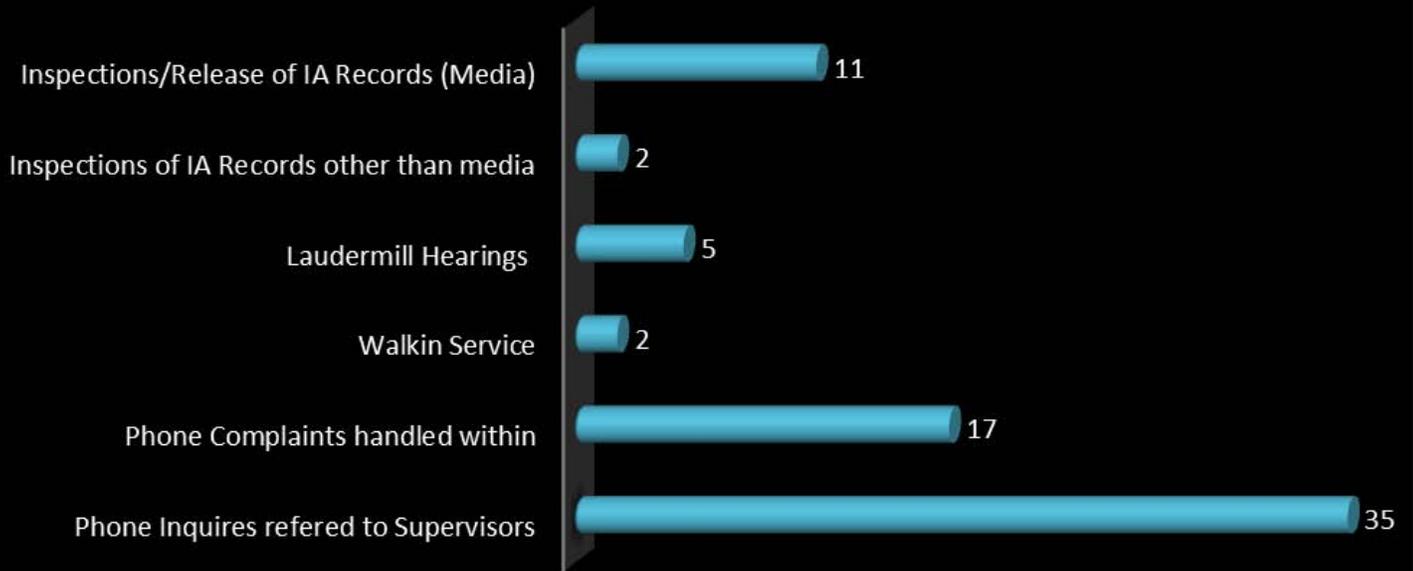
Employee Crashes by Division 2011



IA Cases by Primary Allegation

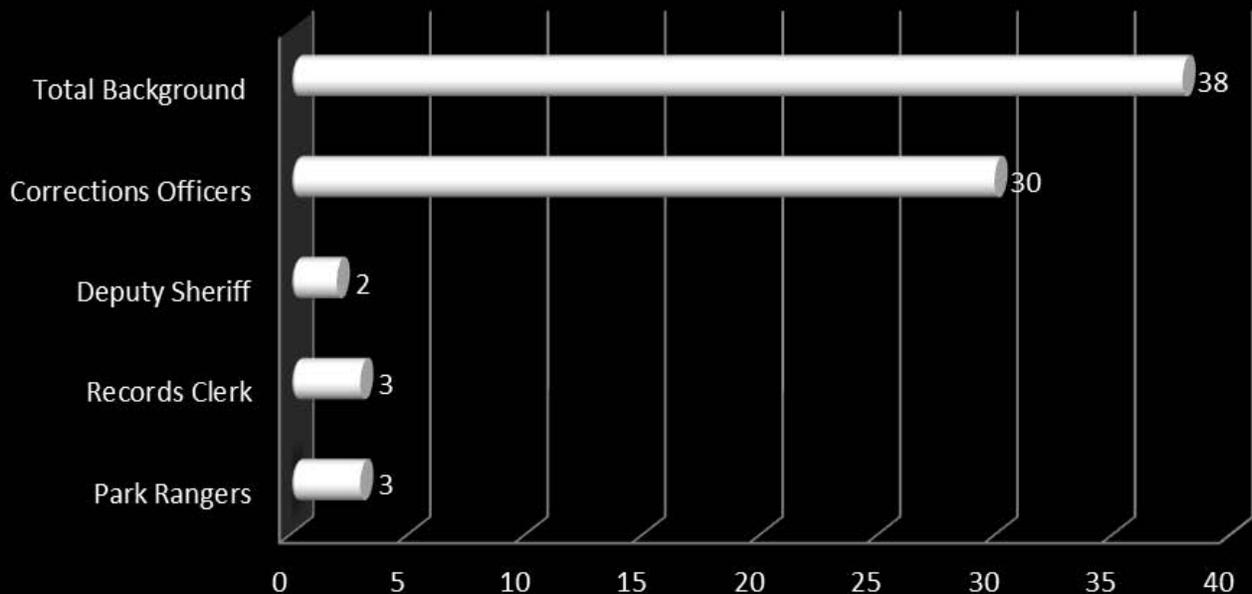


Records/Other 2011



The Internal Affairs Division also conducts pre-employment background investigations of all entry level employees. During the calendar year 2011, Internal Affairs conducted 30 pre-employment background investigations for Corrections Officer, 3 for Park Rangers, 3 for Records Clerks and 2 for the position of Deputy Sheriff.

Background Investigations 2011



	Park Rangers	Records Clerk	Deputy Sheriff	Corrections Officers	Total Background
■ Number of Backgrounds	3	3	2	30	38

PROPERTY AND EVIDENCE



Property Custodian Jim Daughetee

The Property and Evidence division took in a total of 3,395 pieces of evidence during the calendar year of 2011 and transferred 763 pieces of evidence to the Tennessee Crime labs. Received 1686 dispositions and closed 1799 files for the reporting period.

Dispositions are status updates on property. They are written authorizations from the Deputy, Detective, or Judge to continue to Hold the property, Release it to owner, or Destroy it.



Stored Evidence and Property



Files Closed represents property that has been returned to owners or destroyed.

Any property items that are destroyed are ordered by a judge and individually listed on a court order. Such items as being illegal, unsafe or unclaimed.

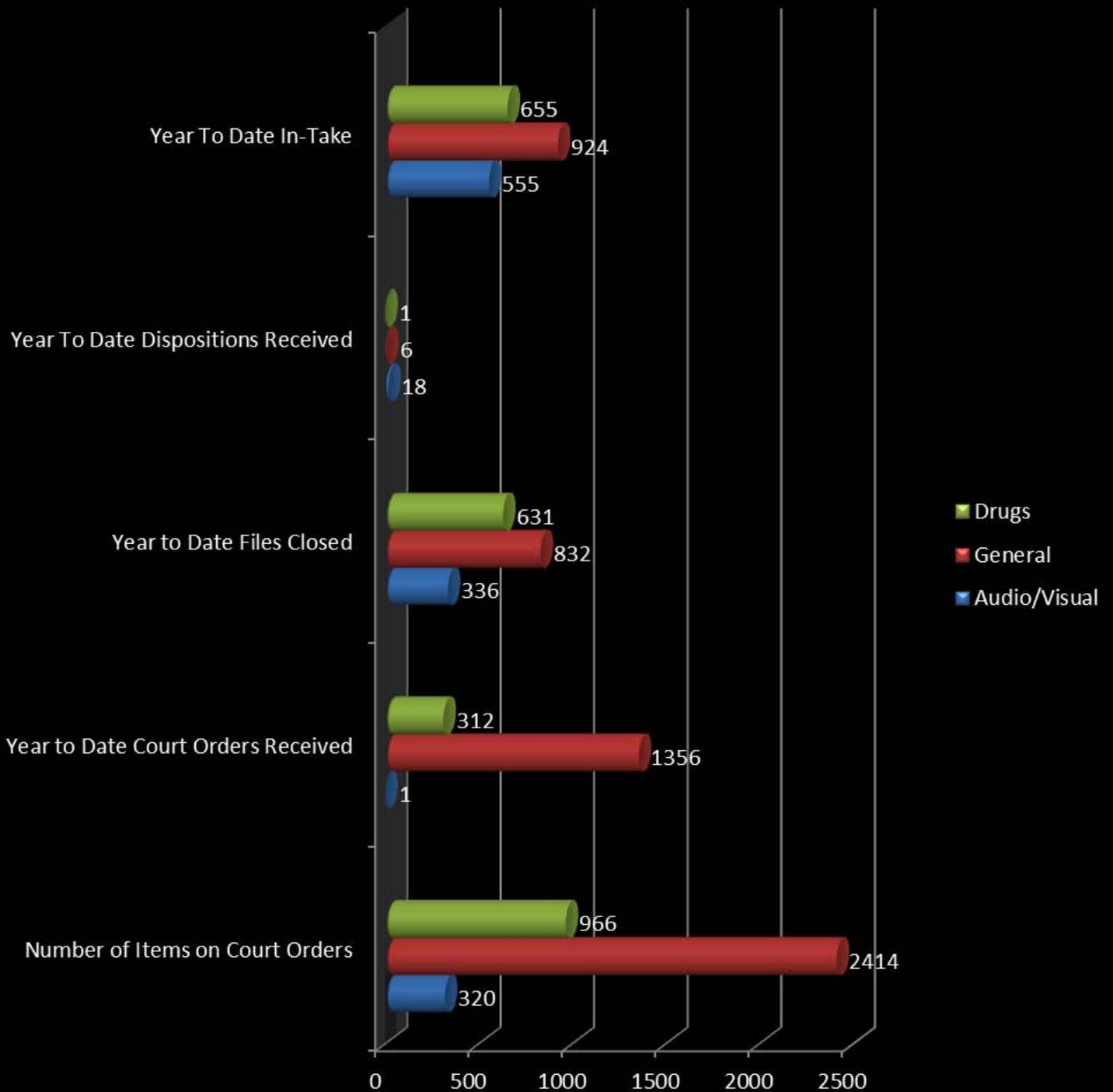
Crime Lab runs consist of a 3 day period per run. It takes one day to prepare items and paperwork, one day to deliver and pick-up, one day to process returned items and paperwork.

Knoxville processes Blood Alcohol Collections Kits, all other biological collections (DNA) for identifications and comparison, all drug/narcotics items and some vehicles.

Nashville processes fingerprints, ballistics, electronics, identification and comparison of physical items, fire/arson, explosives and some vehicles, but is not limited to these items.

These totals represent the number of items that were logged in, but are not the total pieces of evidence related to 2011 cases. There are some 2011 cases that items were not received until 2012 and will reflect on the 2012 In-take numbers. We will still continue to receive 2011 cases for the

PROPERTY/EVIDENCE ACTIVITY 2011



Seven (7) trips were made to The TBI Crime Lab in Nashville and eleven (11) to Knoxville
a total of eighteen (18) trips to labs for 2011.

(763) pieces of evidence were delivered

CRIMINAL INVESTIGATIONS



Prepared by Lt. Chris Chambers



Detective Sergeant Chuck Gaston
processing evidence in our lab

May 2011, the Criminal Investigations Division joined the Signal Mountain Police Department in the missing person investigation of Gail Palmgren, a mother of two children.



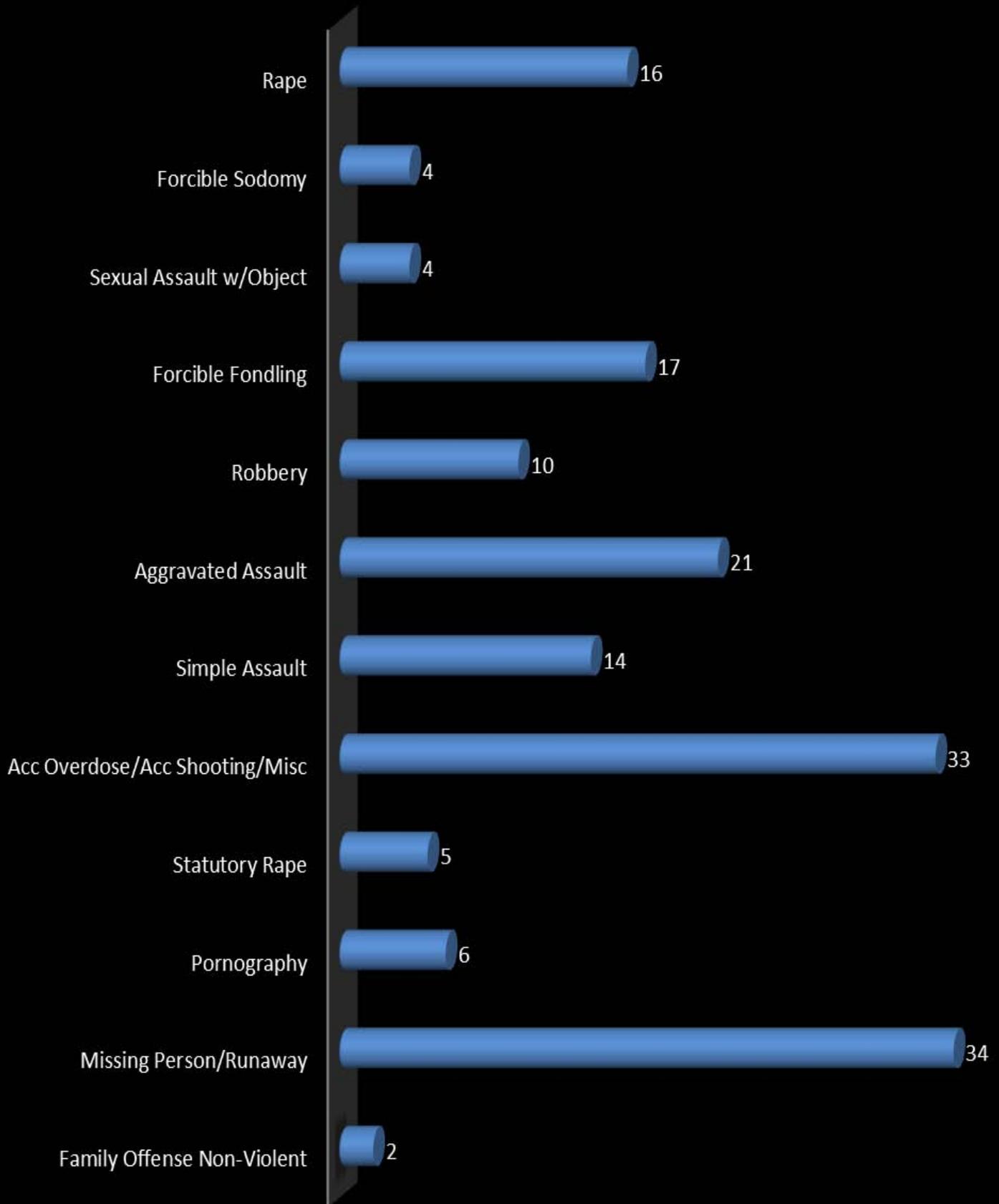
Recovery of the Palmgren vehicle

Criminal Investigation Division (CID) investigated a total of 1,277 investigations in 2011; 553 Burglaries, 41 sex related crimes, 89 fire investigations with 7 identified as arson, 74 death investigations including 17 suicides, 5 homicides and CID conducted 8 death investigations resulting from the April 2011 Tornado event in the Apison community. There were 108 Thefts from motor vehicle parts or accessories investigations along with 79 Auto Thefts.

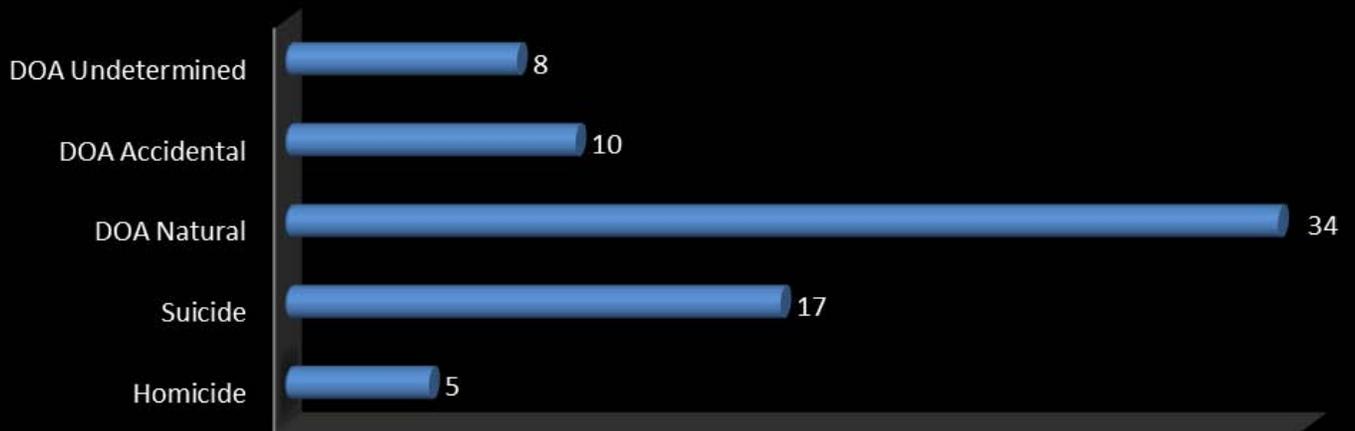
The CID unit spent resources and many hours investigating this case with the assistance of the FBI and TBI.

Mrs. Palmgren's human remains were found on December 1, 2011, off the bluff of Signal Mountain near her vehicle, indicating a vehicle crash had occurred in the 1400 Block of East Brow Road causing her to leave the roadway and come to rest in a very remote area off the bluff of the Signal Mountain/Walden Community. The investigation found no foul play involved.

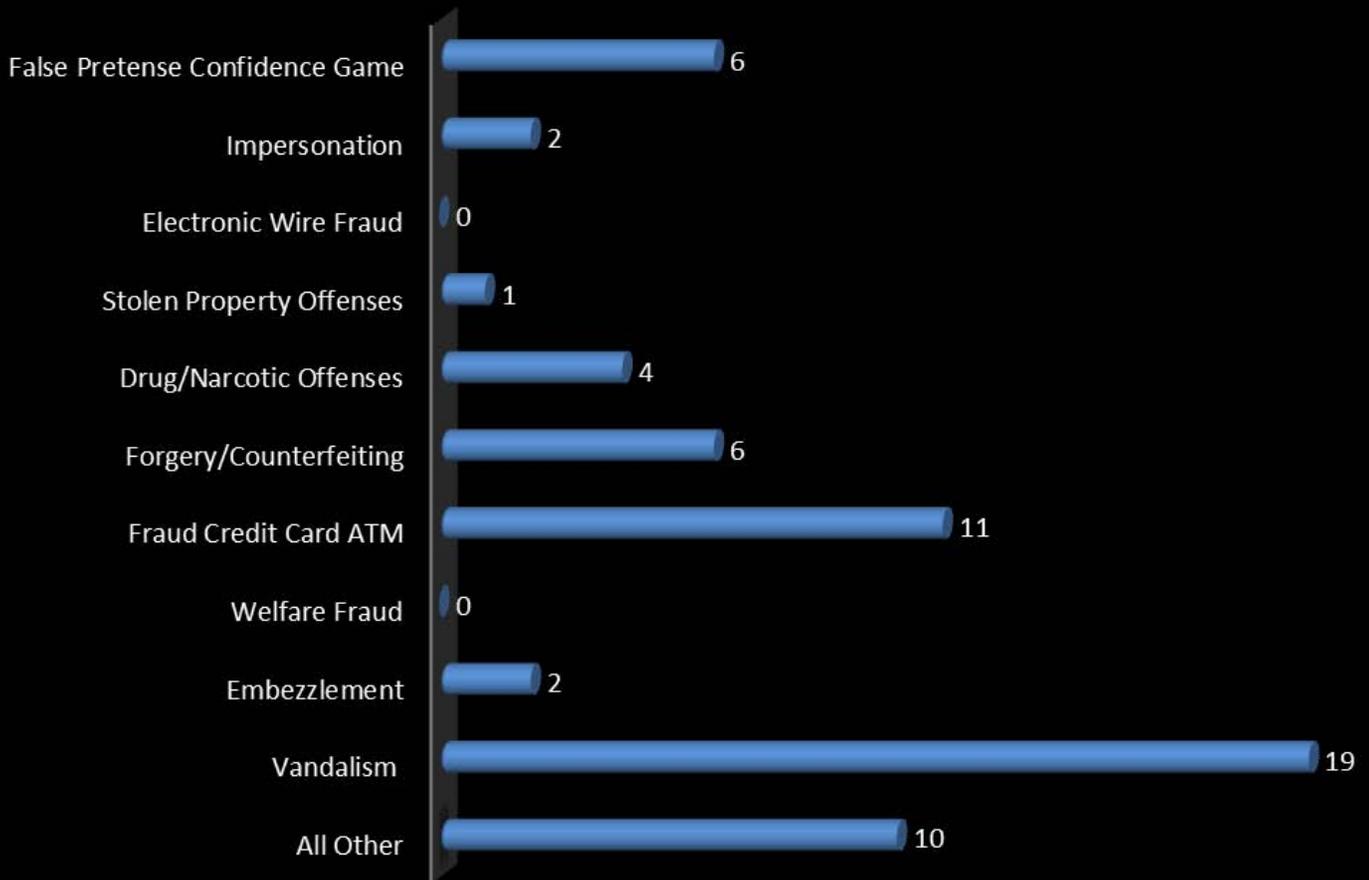
CID End Of Year report 2011



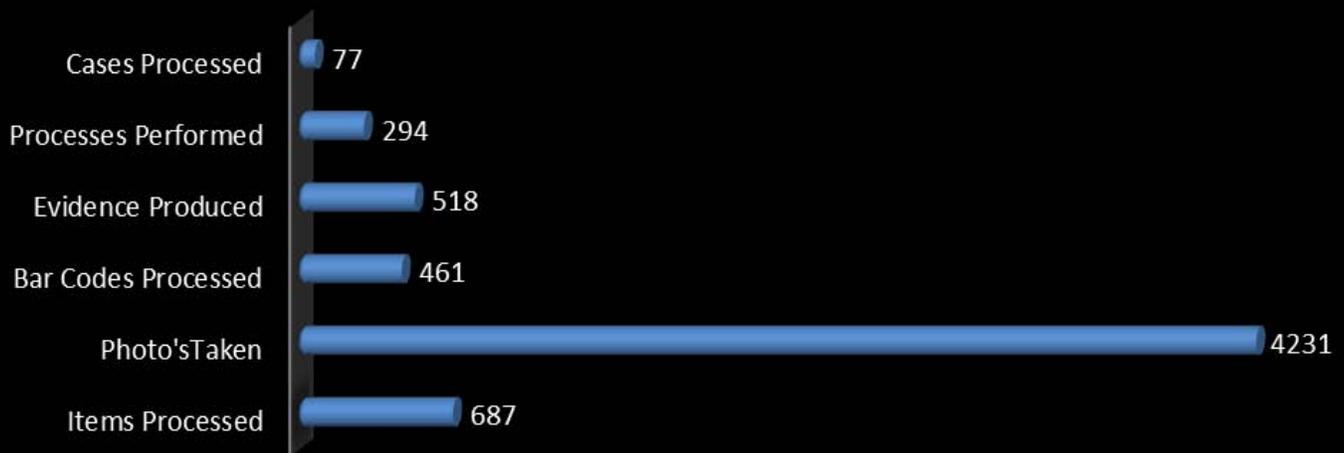
CID Death Investigations 2011



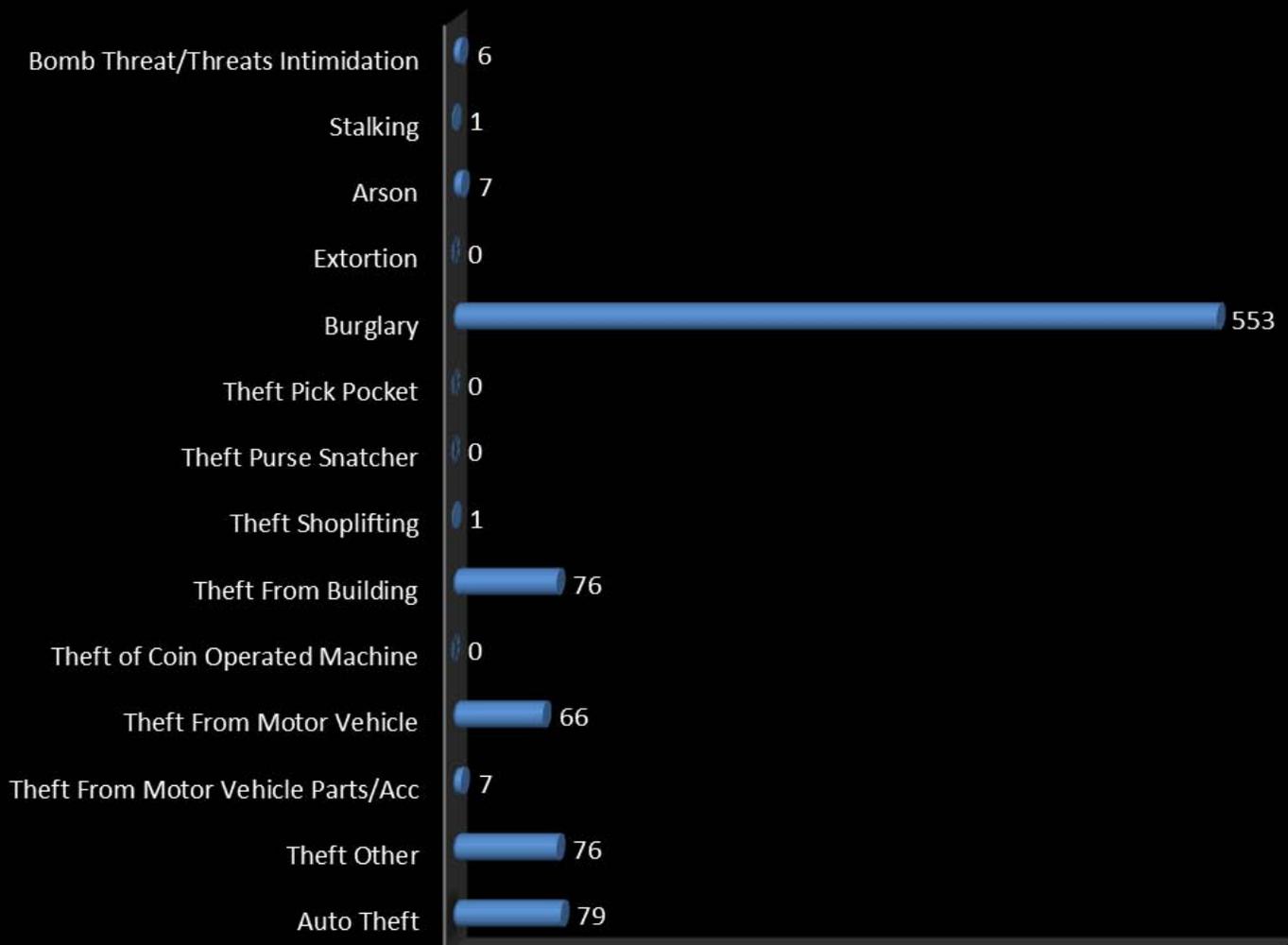
CID 2011 other crimes



2011 Lab Year End Stats



CID Activity Theft/Burglary/Other



MAJOR SIGNIFICANT EVENTS

- On April 27, 2011 several major Tornado's made landfall inside Hamilton County to include the Apison Community which was severely devastated by these storms. During the storms, the Criminal Investigations Division was activated to assist patrol operations. The unit was tasked with investigating eight (8) storm related deaths as a result of the deadly tornado that moved through the Apison Community.



This photo was captured as Ringgold Georgia was struck, it continued into Apison Tennessee

- Four deaths were reported in the 4600 block of Clonts Road to include the victims Adam Carroll W/M 18, Brenda Prescott W/F 56, Joanne Darnell W/F 77 and Joshua Poe W/M 31, all members of the same family. The deaths were investigated and bodies recovered by the Criminal Investigations Division. The Medical Examiner ruled the cause of deaths as Multiple Trauma and Manner as Accidental.
- At 11704 Bates Road two deaths were reported to include a Bob Raper W/M 60 and a Mary Raper W/F 60. The deaths were investigated and bodies recovered by the Criminal Investigations Division. Both suffered major trauma and the Medical Examiner ruled the cause of death as Multiple Trauma/ Accidental.
- At 11640 Bates Road two deaths were reported to include a Don Christian W/M 60's and his wife a Dorothy Christian W/F 60's. The deaths were investigated and bodies recovered by the Criminal Investigations Division. Both suffered major trauma and the Medical Examiner ruled the cause of death as Multiple Trauma and Manner as Accidental.

MISSING

Gail Nowacki Palmgren

Since 04/30/2011

From Signal Mountain Tennessee



D.O.B. 03-18-1967

Ht. 5' 8" ~ Wt. #135 ~ Blonde Hair/Brown Eyes



2010 Four Door Dark Red JEEP Wrangler RUBICON
w/ Soft Black top
Alabama Tags # "EAZY ST"
Call H.C. Sheriff @ # 423.622.0022 or
911
N.C.I.C. # M 470005618

On May 5, 2011 Signal Mountain Police requested the assistance from the Criminal Investigation Division concerning a missing person identified as a Gail Palmgren W/F 44. She had been missing for two weeks when we began to assist and take over the investigation as it had several twists that may have implicated foul play in her disappearance. Investigators worked this case for seven months to include reading 48,000 e-mails, initiating several search warrants in Tennessee, and Wetumpka, Alabama. Several pages of numerous phone records, subpoenas of over 1000 documents, ground searches of Signal Mountain, water searches of the Tennessee River, Multiple Aviation searches of the mountain and searches of several different areas of the mountain and subsequent surroundings. Numerous leads from several different states and cities were investigated for legitimacy of a sighting.

July 6, 2011 Deputies were dispatched to the area of Wilcox Circle off Hwy 41 at the Marion County Line on a Kidnapping and Sexual Assault of two teenage girls by a suspect Christopher Johnson. During questioning Johnson discussed the murder of Missy Ward that occurred in December of 2004 at 1600 Cash Canyon Road. This was an active Cold Case being investigated. Additional information from Johnson led to a three day search of the area for additional bodies by the Sheriff's Office and the University of Tennessee Anthropology Center. The Hamilton County Highway Department also assisted in clearing some vegetation from the area. No additional bodies were found, and the investigation is continuing for possible additional suspects in the murder.



File Photo
Missy Ward



On August 22, 2011 Deputies were dispatched to 15,800 Coulterville Road in reference to a report of two victims being struck by a Norfolk Southern Train. Upon arrival, the bodies of two subjects later identified as Hannah Barnes W/F 20 and Michael Hennen W/M 27 were found in the area of the railroad tracks - deceased. They were pronounced deceased at the scene. Both victims had been struck at the private crossing belonging to the McDonald Family who is family to the victim Michael Hennen. The investigation revealed the subjects were alive when struck by the train and the

video from the train revealed both subjects were lying on the track embraced when struck by the train in the early morning hours. The Medical Examiner's Office ruled the cause of death as Multiple Blunt Force Trauma and the Manner as Accidental. The investigation supported these findings.

On October 1, 2011 Deputies were dispatched to 1218 Montlake Road in regards to the discovery of a deceased W/F later identified as a Karen Morton age 56. Morton was the owner of the property and found in the barn on her property. The body suffered multiple trauma inside the area of the barn. Due to the severity and nature of the wounds, the Medical Examiner's Office ruled the death as Blunt Force Trauma and the Manner as Accidental due to it being caused by a horse. The investigation supported these findings.



Investigations Captain Bill Johnson

On scene as evidence is gathered and preserved

December 1, 2011 detectives were investigating an area of Signal Mountain with additional flights by detectives inside the Tennessee Highway Patrol Helicopter which revealed a possible vehicle under the canopy of trees. This was later identified as the vehicle belonging to Gail Palmgren. Crime Scene investigators repelled down the mountain and identified the vehicle and found what appeared to be human remains in the vicinity of the wrecked vehicle.

The Hamilton County Traffic division was brought in to assist in the investigation along with the University of Tennessee Anthropology Unit to collect and examine the remains found at the scene. The remains were later determined to be that of Gail Palmgren and the Medical Examiner ruled the cause of death as Multiple Trauma consistent with that of injuries sustained in an automobile crash. The Traffic Division reconstructed the crash and the death of Gail Palmgren was ruled Accidental.

HOMICIDES 2011

(1) March 9, 2011 Complaint # 11-006937

On March 9, 2011 Deputies were dispatched to 9128 Stoney Mountain Drive in reference to a shooting. Upon arrival the victim Myles Compton W/M 18 was shot in the chest. He was pronounced deceased at the scene. The Hamilton County Medical Examiner ruled the case a Homicide. The Crime Scene Unit and Personal Crimes Detectives investigated the incident and charged the suspect Myles Stout W/M 20 with 2nd degree Murder.

(2) March 27, 2011 Complaint # 11-008876

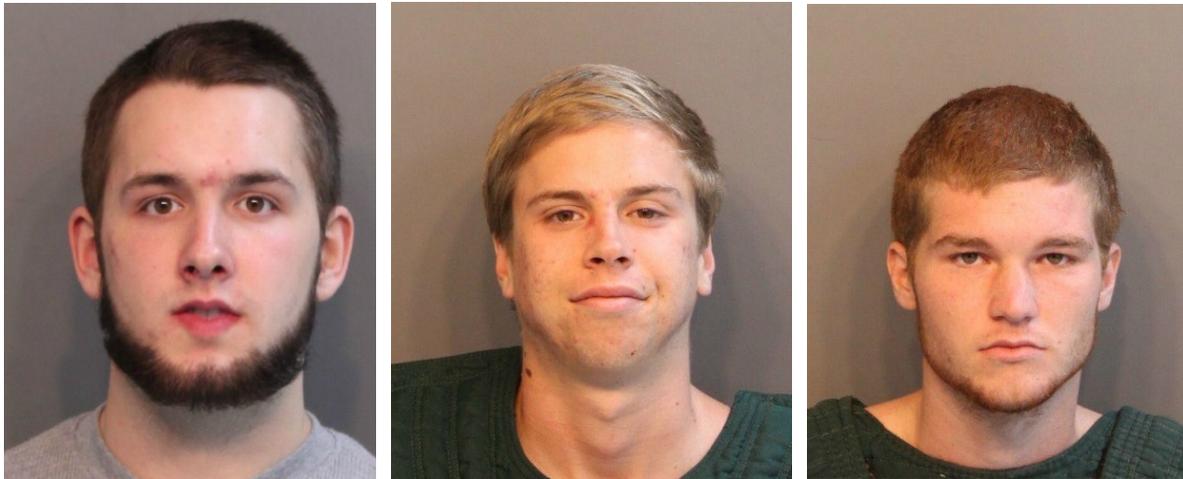
On March 27, 2011 Deputies were dispatched to 6437 Snowhill Road in reference to the discovery of a body at this residence. Upon arrival the victim David Gibson W/M 53 was found in the kitchen of the residence suffering from blunt force trauma to the head and face. The Medical Examiner ruled the death as a Homicide. The Crime Scene Unit and Personal Crimes Detectives investigated the case and are following up on leads and information in the case. The case remains Open at this time.

(3) August 4, 2011 Complaint # 11-022772

- On August 4, 2011 Deputies were dispatched to 4103 Shady Oak Drive in reference to the discovery of a body in a closet by the homeowner. The victim was identified as Jeimy Baquero H/F 34 who did not live at this residence. The victim sustained heavy blunt force trauma to her whole body and was pronounced dead at the scene. The Hamilton County Medical Examiner ruled the death as a Homicide. The Crime Scene unit and Personal Crimes Detectives investigated the case and Warrants for First Degree Murder were issued against the suspect Jose Angel Hernandez H/M 33 of Mexico. After the murder the suspect fled to Mexico and he is wanted for First Degree Murder.

(4) November 16, 2011 Complaint # 11-038741

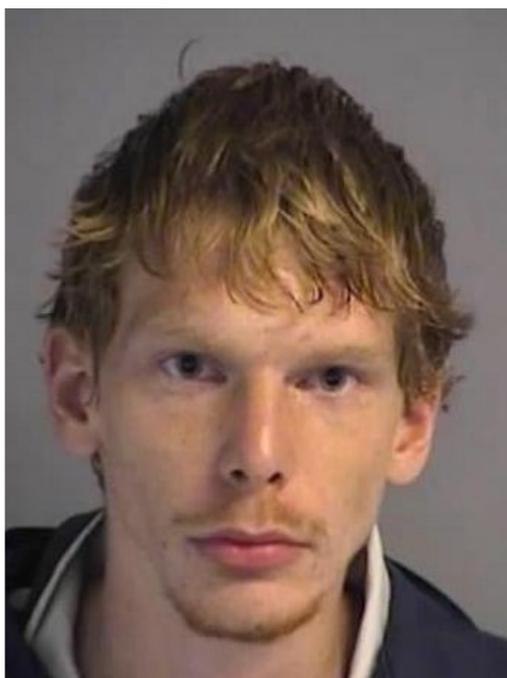
- On November 16, 2011 Deputies were dispatched to the recreation area 4507 Bill Jones Road in reference to shots fired in the area. Tri-Community Fire Department was the complainant. While enroute, Collegedale Police were dispatched to 3531 Camp Road in reference to two people shot at this location. Deputies diverted and arrived on the scene to find the victims a Meghan Bennett W/F 21 and Christian Sosa H/M 20, both at this location. Bennett suffered a gunshot wound to her right side and was transported by HCEMS to Erlanger Hospital. Victim Christian Sosa was pronounced deceased at the scene inside the vehicle. The location of the shooting was determined to be the recreation area at 4507 Bill Jones Road. The Hamilton County Medical Examiner ruled the cause of death as a Homicide. Two Crimes Scenes were worked by the Crime Scene Unit and Personal Crimes Detectives. The investigation led to the arrest of the shooter, Nathan Lalone W/M 20, for First degree Murder and two co-conspirators Blakelan Adams W/M 19 and Tyler Conrad W/M 19, for conspiracy to commit Murder.



Mug Shots

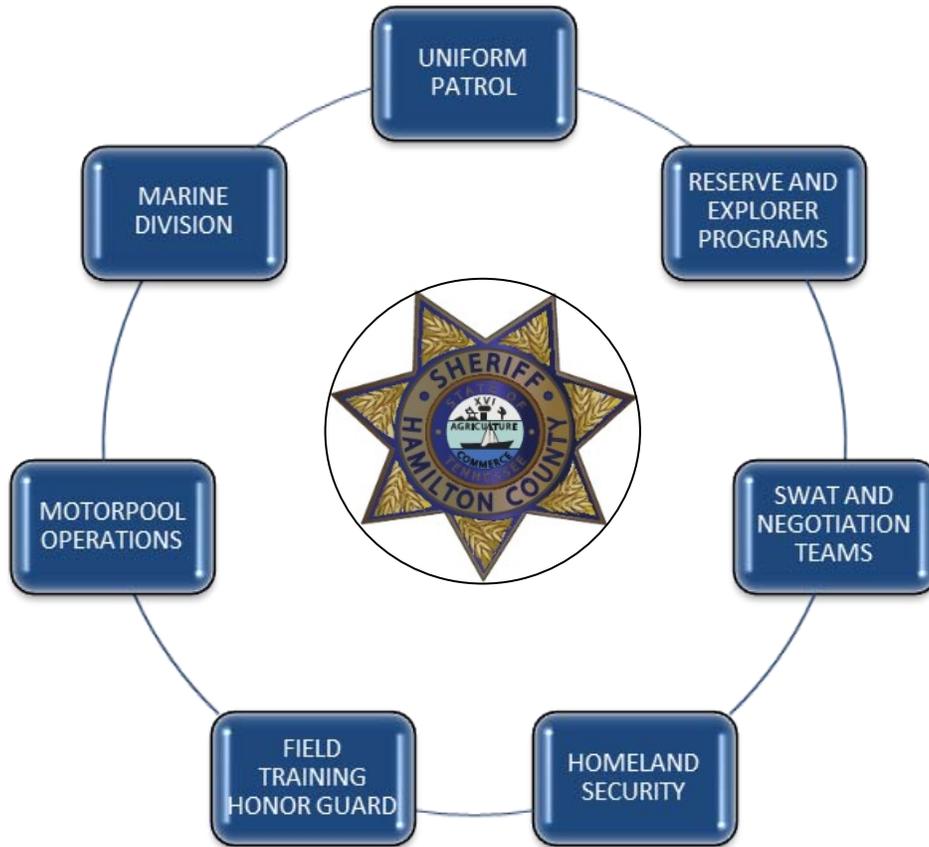
(5) December 6, 2011 Complaint # 11-041265

- On December 6, 2011 Deputies were dispatched to 6422 Ware Branch Cove in regards to check the wellbeing of the homeowner. Deputies discovered the body of a W/M in the basement garage of the residence suffering from apparent stab wounds to several areas of the body and head. The victim was pronounced deceased at the scene. The victim was identified as David Murray W/M 46 who lived at the residence. The Hamilton County Medical Examiner ruled the death as a Homicide. The Crime Scene Unit and Personal Crimes Detectives investigated the case and charged the suspect Joshua Stoltz W/M 20 with First Degree Murder and Auto Theft as he fled in the victim's truck until he was arrested in Valdosta, Georgia for unrelated theft charges. The suspect is incarcerated in Georgia at this time awaiting extradition to Tennessee for the Murder.



Mug Shot

UNIFORM PATROL SERVICES



Prepared by Captain Lynn Triplett

WEST SECTOR OFFICES
OF
UNIFORM PATROL
AND
SUPPORT SERVICES



2011 Uniform Patrol Division Synopsis

The Uniformed Services is comprised of 83 POST Certified Deputies, (3) civilian employees, and an additional 47 Certified Reserve Deputies who work as volunteers. The Division is divided into 11 Sub-divisions which include:

Uniformed Patrol, Special Weapons and Tactics Team, Hostage Negotiation Team, Marine Patrol, Motor Fleet, Field Training Program, Honor Guard, Homeland Security, the Explorer Program, Reserve Officers and Mounted Horse Patrol.

Calendar Year 2011 was a significant year which required an enormous effort from the entire Uniform Patrol Division. **Significant Events** that our division were involved in over the course of the year include:

- On January 9th 2011 Hamilton County experienced extreme winter weather in excess of (8) inches of snow being the largest storm to hit this area since the storm of 1993. All (11) sub-divisions within Uniform Services contributed to meeting this challenge.
- On March 9th 2011 Deputies responded to a shooting on Stoney Mountain Drive. Deputies swept the scene, secured it and separated many witnesses along with assisting CID in investigation.
- On March 27th Deputies were dispatched to 6437 Snow Hill Road in reference to a death call originally reported as a suicide and later ruled a homicide by the Medical Examiner's Office. Further, members of patrol and reserve division provided security of the residence for (4) days.

On April 2nd 2011 Sergeant Tim Chapin of the Chattanooga Police Department was tragically killed in the line of duty. On this day members of the patrol divisions as well as all sub-divisions of Uniform Services assisted both at the scene and handling calls within the Chattanooga Police Departments Jurisdiction.



- On April 7th 2011 Uniform Patrol provided law enforcement services not only within our primary jurisdiction but also the City of Chattanooga. Many members of Uniform Services volunteered their time to patrol the City of Chattanooga. This was to allow the Chattanooga Officers to attend the funeral of Sergeant Chapin. The feeling among officers who donated their time was they did not want to receive pay for this act of caring, it was our gift to our brothers and sisters of the Chattanooga Police Department.



April 27,2011 A day that will not soon be forgotten

- On April 27th 2011 several major tornadoes touched down in Hamilton County.
 The Apison area saw a catastrophic event which wiped out entire portions of the community and killed eight (8) within the Apison area alone. This tragic event was one of the worst major disasters to ever hit the Hamilton County area and also the first where all uniformed personnel were called for support. Several lives were saved due to rescue efforts. A detailed summary of this event is contained within this report. This major disaster exhausted (1,865.25) man hours.

- In June this division along with Hamilton County Emergency Services and the Chattanooga Police Department worked in a unified command structure to provide security for the annual *Riverbend Festival and the Bessie Smith Strut*.



- On July 12th 2011 deputies responded to Barn Road in Harrison to a vehicle fire, upon arrival deputies were fired upon by Michael Sweeney. Deputies returned fire with Sweeney sustaining serious injuries, fortunately no deputies were injured.
- On August 4th 2011 Uniformed Services Division received a call at 4103 Shady Oaks Drive in Ooltewah. Responding deputies found it to be a homicide scene they swept and secured the scene then assisted CID with the investigation. Twenty-four (24) hour security was provided at the scene for three (3) days.
- September 24th and 25th uniform patrol provided security, logistics, and traffic control for the annual Hamilton County Fair.
- On November 6th deputies responded to Bill Jones Road and Camp Road to investigate a shooting which left one (1) young man dead. Two (2) crime scenes were secured and information from the Patrol Division assisted in solving this homicide.
- On December 6th deputies responded to 6422 Ware Branch Cove Road to check the well-being of a subject. Deputies discovered a body in the basement garage. The victim had been brutally stabbed several times to the body and head area.

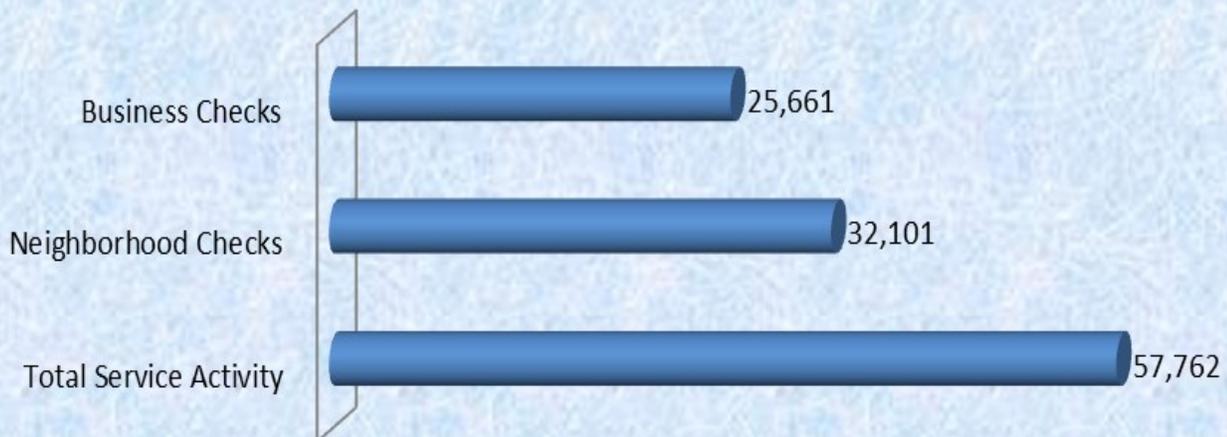
2011 Uniform Patrol Stats

January 1 thru December 31



2011 Uniform Patrol Pro-Active Security Stats

January 1 thru December 31



ALPHA TEAM

Lieutenant Jerry Sewell

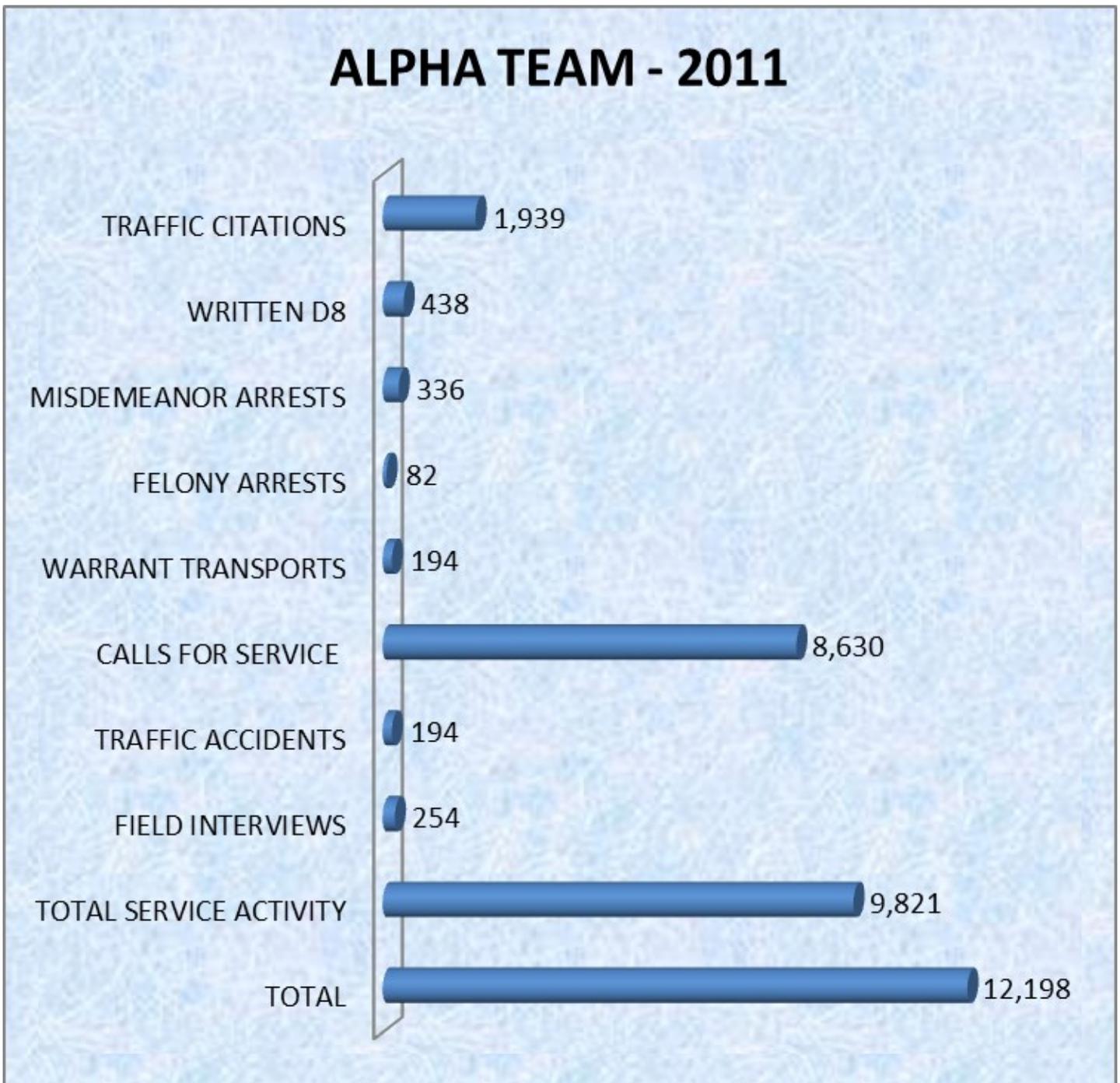
The following is a summary for Alpha Team Patrol – Yearly Report for January 1, 2011 – December 31, 2011 Activities.

Several Deputies received Letters of Commendation during the year.

- **Deputy Bates** received a letter from Sergeant McDowell praising his actions in the Falling Water Community where numerous burglaries had occurred. **Deputy Bates** stopped two (2) suspicious persons one of which had fled on foot. The person detained had an activate warrant for theft, and drugs were found in his vehicle. A cell phone left at the scene by the other suspect was getting text messages such as “I know where an air condition unit is and if we hurry we can get it.” I am confident that **Deputy Bates** had identified the suspects involved in the burglaries in the area.
- **Deputy Rountree** was nominated, and received a Challenge Coin from Sheriff Hammond regarding an incident that involved numerous burglaries in the 7100 block of Levi Road. **Deputy Rountree** responded to initiate the investigation. During the investigation he learned that warrants had been obtained on William Stanford for aggravated burglary regarding an incident reported earlier that day. **Deputy Rountree** observed and stopped a suspicious vehicle and found William Stanford in the backseat. As the investigation progressed evidence was found to charge William Stanford with burglaries reported on Levi Road and stolen property was recovered from the suspect’s residence. **Deputy Rountree’s** persistence and his willingness to follow leads ended with clearing several burglaries with this arrest.
- **Deputies Forgey** and **Nolan** were nominated by Corporal Carson and received a Challenge Coin from Sheriff Hammond regarding an incident where deputies responded to an attempted burglary on Wolftever Landing. The complainant advised that four (4) suspects had just been at the location, and two (2) of them had attempted to kick in the door of his neighbor’s house. The witness advised that the suspects had gotten into a small silver car and left. **Deputy Forgey** and Corporal Carson started to the area to look for the suspect vehicle. On the way, Deputy Forgey saw a small silver car with occupants that matched the description and followed it until Deputy Nolan could get more identifying information. Deputy Forgey and Corporal Carson then stopped the vehicle. Deputy Nolan drove the witness to the stop location, where he positively identified the suspects. **Deputy Nolan** arrested three (3) adults and one (1) juvenile, charging them with burglary related charges.
- **Deputy Rollins** received a letter from Corporal Fields nominating him for Deputy Sheriff of the Year citing his exceptional ability as a Field Training Officer. He is described as a leader on the team and is the go to person when others have questions. It is a great asset to have someone like **Deputy Rollins** on the team and if needed I would not hesitate to call on him to take charge of the team.

Missed worked days during the year totaled 266 days. Of these 181 days were for annual leave. There were 41 sick days and 44 days where deputies were designated for Special Assignments. No time was used for Military Leave.

During the Calendar Year, three (3) deputies were injured in the line of duty. Deputy Bates was out of work for three (3) days from an injury which carried over from the previous year. Sergeant McDowell was out of work one (1) day due to an injury that occurred while attempting to place an individual under arrest. Deputy Holloway was out of work two (2) days due to an illness related incident.



BRAVO TEAM

Lieutenant Doug Wilson

2011 Overview:

The statistics speak for themselves and I am very pleased with the work they reflect. In coming days the team will increase the focus on field interviews.

Bravo Team supervisors are now completing daily logs, which improve accountability and morale among the team members. Also, documenting activities insures accountability and provides records to consult when questions about particular issues arise. The comment section on the daily logs are used quite frequently for this purpose.

The added documentation on logs by supervision has raised morale and motivates deputies to become more active.

I have worked with a variety of teams in my career, Narcotics, CID etc. I consider myself very fortunate in my assignment to Bravo Team where the framework of a great team was already in place. I am most proud, however, of the dedication of the Bravo Team Deputies. They excelled in performance during the tornadoes of 2011, The team was honored to work inside the City of Chattanooga Area; during Sergeant Chapin's funeral, as well as working in other critical scenarios when additional personnel were required. Bravo Team personnel are always ready and willing in all instances. Bravo Team had the highest participation of personnel willing to help of all teams. They are always ready and willing to do what it takes to get the job done.

2011 Goals and Objectives from last year are listed below:

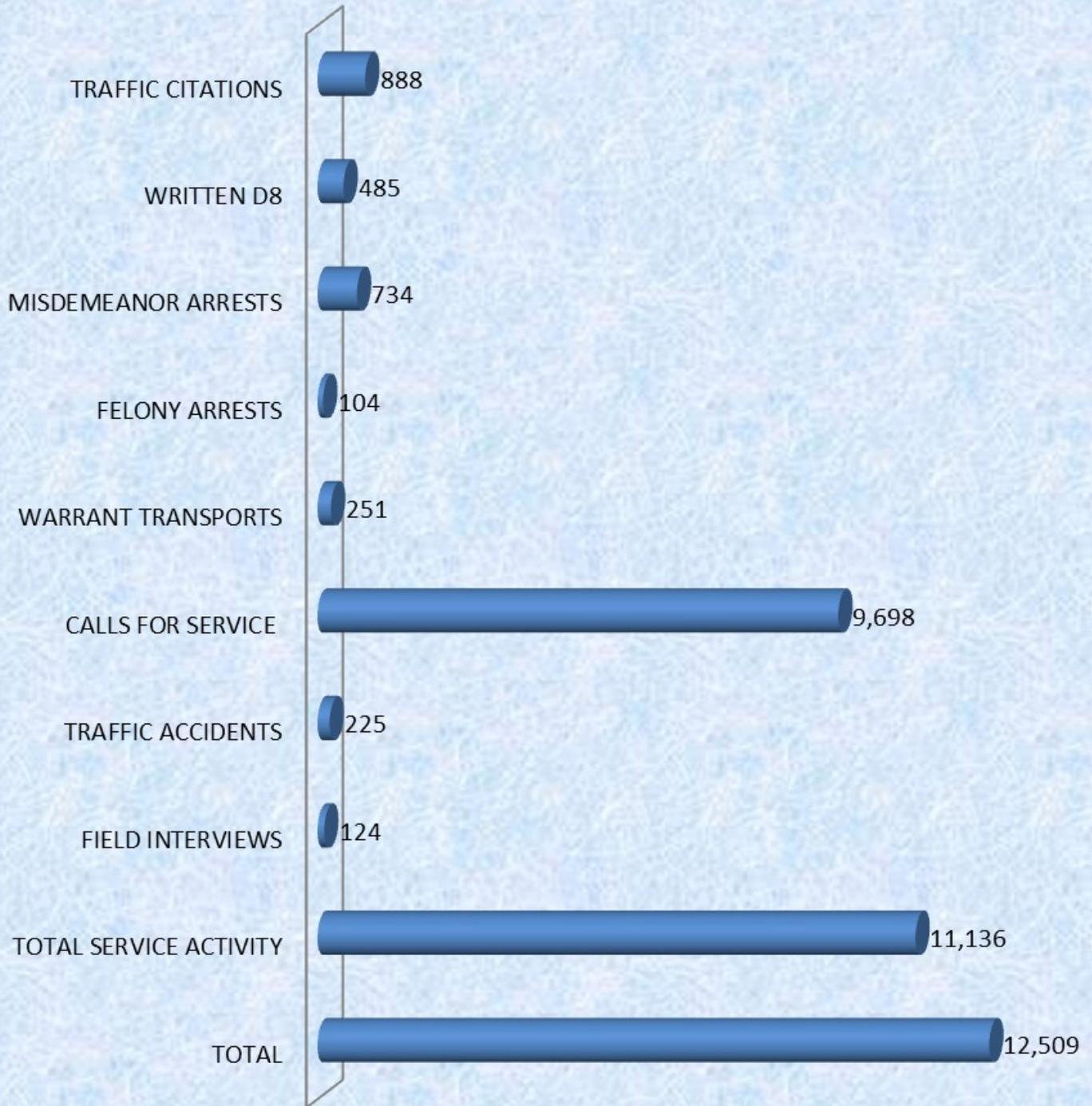
Biggest Issue: Accountability (Bravo Team has made great progress in this area)

All reports are now being turned in during the shift except for extremely busy nights or late calls which are due the next working day.

This same approach has been initiated with monthly statistics. Previously, there had been some discrepancies in accountability for poor performance.

Note: At this time, I am still in a working/analysis mode and will be setting new goals and objectives for Bravo Team once I have a better understanding of tier strengths and weaknesses.

BRAVO TEAM - 2011



CHARLIE TEAM

Lieutenant Stan Hardy

The following is a summary for Charlie Team; Annual report 2011.

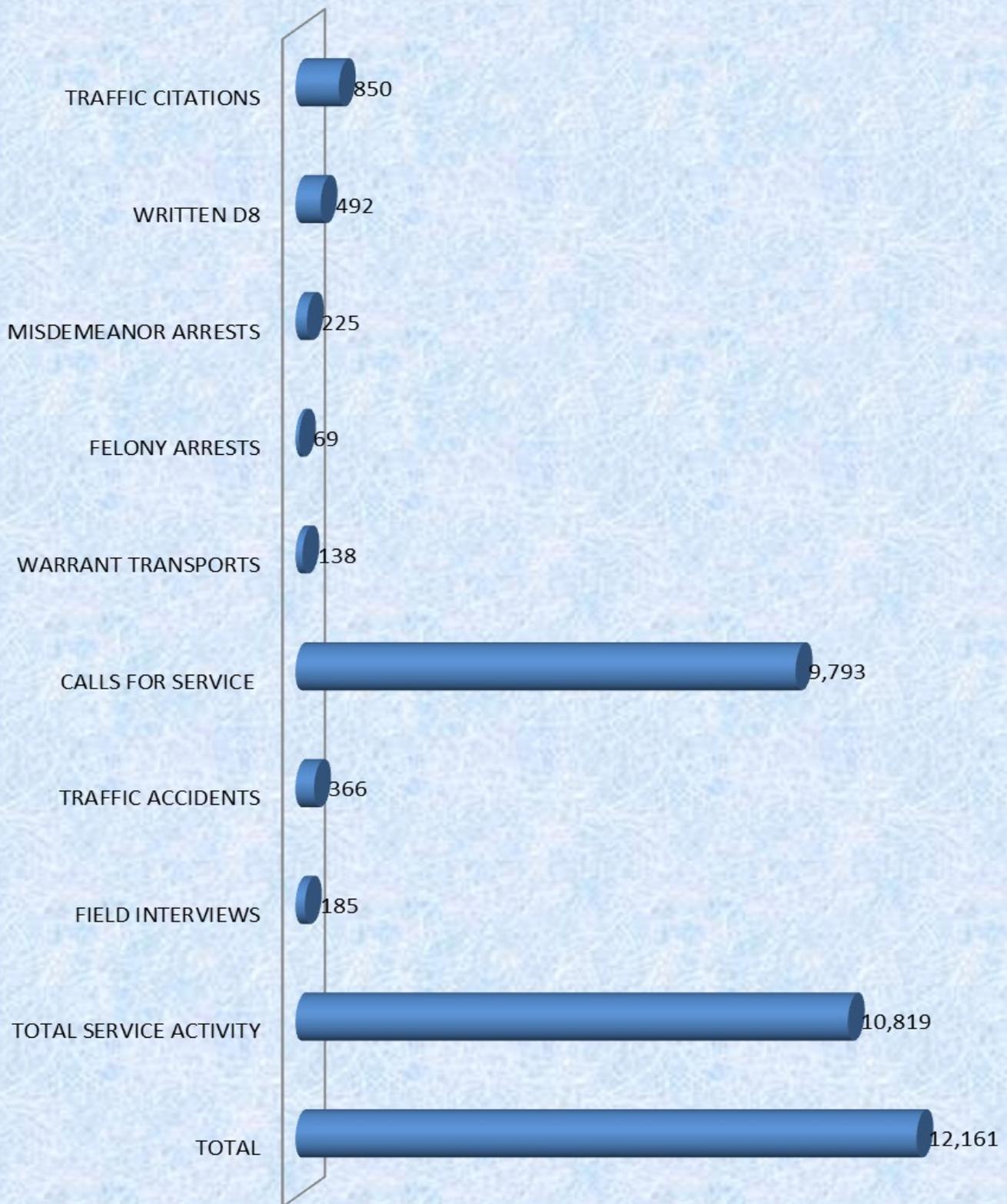
In 2011, Charlie Team responded to approximately 6,950 calls for service and worked a number of shifts under very rigorous weather related conditions. Included are several significant snow and ice storms experienced during the winter months, the tornadoes of April 27th, and several instances of flooding from severe summer storms. During these weather events deputies worked overtime providing service until the call load returned to normal or the threat to life and property was mitigated. Often this involved extra duty over a period of days or weeks.

Charlie Team is comprised primarily of seasoned, knowledgeable officers who routinely come together to clear cases quickly and efficiently.

- Deputies George Delker, Jamie Gravitte, Mike Looney, Tony Mefford, Ron Rice, and John Wigley, as well as Corporal Elliott Mahaffey, and Sergeant Sharpie Adams were each officially recognized for their dedication and service.
- Deputy Delker and Corporal Mahaffey were recognized by memorandum of commendation for their quick response and actions in a Harrison residential burglary which led to the apprehension of two suspects and recovery of stolen property.
- Deputy Gravitte received a Challenge Coin in recognition for her investigations in the Sale Creek area which resulted in prosecutions of burglary, theft and drug case suspects.
- Deputy Looney received a challenge coin as a result of an East Brainerd traffic stop of suspicious persons in a subdivision. Deputy Looney went beyond the stop to ultimately discover an unreported burglary, recover the stolen property, and arrest the offenders.
- Sergeant Adams, Corporal Mahaffey, Deputies Troy Brown, Tony Mefford, and John Wigley were each recognized with a certificate of commendation for their actions which helped lead to a safe and quick resolution to an armed robbery at the Ooltewah Ringgold Road/East Brainerd Bi-Lo where several employees were held captive by multiple armed subjects, one of which was later found to have received police training as a cadet of the Memphis Police Academy (he flunked the training and never worked the streets).

- Deputy Ron Rice received a commendation letter from his supervisor citing his response to a burglar alarm call. Deputy Rice made a traffic stop which resulted in the identification and arrest of suspects of a residential burglary.
- Deputy Wigley was again recognized by letter of commendation for his actions on a suspicious person call where he went beyond the standard warrant and license check to recover a number of stolen items along with drugs and other contraband.
- Corporal Paul Maupin was also nominated for the Supervisor of the Year on Feb. 8th.
- Corporals Mahaffey and Maupin are both POST Certified Law Enforcement Instructors. Corporal Paul Maupin contributed sixty-eight hours of training time as an instructor to the Sheriff's Office in Taser and Defensive Tactics. He also served on the HCSO Honor Guard and as a SWAT operator. Corporal Mahaffey served as an instructor in Taser, Firearms, and is a member of the Crisis Intervention Team.
- Deputy Greg Brown and his K-9 partner (Rico), contributed to the highly effective burglary saturation team for most of November and December.
- Charlie Team has five deputies who are members of the Hamilton County/ Chattanooga Crisis Intervention Team. Each of them have put their skills to work in the field to make a positive difference in outcomes of calls and helped give credibility to the program for other officers and consumers alike.
- Corporal Mahaffey continues to assist Detective David Sowder as a fire investigator.
- Deputy Dean Moses is training to assist in fire investigations and has been attending meetings with the Hamilton County Fire Investigation Task Force to help gain the knowledge and experience to become a skilled fire investigator.
- Deputy Dean Moses was injured on duty, while participating in training on April 11th. Following surgery and extensive physical therapy, Deputy Moses returned to full duty on November 18th.

CHARLIE TEAM - 2011



DELTA TEAM

Lieutenant Robert Starnes

The following is a summary for Delta Team – Patrol

Delta Patrol Team answered a total of 9,346 calls for law enforcement services during 2011, despite the manpower shortages, Delta Team deputies issued 1,521 traffic citations, issued 838 warning citations, made 763 misdemeanor arrests, 131 felony arrests, performed 342 warrant transports, worked 290 traffic crashes, and conducted 238 field interviews.

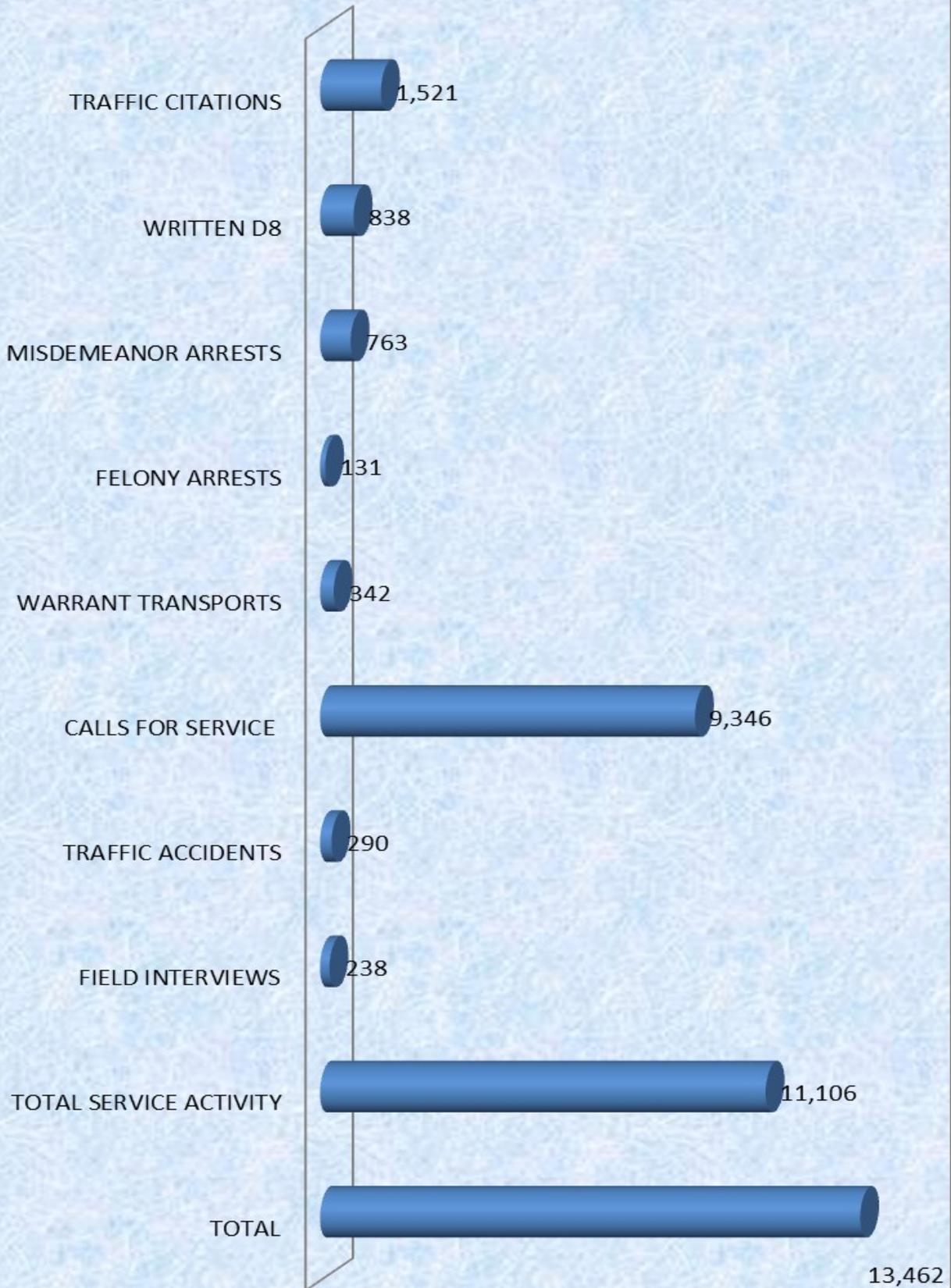
Delta Team worked in some of the worst weather conditions Hamilton County has experienced in many years. On April 27, 2011, multiple tornadoes came through our area and caused total devastation, including the loss of eight (8) lives in Apison, Tennessee. Several lives were saved by Delta Team Deputies during and after the tornadoes. The team also worked during several other weather related events such as; snow, ice, downed trees and power lines during various severe storms throughout the year.

Despite the challenges and manpower shortages endured in 2011, Delta Team displayed constant professionalism by providing excellent police service and protection to the citizens of Hamilton County throughout the year. Several Delta Team members volunteered to work their days off, for other patrol teams covering their manpower shortages throughout the year.

- Delta Team had four (4) deputies involved in shootings during two separate incidents in 2011.
- In 2011, Deputy BerndRudiger Haines received a Life Saving Award from 2010 incident. Deputy Sam Roistacher received a Sheriff's Challenge Coin for talking an individual out of committing suicide with a rifle on September 19, 2011.
- Delta Team had several different specialty officers and/or instructors on the team such as; three (3) firearms instructors, three (3) CIT Officers, three (3) Hostage Negotiators, three (3) SWAT Operators, one (1) K-9 Deputy, two (2) STOPS Instructors, two (2) Defensive Tactics Instructors, one (1) Taser Instructor, one (1) Honor Guard Member and one (1) SFST Instructor in 2011.

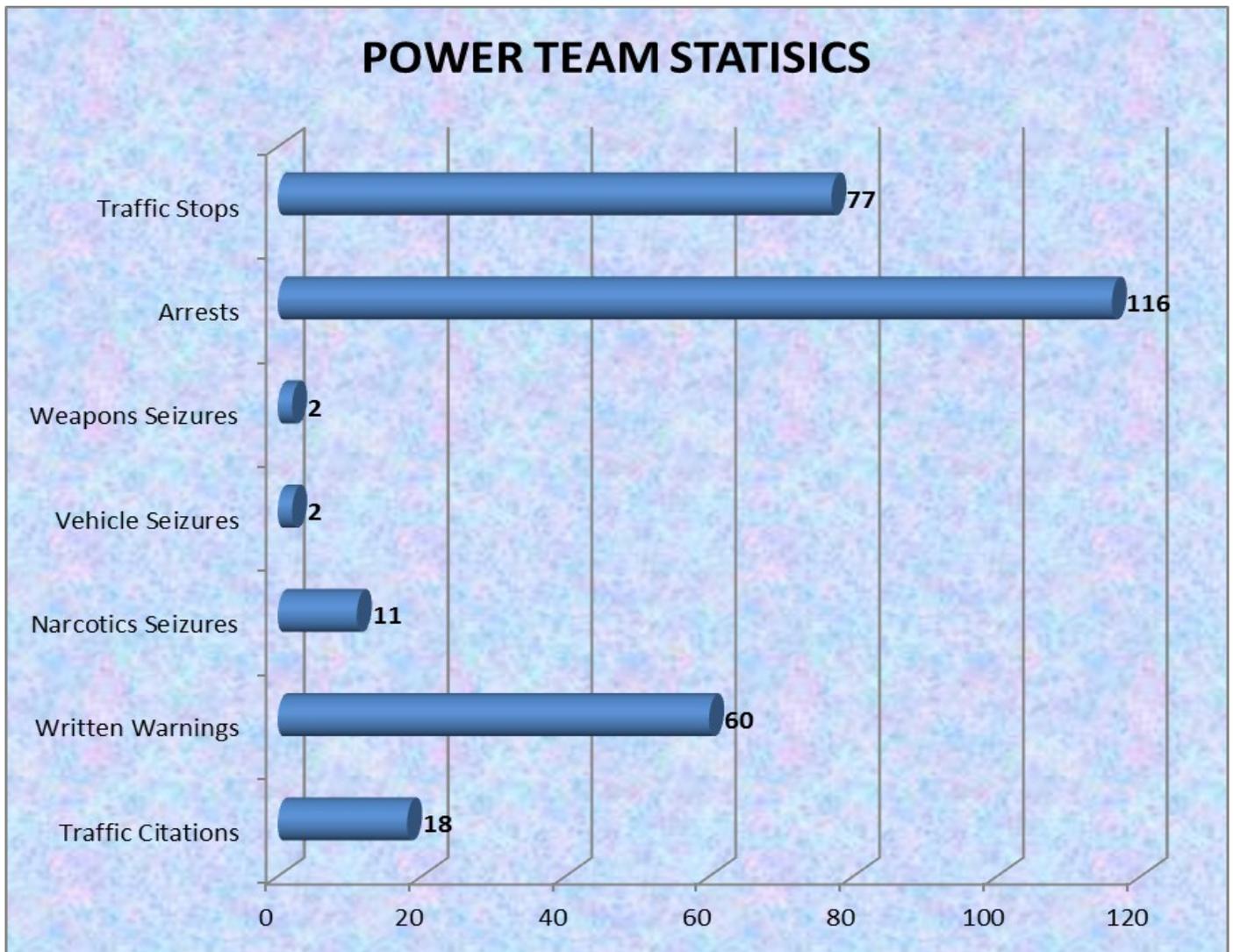
Delta Team supervisors and deputies are some of the most dedicated personnel I have worked with in my twenty-nine (29) year career with the Sheriff's Office. They represent the Sheriff and the Citizens of Hamilton County very well in their endeavors each and every day.

DELTA TEAM - 2011



Uniform Patrol Power Team 2011

On November 16, 2011 the Hamilton County Sheriff's Office started a *power team* to support patrol division in the unincorporated areas of Hamilton County. This team was made up of deputies from patrol, CID, fugitive and narcotics division. The objective of this team was to address the growing numbers of burglaries and thefts throughout the unincorporated area of the county. The team was able to identify several known individuals with warrants for theft and burglaries in these areas of Hamilton County. Another objective of the team was to increase visibility in the subdivisions throughout these areas in an attempt to slow down or stop criminal activity. Listed below is a total of statistics compiled from the *power team* operations.

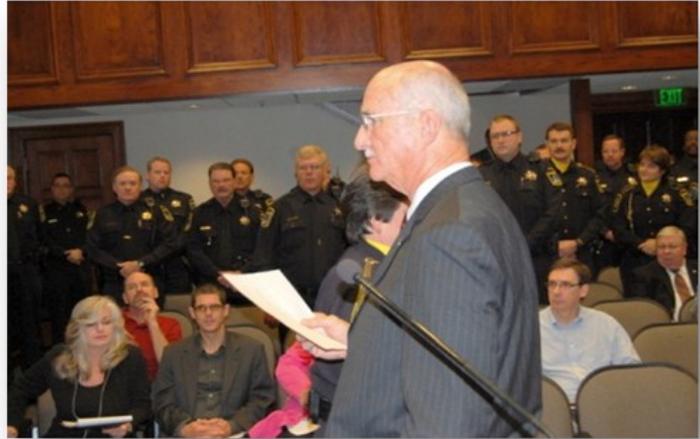


THE POWER TEAM ALSO SEIZED \$3,750.00 DURING ARRESTS

2011 Reserve Officer Program:

Coordinator: Jim Sheets

In January the Reserve Deputy's attended a 16 hour (STRATEGIES AND TACTICS OF PATROL STOPS) S.T.O.P.S. Training Class. In March the reserves provided security for the Snow Hill Road homicide crime scene. In April we had several reserves work in the Apison area after the tornado, logging a total of 505.5 man hours. They also assisted with the "Shred-It Day" event. In May reserves provided extra security for the Armed Forces Day Parade and the Law Enforcement Memorial Service. June brought us Riverbend where our reserves logged 1331 man hours. In July the Reserves worked security for the Soddy Daisy fireworks show, traffic for the waterfront triathlon, and security for the River Canyon crime scene. In August the reserves helped out with the MDA Lockup and provided security for the Shady Oaks homicide crime scene. In September several reserves were called out due to weather conditions. They helped with security for the County Fair logging a total of 327 man hours, and also provided traffic control for the Open Arms Bike Ride. In October the reserves helped the fugitive division with a roundup and provided security for the "DEA Drug Take Back." They also provided security for the Montlake Road death investigation crime scene. In November the Reserves provided security for the Soddy Daisy Cheer and Dance Competition and Sheriff's Foundation Luncheon. They also worked daily with the power team. In December the reserves helped out on the W Rd. during the recovery of the Palmgren vehicle. They provided security for the crime scene on Warebranch Cove Road and assisted with multiple appearances at Christmas Parades.



**HCSO Reserve Officers receive thanks from
The Commissioners of Hamilton County**



**For 2011, Reserves Officers
contributed a total of 14,305
man hours.**

***Chaplains:* 3448 hours**

***MHP:* 3340 hours**

***Regular:* 7517 hours**

THE MOUNTED HORSE PATROL: SERGEANT MARK KING

In 2011 the Hamilton County Sheriff's Office Mounted Patrol conducted a restructuring of equipment, training and deployment responsibilities. The team was utilized on several events and assignments throughout the year. The presence of the team at these events and assignments not only increased the security of the community, but made the Sheriff's Office Mounted Patrol an approachable, welcomed addition.

Events and Training

April – Sergeant Tim Chapin

Funeral Service.

April -JD Harbor / Commander with Nashville Metro conducts training

with the team.

April – The MHP worked tornado damaged areas as a ground unit.



May - Armed Forces Day Parade

May - Law Enforcement Memorial

June - Riverbend

September - Hamilton County Fair

November – Team Training

November – Forgotten Child Fund – Cheer-leading Competition

October – DEA Drug Take Back Collection points

October - Crime Scene Management course with HCSO CID

December- Ooltewah Collegedale Christmas Parade

December-Lookout Valley Christmas Parade



SPECIAL WEAPONS AND TACTICS– SWAT

Sergeant Mark King

Team Strength:

The Team had three (3) SWAT Deputies retire in 2011. One (1) deputy had been with the team for approximately fifteen (15) years. The other operators had less than five (5) years with the team. Our present strength is at sixteen (16) operators



Operations After Action:

In 2011 the team responded to two (2) rapid response call outs that were barricaded situations and one (1) preoperational call out for a high risk warrant service. All call outs were considered high risk and were managed operationally in a manner that resulted in a positive outcome with no innocent persons placed in harm's way.

Team Training:

In 2011 the HCSO SWAT Team changed from two (2) – eight (8) hour training dates per month to one (1) - ten (10) hour day. The change has shown to work effectively for the team and has produced a greater responsibility to make every effort for all members to clear that date per month so as not to compromise the team's training time together. The twelve (12) days of training covered firearms, individual and team equipment, tactics and focused on the team's responsibilities.



Team Equipment:

The team received two (2) FC-470 Zodiacs in 2011 and conducted training with both crafts for operational readiness. The team was also granted an equipment room at the West Annex that has greatly assisted in the organization of the electronics that must be stored in climate controlled environments. The team also received an upgrade in APR Gas Masks. All members have been fit tested at training while being exposed to CS Gas within a confined space. The mask is very efficient and capable for the present responsibilities.



The HCSO SWAT team had three members retire in 2011 that left the team's strength at sixteen (16) Swat Deputies. The team is presently conducting interviews from our recent Swat trials.

The team obtained two (2) FC-470 Tactical Zodiacs in 2011 that have provided an enhanced ability to support water operations.



SWAT members train hard to be ready.

NEGOTIATIONS TEAM– LIEUTENANT. SHAWN SHEPHERD

The 2011 year-end review for the Hamilton County Sheriff's Office Hostage Negotiation Team is marked with advancements in team capability through personnel, training, and inter-agency operability. There was an increase in personnel for the team in an effort to find replacements for previous vacancies that the team had experienced in previous years. Once the interview process was completed, all candidates possessed qualities that would greatly benefit the team. Some of those included a degree in psychology, military background, CIT certification, etc. All were recommended for selection and were added. This brought the team total to a number of fourteen (14).



Negotiations Team Training

This gave our team the necessary personnel to create two seven 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.

The team was able to increase capability through the use of a new equipment device that utilizes cellular telephones and recording devices for documentation purposes. The team members learned how to operate the device, and later were able to successfully put it into use

on a call out event. The new members received their Basic Hostage Negotiation training taught by the F.B.I., and the team trained in situational scenarios during regularly scheduled training sessions. The team also continued training and developing relations with other agency negotiators, and have plans to expand upon those efforts through new operational training sessions in the coming 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 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.

Homeland Security Operations –Sergeant Mark King



Hamilton County Sheriff's Office, the Regional Office of Homeland Security

The Hamilton County Sheriff's Office was trained on the Sequoyah Nuclear Facility interactive data for the facility. The information obtained is highly confidential and is to only be utilized when critical response is necessary at the nuclear facility. The data will give the HCSO SWAT team the ability to maneuver throughout the building and structures with virtual intelligence.

The HCSO SWAT Team was present for the annual force on force exercise at the Sequoyah Nuclear Facility conducted in 2011 and also responded to the facility for an equipment review with the Nuclear Regulatory Commission, on the capabilities that the HCSO presently has established that would be a direct response to the facility in the event of a critical event.

The HCSO received numerous intelligence briefs from secure organizations and teams of potential threats and hazards associated with terrorist organizations. The information was assessed and briefed with anyone within the HCSO that may stand to encounter these threats.

The Homeland Security "District Three" Counties and Tactical Teams have continued to stay in contact and utilize resources from one another, during situations that require interaction of capabilities. This networking within the district has placed the HCSO in a positive position as viewed by our state and national counterparts. In 2011 the teams made advancements towards upgrading the overall district and looking at advanced concepts for the future.

Field Training Officer Program – Corporal 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.

FIELD TRAINING OFFICER

For 2011, ten (10) new Patrol Deputies were assigned to the program after completing the Tennessee Law Enforcement Academy. (Three (3) actually began their field training in 2010 but completed it in 2011).

Four (4) new Field Training Officers (FTOs) were selected and trained to give the unit a total of fourteen (14) FTOs within the Patrol Division. There were three (3) FTOs who were promoted or re-assigned to other divisions in 2011 and no longer actively participate in the training of new recruits.

Honor Guard – Corporal 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 2011, the unit had ten (10) scheduled training dates and two (2) specially called training dates to prepare for upcoming ceremonies. The unit participated in thirteen (13) local ceremonies and two (2) ceremonies outside of our local area. The unit was specially requested to post the Colors for the Nashville

Predators Hockey team, which was a nationally televised game.

Members of the unit also travelled to Washington D.C. to attend and participate in the National Law Enforcement Officer's Memorial. While in Washington, four (4) members had the privilege to participate in a ceremony with the Secretary of Homeland Security and the Attorney General. (These members are tentatively scheduled to participate again in 2012)



Photo of National Memorial Event in
Washington D.C.

Motor Fleet Division – Sergeant Mark Williams

The Motor-Fleet Division for the year of 2011 serviced 1,313 vehicles.

24 - Vehicles were added to the fleet which included the outfitting of those vehicles for the respective division that they were assigned.

7 - Vehicles were outfitted for Uniform Patrol

3 - Vehicles were outfitted for the CID Division

3 - Vehicles were outfitted for the Traffic Division (2 motorcycles and 1 van)

1 - Vehicle was outfitted for Civil Process

6 - Police Package SUV's outfitted for K-9

3 - Vehicles were outfitted for the Fugitive Division



ASE Master Mechanic Deric Butler

During the month of August 2011

Motor-Fleet began seeing a fuel problem with the departmental vehicles. The fuel problem started after the County switched to ethanol fuel. This created a serious problem of impurities in the fuel. By year's end twenty one (21) fuel pumps had to be replaced. In total there were seventy one (71) fuel related problems with vehicles which required extended service times and more vehicles out of service.

Marine Division – Sergeant Mark Williams



Marine One on Lake Chickamauga

- The Marine Division assisted the Chattanooga Police and the Tennessee Wildlife Resource Agency in the investigation of two (2) drowning victims. One (1) of the drowning victims was in the vicinity of the Chickamauga Dam and the other was in the Sale Creek area.
- Security was provided for the Riverbend Festival on the waters around the event site during the nine (9) day event.
- During the summer months of 2011 the Marine Division worked the Memorial Day and Labor Day holidays on the water patrolling and doing boating safety inspections and assisting boaters on the waters.

- The July 4th fireworks show at Soddy Lake assisting Soddy Daisy Police with crowd control and water safety at the event.
- Security was provided for the Aqua Pulusia boating event at the Chickamauga Dam. The event was a one (1) day event of several hundred boats tied together listening to music. We provided security around the boats and addressed safety concerns.
- Security was provided around the Sequoyah Nuclear Plant during the 911 Anniversary. We patrolled at different times day and night around the plant during four (4) days.
- Security was provided for the Chattanooga River Front during the Chattanooga Head Race which was a one (1) day event of several hundred skulls (small canoe type boat used for rowing on the water) for a rowing race on the Tennessee River.
- Security was provided for the Head of The Hooch Race on the Chattanooga River Front which was also a rowing event of approximately 1500 skulls racing over three (3) days on the Tennessee River.
- The Marine Division trained with the SWAT Team and the Dive Team during the 2011 calendar year on several water operations and response.

- The Port Security Grant proved very beneficial to the Marine Division for 2011. The Sheriff's Office was able to purchase a new Brunswick (20') Justice Boat with trailer, a 2012 Ford F-350 4x4 truck and bed cover to pull either of our boats. Also, we were able to purchase a side scan sonar and two (2) new motors for the existing boat.



Marine One Patrols the Lake and River

Explorer Program
Explorer Advisor, Traffic Investigator:
Eddie Sledge

The Hamilton County Sheriff's Office Explorer Post has had an extremely productive and rewarding 2011. In February, the Explorer Post traveled to Gatlinburg, TN and participated in the annual Winterfest Explorer Competition. In this Event, over seventy-five (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, Domestic Violence, Individual Physical Fitness, and the Building Search competitions. The Explorer Post placed first in the Domestic Violence Competition, which involved interaction with the simulated victims and the suspect, handcuffing, search, and officer safety skills, and procedural actions. This was no small task, due to the number of teams which compete in each competition.



2011 HCSO Explores



HCSO Explores are inspected
During recent competition

Following the Explorer Posts return home, Explorer Lt. Steven Gaffin and Explorer Eric Crosland appeared on a local public affairs television show, "Trends on 3" broadcast by WRCB. In the show, Gaffin and Crosland outlined activities by our post and the events which occurred in Gatlinburg. Both Explorers represented both the Sheriff's Office and the Explorer Post in an exemplary fashion.

The next event the post participated in was on April 16, at the Scout Blast Law Enforcement Competition held in Lawrenceville, Georgia. During this competition, our post participated in Driving Under the Influence competitions, High Risk Stops, Unknown Trouble, and Tug-Of-War. The post again performed well, placing second in the unknown trouble competition.

- In September, the Explorer Post went on a camping event at Gee Creek State park in Polk County. This was a chance for members of our post to unwind and enjoy fellowship together, a good time was had by all.
- The year 2011 was wrapped up with members of the Explorer Post assisting public affairs in attending and assisting at numerous Christmas parades throughout the County.

Explorer Membership

Membership in the Explorer Post as of 1/25/2012 consists of fifteen (15) Explorers; this is up from eleven (11) 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.

One of the Explorers who turned twenty-one (21), Explorer Lt. Steven Gaffin, was hired by the Sheriff’s Office as a Corrections Officer. This continues the vital function that the Explorer Post has of generating interest in Law Enforcement for young people, thus having quality people who pursue careers in the profession. **This makes a total of nine (9) Sheriff’s Office Employees who got their start here in the Explorer Post.**

The Explorer Post has Explorer Supervisors, chosen by the Adult Advisory Staff, who are in charge of supervising Explorer activities.

Explorer Post Command Officers

- | | |
|-----------------|---------------------|
| Malik Mougrabhi | Explorer Captain |
| Vacant | Explorer Lieutenant |
| Brian Smith | Explorer Sergeant |

Sheriff’s Office Advisory Staff include:

- | | |
|-------------------|-------------------|
| Inv. Eddie Sledge | Explorer Advisor |
| Sgt. Chris Harvey | Associate Advisor |



The Explorer Post would also like to recognize Cpl. Gregg Carson, Dep. Will Valenzuela, C/O Jerami Vandergriff and C/O Shaun Adams for their continued assistance and support of our organization.

Goals for 2012

- The Explorer Post is currently in preparation for the Winterfest competition, and It is our goal to continue to perform well in the competitive events. Our Ride Along Program is doing well, with members of our post riding along with our patrol deputies.
- One of our goals with the Ride-Along Program is to expand to include observation of shifts in booking, as well as possibly the 911 center. We also hope to be more involved in public events with the Sheriff's Office, and to participate in a meaningful way with Sheriff's Office Operations, evolving from a youth group into a true "youth auxiliary", Benefiting the Sheriff's Office in an exemplary fashion. The Explorer Post and its advisory staff, as always, appreciate the support we receive from the Sheriff and the administrative staff.



Explorers displaying their "class A" uniform:

Left to Right; Starting with the first row: Greg Huff, Malik Moughrabi, Brian Smith, Steven Gaffin, Josh Phillips, Ben Harvey, Matthew Stout, Eric Crosland



Explorers graded on their skills
during DUI field testing
competition



Explorers preparing for search warrant competition at Winterfest Competition, Gatlinburg, February 2011. Pictured from Front to back, Ben Harvey, Greg Huff, Brian Smith, Matthew Talley

Explorer Ben Harvey placing a simulated suspect in custody during the felony stop competition at Scout Blast.



Explorers displaying their second place award at Scout Blast,

Front Row L to R; Matthew Talley, Ben Harvey, Malik Moughrabi, Jared Glenn.

Back Row L to R; Brian Smith, Eric Crosland, Quinn Ward



Uniform Patrol:2012 Goals and Objectives



- To provide proactive and professional law enforcement service, working as a team with other units and Law Enforcement Agencies, community groups and individual citizens.
- Identify traffic patterns and violations and reduce traffic accidents. To investigate all motor vehicle accidents including county in-house or county owned vehicles.
- Identify, enforce and remove drunken drivers from our roadways.
- Utilizing K-9 Deputies and dogs in drug detection, building searches, tracking lost or missing children and adults, and apprehension of fleeing or wanted criminals/suspects, along with jail security or suppression during shakedowns/escapes.
- Assisting with Neighborhood Watch/Community Policing presentations regarding crime prevention.
- To service 60% - 75% of all process received.
- Provide access to Computer Aided Dispatch (CAD) information regarding addressees for officer safety purposes
- Expand the use of computers to retrieve more efficient computer generated information useful in locating individuals in regard to non-payment of child support and other IV-E matters
- Tennessee Incident Based Reporting System (TIBRS) – Clerks and law enforcement personnel to review, classify and conduct computer entry of all required incidents within the unincorporated areas of the county.
- Provide the schools with law enforcement personnel who are professionally trained as School Resource Officers to ensure a safe and secure environment.

Event Summary

In 2011 an extremely large and violent tornado outbreak, the largest tornado outbreak ever recorded, and popularly known as the **2011 Super Outbreak**, occurred from April 25 to 28, 2011. The outbreak affected the Southern, Midwestern, and Northeastern United States, leaving catastrophic destruction in its wake, especially across the state of Alabama.

It produced destructive tornadoes in Alabama, Arkansas, Georgia, Mississippi, Tennessee, and Virginia, and affected many other areas throughout the Southern and Eastern United States. In total, 359 tornadoes were confirmed by the National Weather Service in twenty-one (21) states from Texas to New York and even isolated tornadoes in Canada. Widespread and destructive tornadoes occurred on each day of the outbreak, with April 27 being among the most prolific and destructive tornado days in United



States history with a record 208 tornadoes touching down that day. Four (4) of the tornadoes were destructive enough to be rated EF5 on the Enhanced Fujita Scale, which is the highest ranking possible; typically these tornadoes are only recorded about once each year or less.



Proud American Survivors

A violent tornado struck portions of far northwest Georgia and Southeast Tennessee during the mid-evening hours of April 27; the twister set down along Davis Ridge Road in Catoosa County, Georgia, before reaching the town of Ringgold. Between 75 and 100 homes were damaged or destroyed; with the most severe damage occurring on Cherokee Valley Road in Catoosa County, where twelve homes were swept away. A Baymont Inn & Suites, located near Interstate 75 was also partially collapsed by the tornado, along with a McDonald's, a Taco Bell and several gas stations located on Highway 151 in Ringgold at the Interstate 75 interchange

(exit 348), and the Catoosa County Department of Family and Children Services and other businesses on Nashville Street in downtown Ringgold. The Kellerhals Center for Visual Arts Education at Ringgold High School was destroyed (RHS itself had minor damage), and Ringgold Middle School was heavily damaged..

The storm then crossed the Tennessee state line at 8:28 p.m. EDT, into Hamilton and Bradley County, Tennessee, and became a strong EF4, before lifting in Polk County. Many homes in Hamilton County and Bradley County were leveled, with numerous other homes suffering varying degrees of damage. The tornado tore straight through the small community of Apison, devastating much of the town and killing eight (8) people. Homes in the area were swept off of their foundations by the tornado. Severe damage also took place in Cleveland as the tornado moved through several subdivision and neighborhoods, damaging and destroying multiple homes, which resulted in five (5) fatalities in the area. Several trees were felled in Polk County, before the tornado dissipated.



All roads in and out of Ringgold were closed until the morning of April 29; after roads leading to the affected areas were reopened, residents and business owners

were allowed to return, being allowed entry only by providing identification, and informing police a reason why they are entering into the area, in order to curb looting in the storm-damaged areas. The tornado killed twenty people along its fifty-two (52) mile (84 km) path across Catoosa, Hamilton, Bradley, and Polk Counties, including seven fatalities in Ringgold, ranging in age from 16 to 86 years old, including an entire family of four (4), and another eight (8) in Apison, Tennessee, and at least thirty (30) others were injured, some sustaining serious injuries. The tornado was given a rating of EF4 with winds estimated between 175-190 mph. The damage path of the tornado was between one-third and one-half mile wide. This tornado is only the eighth in Georgia to be categorized as an EF4 or F4 on the (Enhanced) Fujita Scale, since official tornado records have been kept in 1950.

Plans and Operations Summary

After the first initial strike of weather during the early morning hours on April 25th the Hamilton County Sheriff's Office responded to significant damage to areas in the West and East sectors of the county. During the response the sheriff's office conducted searches for injured parties and made quick assessments of the damage. During this time the command staff was obtaining intelligence from the Emergency Operations Center and the National Weather Service. The units and command staff deployed in the field were being advised that there were more storms coming and that we needed to make preparations for stronger and more severe weather later that afternoon. After the field assessments were complete all teams were advised to relocate to the Dallas Bay Fire Department Station located on Camp Columbus road. At that time Sgt. King was placed the responsibility to create a roster and make arrangements to prepare for storms being tracked towards out county. At that time a team list was created and all officers were advised to obtain food, water and any type of support need that they may want or utilize for an extended period of time, and then return within one hour for a briefing. During that time three other locations other than the Dallas Bay location were created, (Sale Creek Fire Department, Middle Valley Emergency Medical Station and the Sequoyah Training Center). At each of these locations four to five officers were placed into teams and advised to go to their staging location and hold at those locations and await notification of response by Command or the 911 Communications Center. During that time the command staff had been advised of the West Side distribution of teams and had the East Side complete the same format and prepare as well. The East Side established teams at, (HCSO East Sector Squad Room, Tri-Community Fire Department, Ooltewah High School and East Hamilton High School). During the evening hours as the storms began to arrive into Hamilton County the teams held positions until emergency calls started to come into the 911 center. The West Side of Hamilton County sustained a certain amount of damage with the most destructive area in the Chattanooga Valley area on the West Side. The East Side of the county continued to upgrade in the majority of severe weather and continually sustained severe weather over the evening receiving the worst parts of the storm. As the storms moved past the West Side and continued to upgrade on the East, teams were sent at intervals to support the East Side of Hamilton County until all the West Side teams were eventually on the East Side and Chattanooga Valley areas of the county. During that night the teams were deployed in the field and made life saving rescues. One rescue was on an eight year old boy that had been blown into a tree. Over the next several hours until daylight and true assessments could be conducted all personnel in the field were attempting to check for injured parties and assist Fire and Medical personnel.

Mayor Coppinger is briefed on the situation



Operational Highlights

The amount of damage that Hamilton County had sustained was overwhelming and no span of control was reachable during the onset of this destruction. During the night hours several individuals had been killed and the HCSO Criminal Investigations Division worked to recover the victims that could be located and identified at that time. The following morning HCSO worked with Emergency Management and numerous other resources that began to arrive and provide assistance. Certain deputies and supervisors were given assignments to make all efforts to create operational measures that would first consider life and safety and then further for property and well-being. During the first day Officer E. Mahaffey was given the assignment to handle operations at the Apison Elementary School where Command had been established. Teams were constructed during this time and sent into the field to search for victims and potential recovery of bodies. Over the next several days the Sheriff's Office Command Staff were directly involved with a unified command team that consisted of Fire and Rescue, Law Enforcement, Emergency Medical



Services and Hamilton County Emergency Management. The HCSO continued to provide services that consisted of Command, Operations, Security, Logistics and every other assignment that came in that required a response. Sgt. King and Deputy Kilgore were assigned the task of the Operations Center for the next several days. This destruction demanded resources over a period of numerous weeks that compromised manpower needs to the point of utilizing every agency within Hamilton County, (Collegedale, Red Bank, East Ridge, Soddy Daisy, Signal Mountain, Lookout Mountain and the Chattanooga Police Departments). Deputy assignments were designed to provide security and protection to the damaged areas. Passes were created for home

Lessons Learned by the Hamilton County Sheriff's Office

Looking into the first stages of these storms and the predetermined measures that should be considered as the potential of this type scenario is always a possibility. Look at sites that provide the best protection for



Community leaders and emergency

workers attend briefing

the emergency personnel to stage until they are called to service. At these locations we should also consider what assets and equipment should be available to enhance our emergency teams when abnormal event occur. The deputies should also have an understanding further into other emergency responsibilities so that they can be more valuable in unforeseen circumstances. Command and Control needs an assessment, when unified command is established and what roll each service is responsible for and conducting evaluations that would teach the standards that are put into a protocol. and aggressive tactics to work with our colleagues from other agencies to resolve every situation that was presented.

Conclusion

As documented in the attached report it should be understood that the Hamilton County Sheriff's Office is committed to every action necessary to ensure that our agency provide by whatever means possible an increased knowledge of such events and a pro-active approach to improving our response during future events.



The work was exhausting,
but the rewards immeasurable.

TRAFFIC DIVISION



Prepared by Captain Charles Lowery



TRAFFIC DIVISION



"Precision with Honor, Integrity and Compassion"



The Traffic Investigation Division is comprised of five deputies consisting of one Captain, two Sergeants, and two specialized traffic investigators. All full time personnel are certified crash reconstructionist, with one being ACTAR (Accreditation Commission for Traffic Accident Reconstruction) certified.

The varied responsibilities of the Traffic Division 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.) Traffic deputies make presentations to our local schools, various organizations, and the neighborhood community upon request.

Five Harley-Davidson Police Motorcycles (FLHT-P) are utilized by the Traffic Division in the performance of enforcement, parades, and an escort for VIP's, visiting political dignitaries, and funerals.

Two Volkswagen Jetta Station Wagons, donated to HCSO by Volkswagen of America, have been assigned to the Traffic Division with one being fully equipped as the "Traffic Truck". It contains a Total Station, VC400 Brake Performance Computer, Bosch Air Bag Sensor hardware kit and other tools used to collect and document crash data at a crash scene. The other is utilized by the Traffic Division in the performance of enforcement, parades, and escorts for VIP's, visiting political dignitaries, and funerals.



Traffic Crash Investigative Team



Sergeant Tittle working the “Total Station” during a fatality reconstruction.

The Traffic Division is concerned with child safety and has certified child safety seat technicians (Safe Journey Program) who are available to install and inspect child safety seats. The Traffic Division also consists of nine part-time School Patrol Deputies.

The goal of the Traffic Division is to ensure the continuing safety of the motoring citizens of Hamilton County and to save lives by education, enforcement, and visibility.

All full time members and supervisors of the Traffic Investigation Division are Tennessee Police Officer Standards and Training (POST) Certified Instructors. All are POST Certified Emergency Vehicle Operations Course (EVOC), Standardized Field Sobriety Test (SFST), or Police Motorcycle Operators Course (PMOC) Instructors. Individual members are also POST Certified in Standardized Field Sobriety Instruction, Basic and Advanced Crash Investigation and Crash Reconstruction Instruction, Car Seat Technician Certification, Less-Lethal Weapons Instruction, RADAR/LIDAR Certification, Field Training Officer (FTO) Certification, and Forensic Mapping of Crash/Crime Scenes Certification.

Traffic Division is supervised by Captain Charles O. Lowery, Jr., who is a certified in crash reconstruction expert. Captain Lowery is also charged with writing and administering all Governors' Highway Safety Office (GHSO) DUI and speeding/seatbelt enforcement grants. This activity also involves scheduling, documentation, analysis, and reporting of all activity.



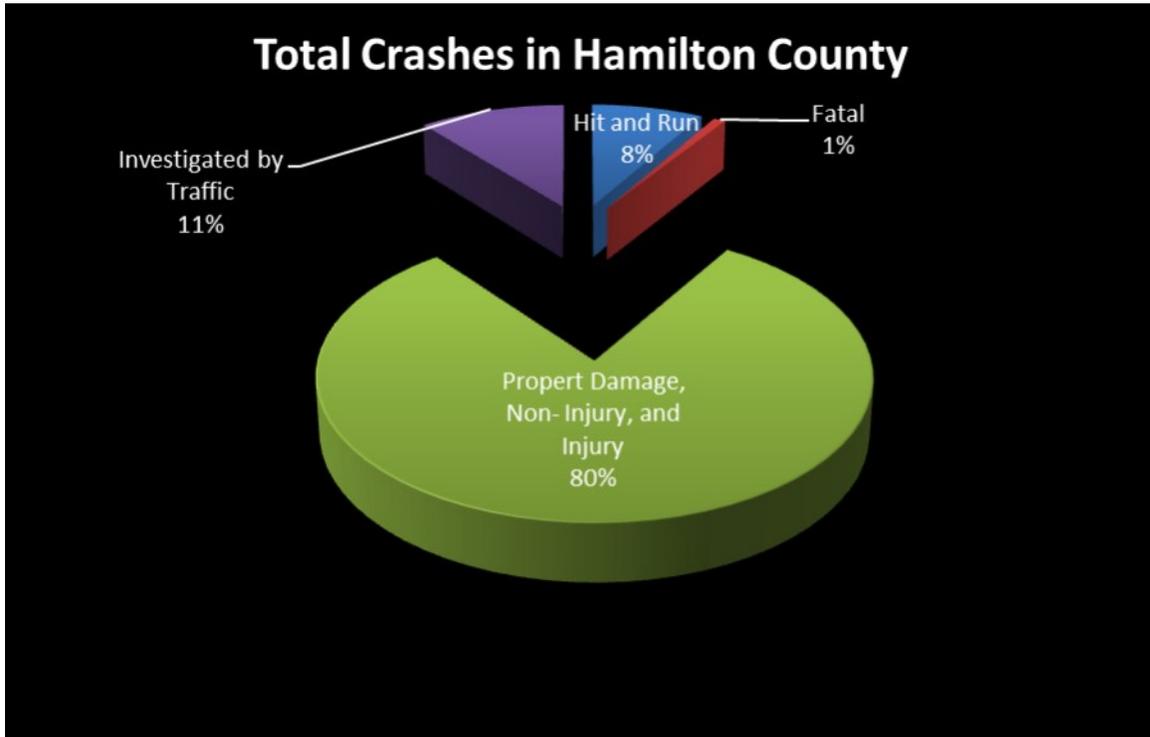
Captain Lowery supervises the HCSO School Patrol members, School Resource Officers (SRO) and the Safe Journey Program employees.

Investigators of the Traffic Division serve in a highly specialized field, requiring more than five hundred (500) hours of specialized training before one can be considered a rookie “crash reconstructionist”. All are court certified “experts” in crash reconstruction.

One member also serves on the HCSO SWAT Team and another administrates the HCSO Explorer Post. Two members are FTOs and one is a POST Certified FTO Instructor. One member is a certified Drug Recognition Expert (DRE) and is working towards becoming a DRE Instructor.

Members of the Traffic Division were “On-call” 24 hours a day, 7 days a week for the duration of 2011, for immediate response as needed and requested.

During 2011, one thousand five hundred-thirty nine (1,539) motor vehicle crashes occurred in the unincorporated area of Hamilton County.



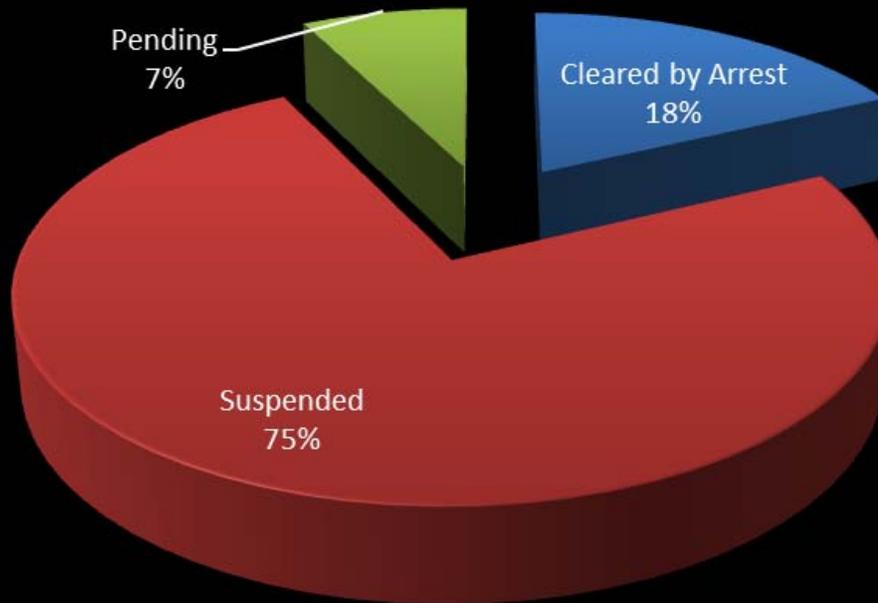
The Traffic Division investigated one hundred seventy seven (177) of the total crashes which equated to eleven percent (11%) of the total crashes. Eighty percent (80%) of the total crashes were property damage, one percent (1%) fatal crashes, and eight percent (8%) were Hit and Run crashes.

Of the total number of motor vehicle crashes, one hundred-thirty five (135) were hit and run crashes, Traffic Division investigated sixty-seven (67) of those crashes. The hit and run crashes investigated by Traffic resulted in the following:

- 18% were cleared by arrest or citation
- 75% were suspended
- 7% are pending due to insufficient information

Nearly 50 air bag sensor modules were imaged and analyzed in 2011 for HCSO crash reconstructions, in-house crashes and other law enforcement agencies in Tennessee for their Vehicular Homicide/Homicide investigations. The HCSO Traffic Division is one of the few agencies in Tennessee that possess the equipment, software, training, certification and experience to collect and correctly analyze the Event Data Recorder crash files.

Hit and Run Crashes Investigated by Traffic

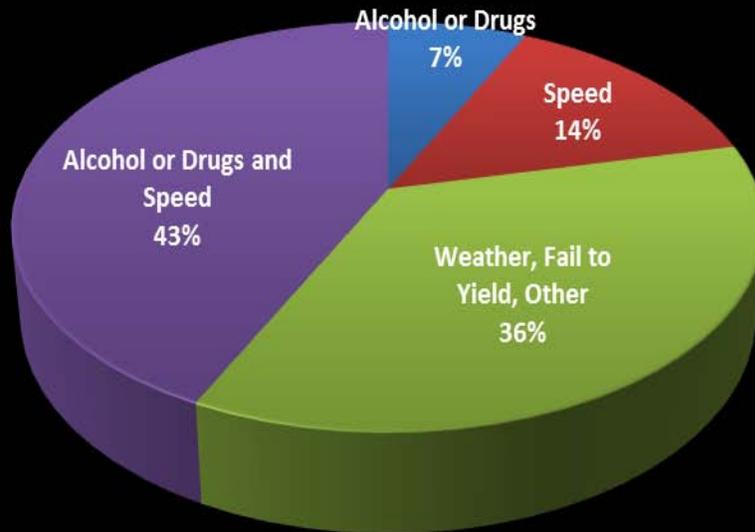


The Traffic Division investigated fourteen (14) fatal crashes, which resulted in seventeen (17) deaths. Alcohol or drug impairment was found to be the sole contributing factor in one (1) of these crashes, which equates to seven percent (7%). Speed was found to be the sole contributing factor in two (2) crashes which equates to fourteen percent (14%). Alcohol or drug impairment and speed combined were found to be the contributing factors in six (6) crashes which equates to forty three (43%) and other conditions such as weather, failure to yield, etc. encompass the remaining five (5) deaths which equates to thirty-six percent (36%).



Sgt. Mark Kimsey, left, and Detective Ed Merritt of the Hamilton County Sheriff's Office talk Thursday on East Brow Road in Signal Mountain. Officers closed the road to check out a red vehicle in the woods that was believed to belong to Gail Palmgren. The vehicle was identified as hers, but no body was found. Photo by Angela Lewis /Chattanooga Times Free Press.

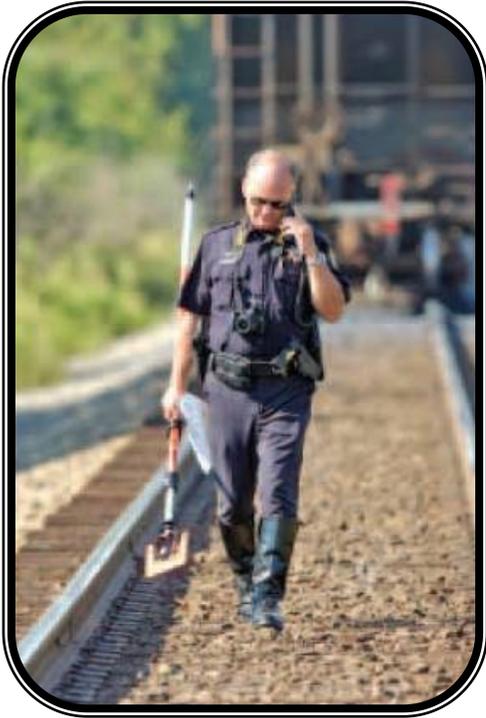
Fatal Crash Investigations Contributing Factors



The Traffic Division, in collaboration with the Chaplains Division, is responsible for official notification of the next of kin of those killed or injured in car crashes in a timely, considerate, and respectful manner. This is the most difficult aspect of our job. Investigators are also tasked with briefing and updating the family concerning the status of the investigation or the progress of the prosecution.

Several crashes, investigated and reconstructed by the Traffic Division in 2011, were “high profile” which gained significant media and public interest and attention. These cases required the Traffic Division personnel to excel in media relations articulate the generated complicated product to a layman. From simple fender benders to detailed reconstructions which involved train versus pedestrian crashes, and crashes that were not discovered for months, all investigations were performed thoroughly, and professionally during 2011. Some crashes required the findings being presented to the Hamilton County Grand Jury for prosecution of drivers involved. Members spend many hours in front of Media press conferences, Grand Juries, depositions and Criminal Court/Civil Court Juries. The Traffic Division works all crashes and assignments as a team and functions as a finely tuned machine in the performance of their duties.

When the tornadoes hit Hamilton County in April of 2011, Traffic Division members immediately responded to the area and worked tirelessly until the storms passed. During the clean-up phase, Traffic Division motorcycles patrolled the affected areas traveling where patrol vehicles and trucks could not go. Hundreds of miles a day were logged during the weeks that followed the disaster. Duties included escorting the media, homeowners, and dignitaries through the disaster zone, working traffic control points, relieving other safety workers, and working minor crashes in the area.



- The Traffic Investigation Division responded when two young people were killed on train tracks in Sale Creek. Although this was not a motor vehicle crash, expertise from the Traffic Division assisted the CID Division in determining what had occurred.
- In December, what had been a seven - month missing person case investigated by the CID Division, was found to have been a crash off a bluff on Signal Mountain resulting in a fatality. All members of the Traffic Division aided in the investigation and reconstruction. Numerous mysteries were solved at the completion of the case.
- During 2011, two (2) double traffic homicides, from 2010, were worked to successful conclusions when the drivers were charged and convicted on criminal charges from these fatal car crashes.

Another vehicular homicide prosecution, stemming from a 2007 traffic homicide, concluded with a guilty verdict after Traffic Division personnel spent a week in a Hamilton County Criminal Court.

Crash reconstructions are exceedingly detailed and technically challenging. Traffic Division personnel are trained, certified, and experienced in the use of electronic measuring devices, air bag sensor, powertrain control module imaging, forensics, photography, crime scene processing, brake testing, computer aided diagramming, and the use of complicated scientific calculations to accurately reconstruct and generate “to-scale” animations of traffic crashes. These reconstruction reports are subsequently examined by Assistant District Attorneys, Defense Counsels, Judges, Juries, Insurance Agents and Adjustors, Traffic Engineers, and other private Crash Reconstructionist.

Traffic Division members traveled across Tennessee instructing other law enforcement officers in crash reconstruction. Members taught at the Tennessee Highway Patrol Academy, Smyrna Police Department, the Tennessee District Attorney General’s Conference Vehicular Homicide Seminar, and other GHSO Courses presented within Tennessee.



TRAINING:

- An 80 - hour Basic Crash Investigation
- An 80 - Hour Advanced Traffic Crash Analysis
- A 24 - hour Field Training Officer School
- A 80 - hour Basic Police Motorcycle Operator's courses were developed and taught in conjunction with the HCSO Training Division.
- The one-day EVOC modules, required by the Vanessa K. Free Act (a crash reconstructed by the HCSO Traffic Division) for all HCSO In-Service classes were taught by the Traffic Division.
- The Traffic Division instructed and certified the entire Lookout Mountain, Tennessee Police Department, several officers with the Signal Mountain Police Department, and several deputies with the Meigs County Sheriff's Department in RADAR/LIDAR use.
- All HCSO Traffic members attended a 40 - hour In-Service recertification course.

Speed Trailers and the Speed Spy were distributed throughout Hamilton County for purposes of identifying specific areas where speed appears to have been a problem. These speed surveys served to lower the collective speed of motorists without resulting in excessive down time for Traffic Division or Patrol Division personnel. The data gathered was analyzed and distributed to the Sheriff, Neighborhood Watch Program Coordinator, the Public Information Officer, Patrol Division Supervisors, Elected Officials, and the Hamilton County Traffic Engineer's Office.

The Traffic Division participated in all GHSO sponsored activities, such as the quarterly GHSO Network Meetings, Hands across the Border events, and all DUI/Seat Belt and Child Seat Safety Checkpoints held in the region throughout 2011.

The Traffic Division works with the Hamilton County Health Department Advisory Committee on Traffic Safety (ACTS) and attends the ACTS quarterly meetings to discuss, study, and address traffic safety issues. During 2011 the Traffic Division members participated in "Mock Crashes" organized and produced by ACTS at several Middle and High Schools in Hamilton County. These staged events brought the realism and heartbreak of a fatal car crash to soon-to-be-driving, or driving, young people.

The Traffic Division regularly briefs members of the Hamilton County District Attorney General's Office on crash reconstruction issues and trains new prosecutors in aspects of crash reconstruction.



- Members regularly taught at the University of Tennessee at Chattanooga Criminal Justice Program to instruct collegiate future law enforcement officers in facets of traffic crash reconstruction. Instruction was also given at the ITT Technical Institute on Police Report Writing.
- A half-day curriculum for “Applied Physics for Middle School Students” and “Applied Physics for High School Students” has been developed and distributed to the SRO Division. SRO’s use this program to demonstrate to Middle and High School Mathematics and Physics students the science they are learning can be applicable even after they graduate.
- Traffic Division has also participated in one hundred seventeen (117) funeral and dignitary escorts. Each escort must be meticulously planned, and executed with precision, to ensure the safe passage of all the elements, units, and the escorting officers. Almost all escorts involved working with different agencies (Local, State and Federal).
- The Traffic Division traveled across the Southeast US to assist other agencies in escorts for fallen officers as well as honor those officers, agencies, and families. During 2011, there was not one crash or mishap during these escorts and all participants were moved safely and efficiently with little or no delay to other motorists.
- The HCSO Traffic Division was responsible for coordinating the outside agency police motorcycle/vehicle response for the funeral escort of Chattanooga Police Department Sgt. Tim Chapin, who was killed in the line of duty in the spring of 2011. Nearly one hundred (100) police motorcycles from across the Southeast United States traveled to show respect, participate, and assist in the funeral escort. HCSO Traffic corresponded with numerous law enforcement/public safety agencies and generated a comprehensive Motor Operations Plan. This plan was executed flawlessly to honor Sgt. Tim Chapin. The permanent “Thin Blue Lines” painted across 7 lanes of State Highway 153 in Hixson, Tennessee, are a product of this HCSO generated Motor Operation. Every time anyone crosses these lines, Sgt. Tim Chapin, and all our fallen brothers and sisters are remembered.





The Traffic Division administrates and maintains the Tennessee Integrated Traffic Analysis Network (TITAN) crash reporting system for the HCSO. All crash reports generated by the H.C.S.O. are reviewed and accepted before the reports are sent to the TITAN server in Nashville for dissemination to interested parties and for traffic crash analysis. The HCSO maintains one of the best error free percentages in Tennessee. All TITAN updates and TITAN trainings were conducted by the Traffic Division. The Traffic Division compiled statistics and analysis of crash trends monthly, in order to directly appropriate our limited resources to high crash areas. District by district analysis was also performed each month. The Traffic Division attended TITAN training and built the curriculum for the new TITAN ‘Map It’ software that will be disseminated in early 2012.

The Traffic Division participated in thirty - two (32) special assignments to include Christmas Parades, Armed Forces Parade, Law Enforcement Memorial Week Ceremony, 9-11 Memorial Parade, Tri-State Public Safety Memorial, and 4th of July Parades across Hamilton County.



The 911 Memorial Ceremonies

The Traffic Division conducted twenty - eight (28) in-house crash investigations/reconstructions along with providing back up for district cars on calls and working special assignments. Ten (10) crashes were reconstructed for court purposes, five (5) scale diagrams were generated and drawn, and other agencies were assisted with areas of investigations thirteen (13) times.

TRAFFIC DIVISION AWARDS



Sheriff Hammond Presenting a Challenge Coin to: Investigator Eddie Sledge

Members of the Traffic Division were awarded the **Chattanooga Optimist Club’s Officer of the Year**, the **UTC Southeast Command and Leadership Academy “Gavel Award”** and **“Top of Class Award”**, a **30 Year Award**, and one member was awarded a **HCSO Challenge Coin** during 2011. Numerous written commendations and Thank You correspondence from the public were received by the Traffic Division during 2011.



The Traffic Division of the Hamilton County Sheriff's Office performs many functions, some which are last minute requests and all require extreme diligence, proficiency, comprehensive and careful planning.

Merging training, knowledge, and the cutting-edge technology we have been provided, traffic division has the ability to serve the citizens of Hamilton County, Tennessee in a professional manner.

The Traffic Division assists and accentuates all other divisions in the HCSO on a daily basis. We work hand-in-hand with other divisions, and agencies.

The Traffic Division of the Hamilton County Sheriff's Office is specialized, highly trained, diligent and recognized as among the best traffic investigators in the Southeastern United States.

I would like to express in this annual activity report the importance and necessity of having additional personnel assigned to the Hamilton County Sheriff's Office Traffic Division.



Traffic Motors escorting during the 911 Memorial Service 2011.

Motor Officers Salute as Sergeant Tim Chapin's funeral procession passes



Motor Officers with American Idol runner-up *LAUREN ALAINA*

SCHOOL PATROL DIVISION



School Patrol Division

There are currently nine part-time deputies assigned to different school zones throughout Hamilton County. These School Patrol Officers provide morning and afternoon traffic control for elementary, middle and high schools in the unincorporated areas and the City of Lakesite.

The School Patrol Officers provide a great service, working in concert with the principals and staff at the assigned schools in traffic control delivering our children to and from school daily. These School Patrol Officers also assist during special events that require extra traffic control. Their professionalism exemplifies the work ethic and dedication of the traffic division.

“**Safe Journey**” addresses occupant protection and the correct use of child passenger safety devices (car seats) through public and professional education and awareness. Safe Journey is an education outlet for community organizations and agencies interested in offering child passenger safety information and education to families and caregivers of young children. The staff of Safe Journey conducts weekly car seat checkpoints in Hamilton County and surrounding areas.

The Safe Journey Program inspected 893 child seats and performed 88 static Child Seat checks.



STAFF PHOTO



SAFE JOURNEY PROGRAM

Safe Journey, a unit of the Hamilton County Sheriff's Office, addresses occupant protection and the correct use of child passenger safety devices (car seats) through public and professional education and awareness. Safe Journey is an educational outlet for community organizations and agencies interested in offering child passenger safety information and education to families and caregivers of young children. The staff of Safe Journey conducts weekly car seat checkpoints in Hamilton County and special checkpoints in the surrounding Mid-Cumberland region of Tennessee.

The goal of the Safe Journey program is to reduce the rate of death and injury to children involved in motor vehicle crashes in the Mid-Cumberland region of Tennessee.

The objective of the Safe Journey program is to increase the number of children traveling, in properly fitted and installed child restraint devices by providing education to parents, grandparents, caregivers, and other family members whose responsibility may be to transport a child. Safe Journey will provide car seats, when possible, to those in need.

Parents and caregivers of children nine (9) years of age and younger are the target audience of Safe Journey focusing on those who are at a greater risk of motor vehicle injuries to include but not limited to lower income populations, minority groups, and rural underserved populations.

Each member of the Safe Journey team, Becky Campbell, Janet Howerton and Sharon Patten, has more than nine (9) years of experience in the field of child passenger safety and are Certified Child Passenger Safety Technicians. Child Passenger Safety technicians teach families how to properly install, adjust already installed child passenger seats, and will recommend the correct seat based on the age, weight, and size of the child.

The Safe Journey program is funded through a grant from the Tennessee Governor’s Highway Safety Office administered through the Hamilton County Sheriff’s Office.

CHILD PASSENGER SAFETY

Motor vehicle crashes are the leading cause of death among children in the United States. In 2009, 1,314 children ages 14 years and younger died in motor vehicle crashes, and approximately 179,000 were injured. Many of these deaths can be prevented. 73 % of car seats are not used correctly. Nearly one-half of the children who die in crashes are completely unrestrained.

SAFE JOURNEY STATS FOR 2011

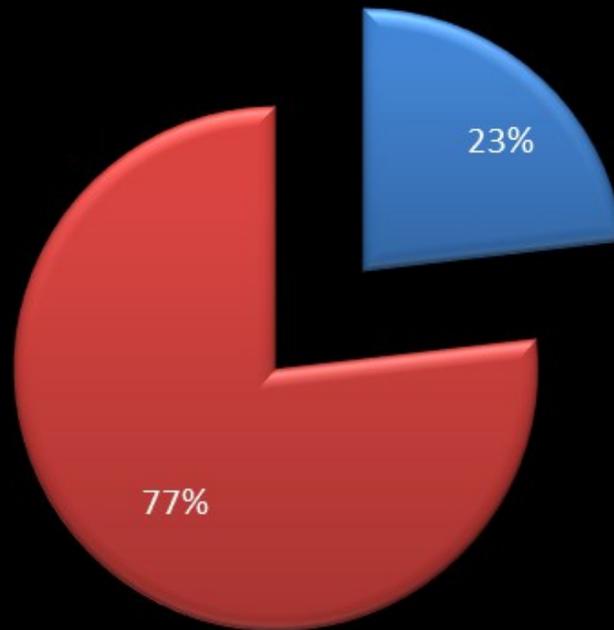
Car seats installed/inspected:	965
Car seats distributed/provided:	378
*Number of checkpoints	85
Overall misuse/ Improperly Installed	741

Becky with SAFE JOURNEY weighing children for the correct child safety seat.



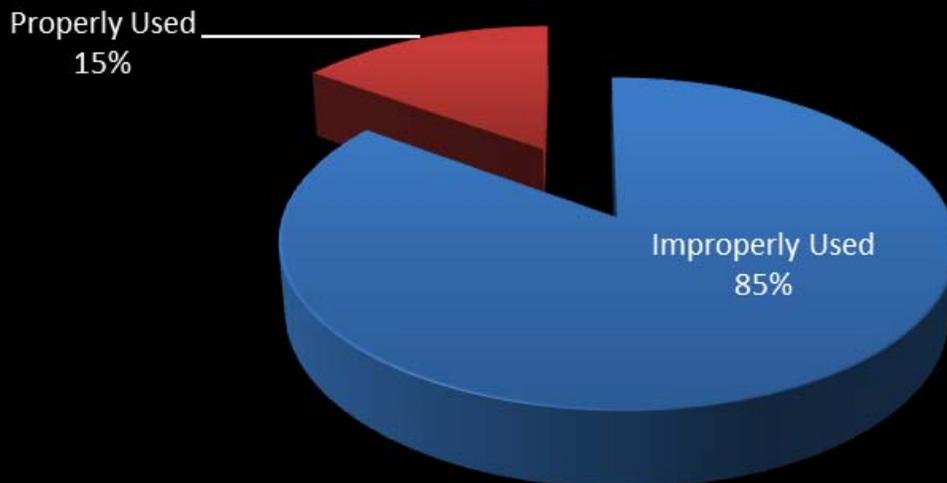
National Usage of Car Seats

■ Used correctly ■ Used Incorrectly



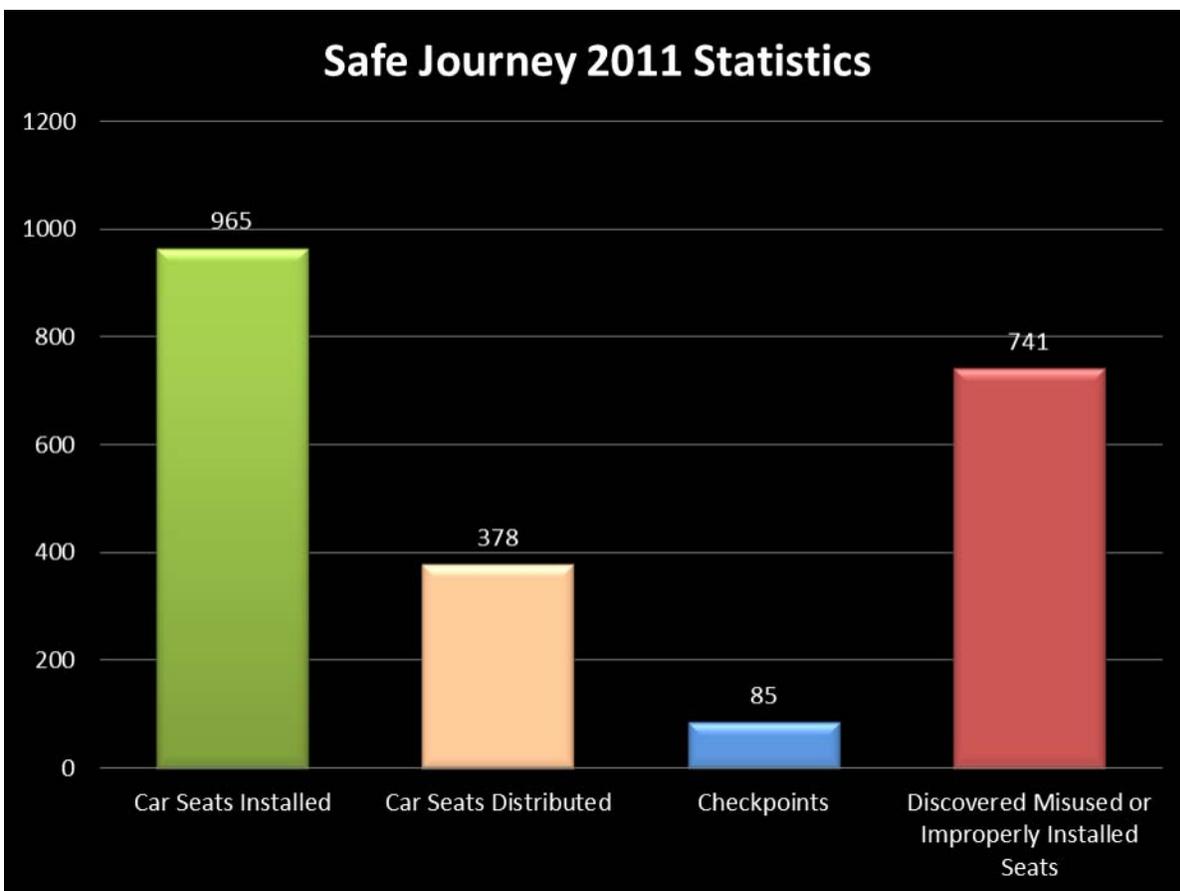
It is the responsibility of every single parent and caregiver to ensure the child and/or children they are transporting are properly and safely restrained - *every trip - every time*. When it comes to the safety of a child, there is no room for mistakes. Studies have shown that an estimated 85% of children in child safety seats are improperly restrained. Even the smallest of details are important when protecting our children. Safe Journey offers parents/caregivers the opportunity to have their car seats inspected and/or installed and to learn how to correctly use their car seats

Local Use of Car Seats



According to the Center for Disease Control, every hour 150 children between 0 and 19 years of age are treated in hospital emergency departments for injuries sustained in motor vehicle crashes. More often, children between the ages of 5-19 years die from crash-related injuries than from any other type of injury.

- Child safety seats (car seats) reduce the risk of death in passenger cars by seventy-one percent (71%) for infants and by fifty-four percent (54%) for toddlers, ages 1 to 4 years.
- There is strong evidence that child safety seat laws, safety seat distribution and education programs, community-wide education and enforcement campaigns, and incentive-plus-education programs are effective in increasing child safety seat use.
- For children 4 to 7 years booster seats reduce injury risk by fifty-nine percent (59%) compared to seat belts alone.
- All children ages 12 years and younger should ride in the back seat, riding in the back seat is associated with a forty percent (40%) reduction in the risk of serious injury.
- Child passengers should never be seated in front of an airbag



SCHOOL RESOURCE OFFICERS



Prepared by Lt. Shaun Shepherd

HAMILTON COUNTY SCHOOL RESOURCE OFFICERS



The Hamilton County Sheriff's Office currently has deputies assigned to nineteen campuses within the Hamilton County School District, down from twenty - one 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. These officers were assigned as partners to HCSO deputies at Brainerd and Howard High Schools. Last year there was a challenge implementing as well as adjusting to the differences in agency to agency policies, procedures, methods, and training. This has been streamlined successfully with a change in one of the two officers from last year. The replacement officer at Brainerd High has worked out tremendously well and has settled in to the new assignment. The officers 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.



SRO Counseling Students



Building relationships of trust

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 and be available for any other circumstances.

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.



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 non-intrusive 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 counsel 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 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. 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 three schools that previously had an SRO assigned, Lookout Valley Middle/High, Dalewood, and Brown Middle, which has a vacancy due to the previous deputies leaving the agency for another job or retirement. 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 twenty one 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, a replacement for the vacant position at Lookout Valley Middle/High, Brown and Dalewood Middle, as well as additional sergeants 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.



SRO teaching a class

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

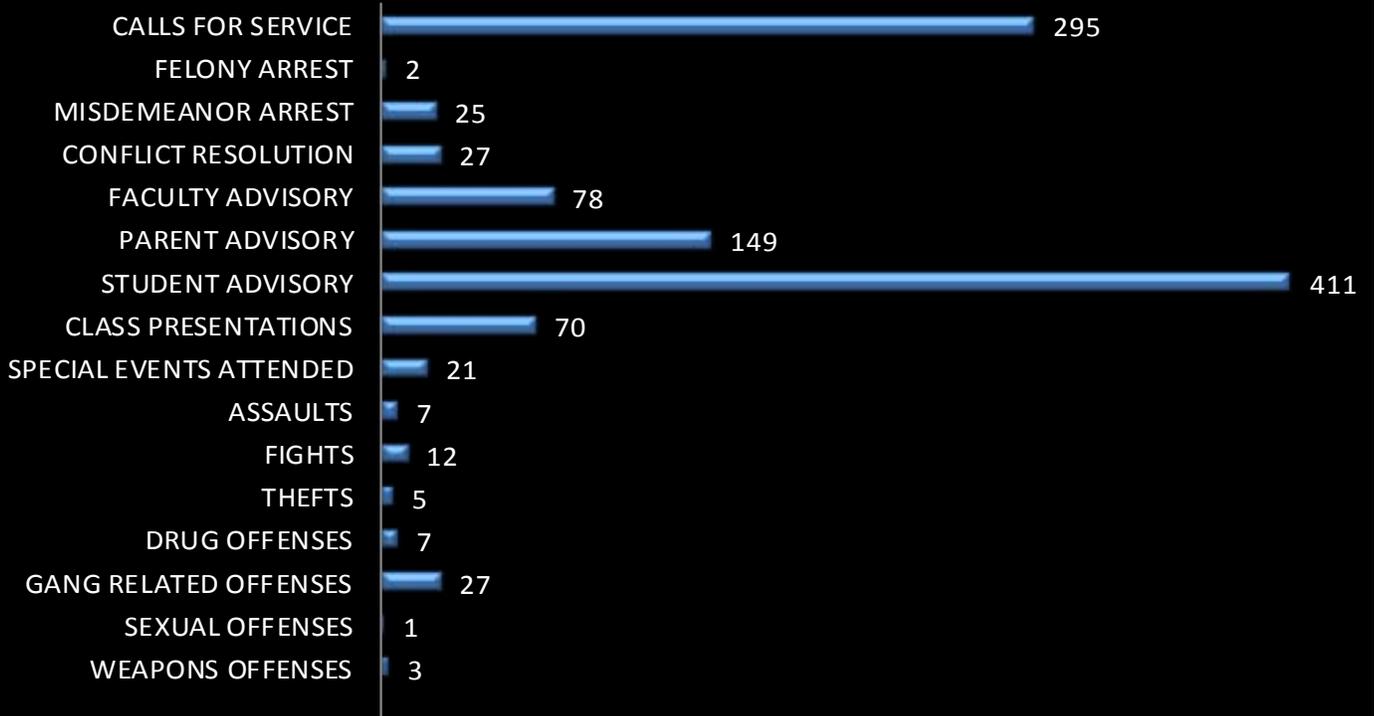


SRO's assist students with their work

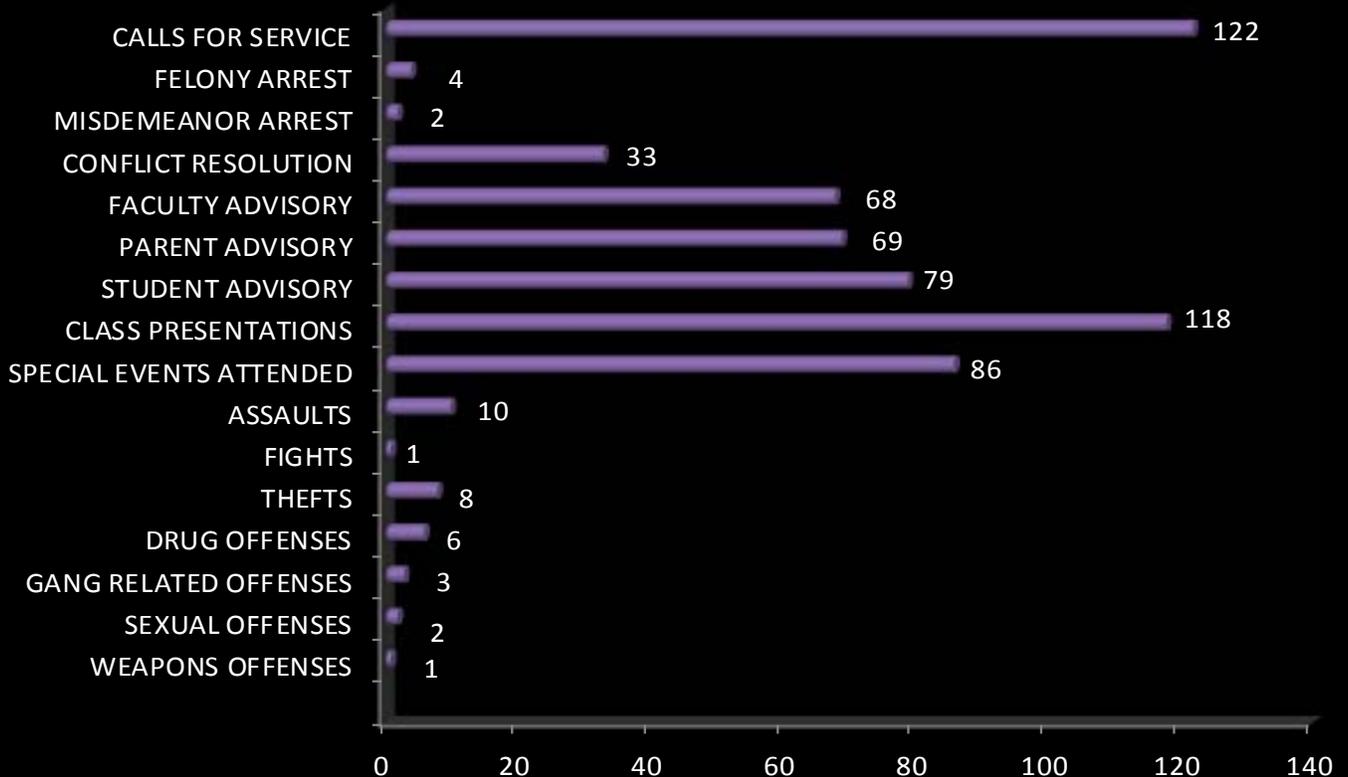
Community of Hamilton County can be proud of and can help ensure the futures of our children. It is recommended that the program continue in the direction already established, but with consideration of meeting those personnel needs previously stated.

In the following pages, please find the Statistics for the different schools that our SRO's are currently working.

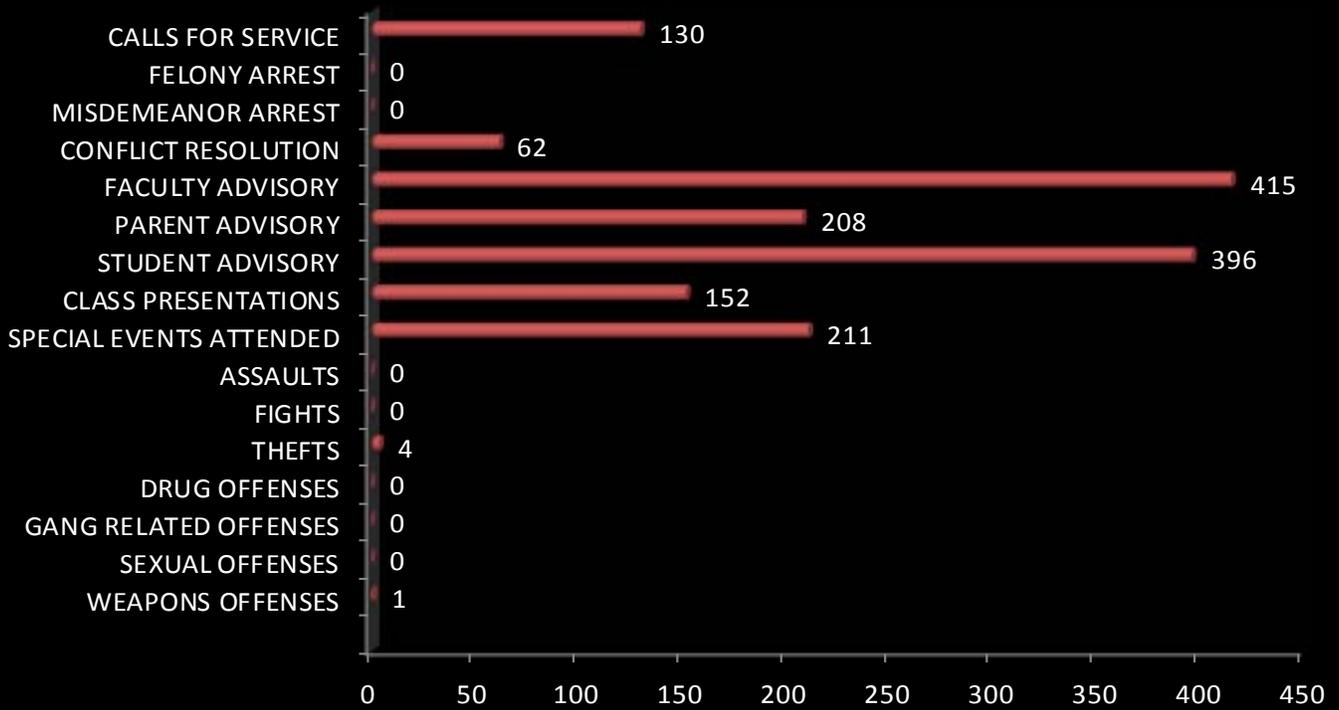
BRAINERD HIGH



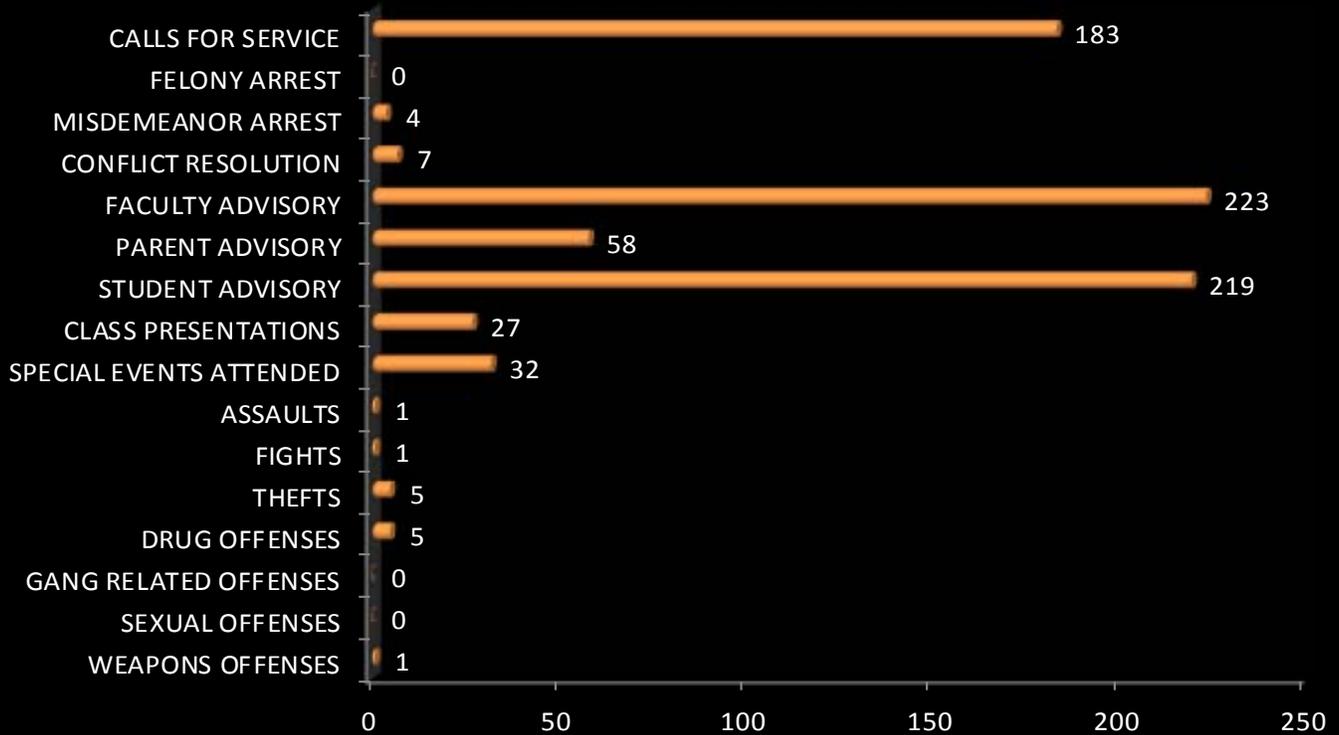
CENTRAL HIGH



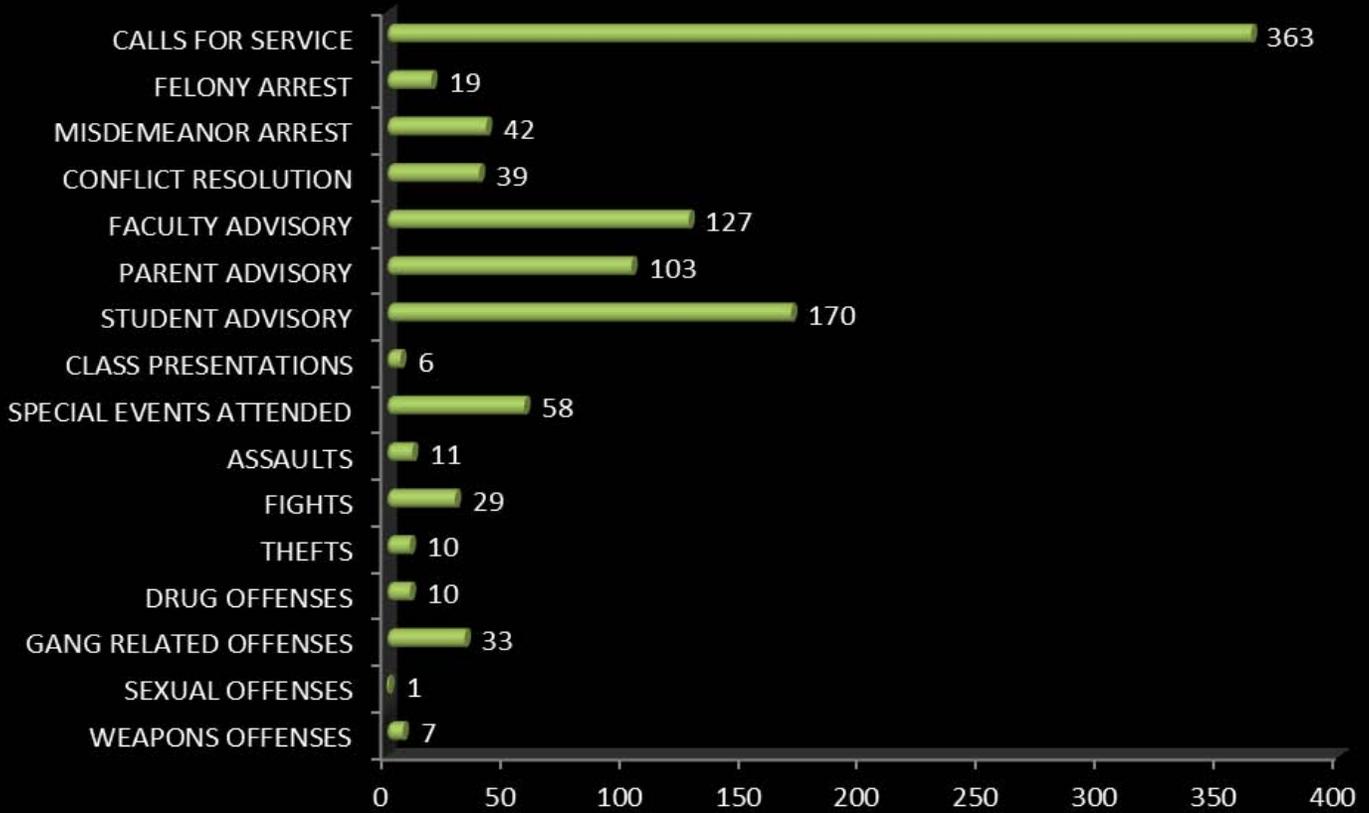
EAST HAMILTON HIGH



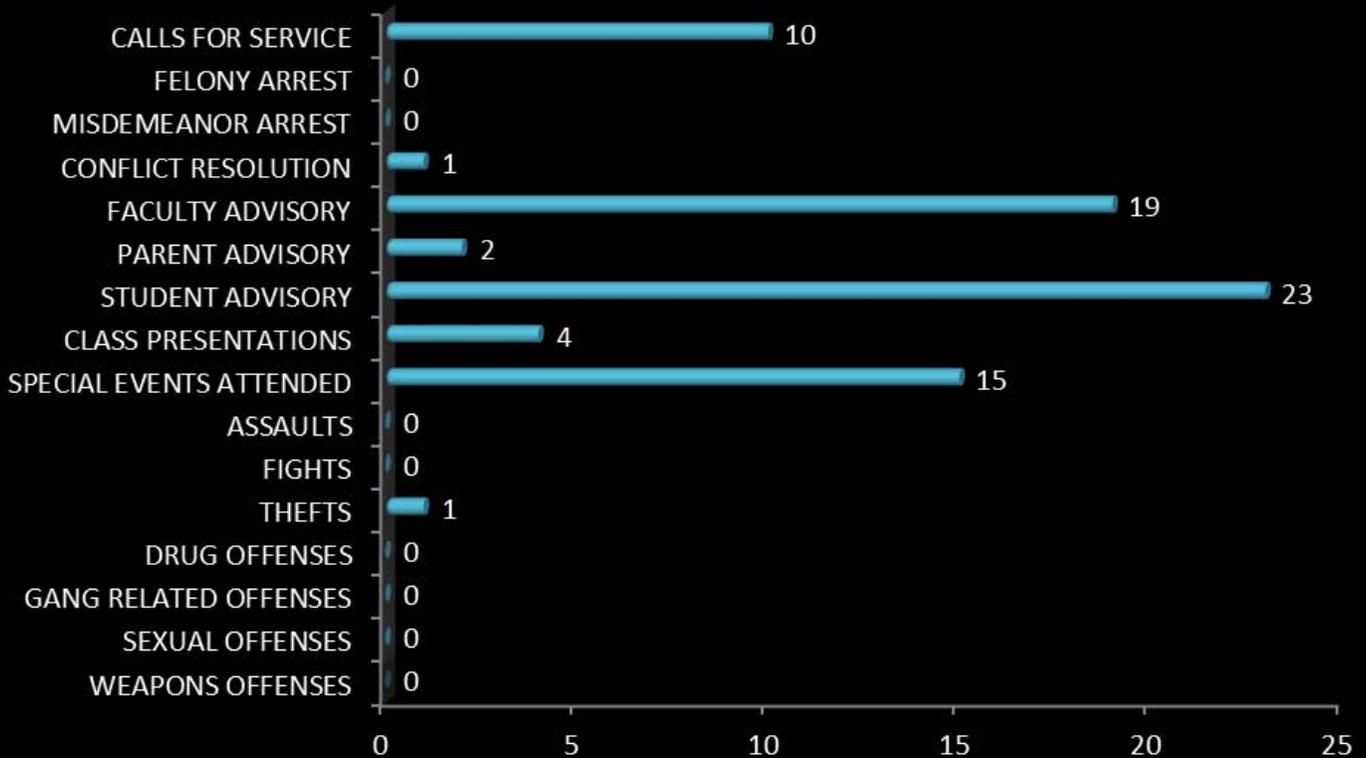
HIXSON HIGH



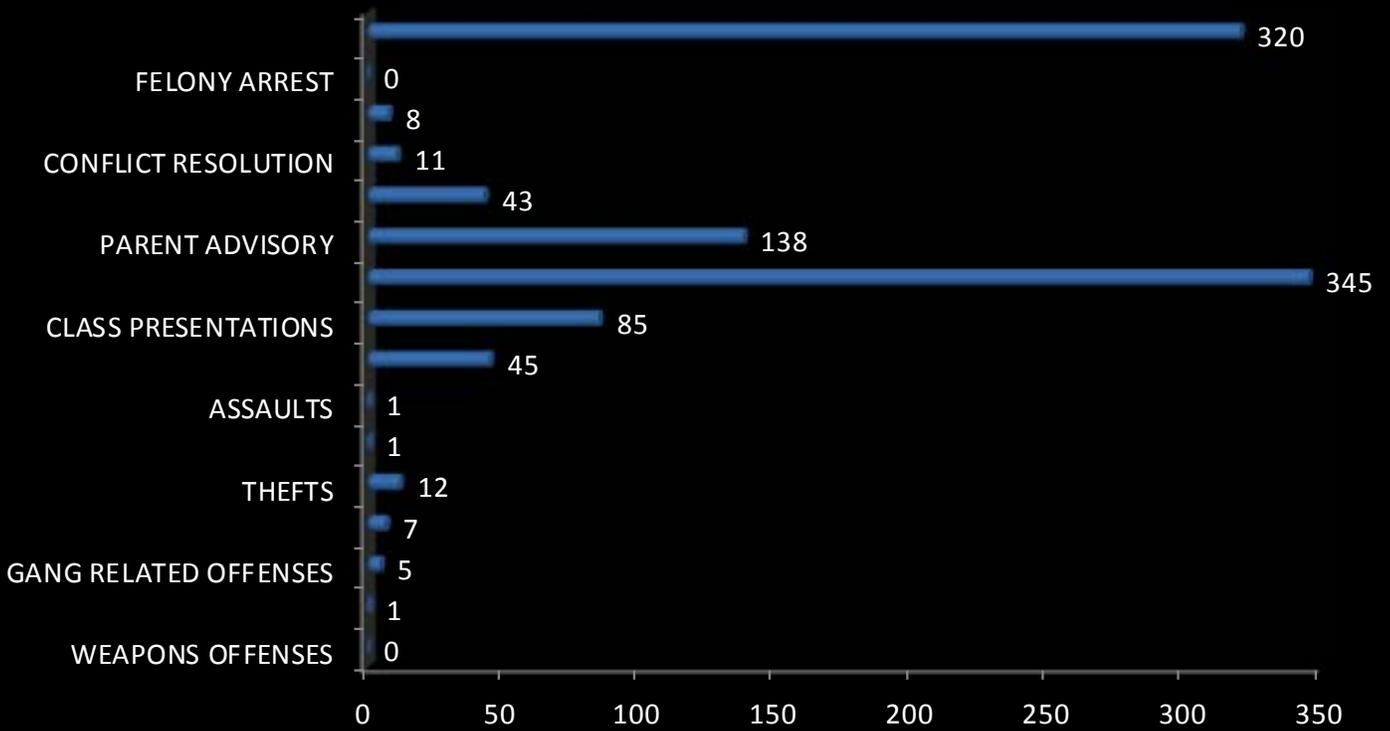
HOWARD HIGH



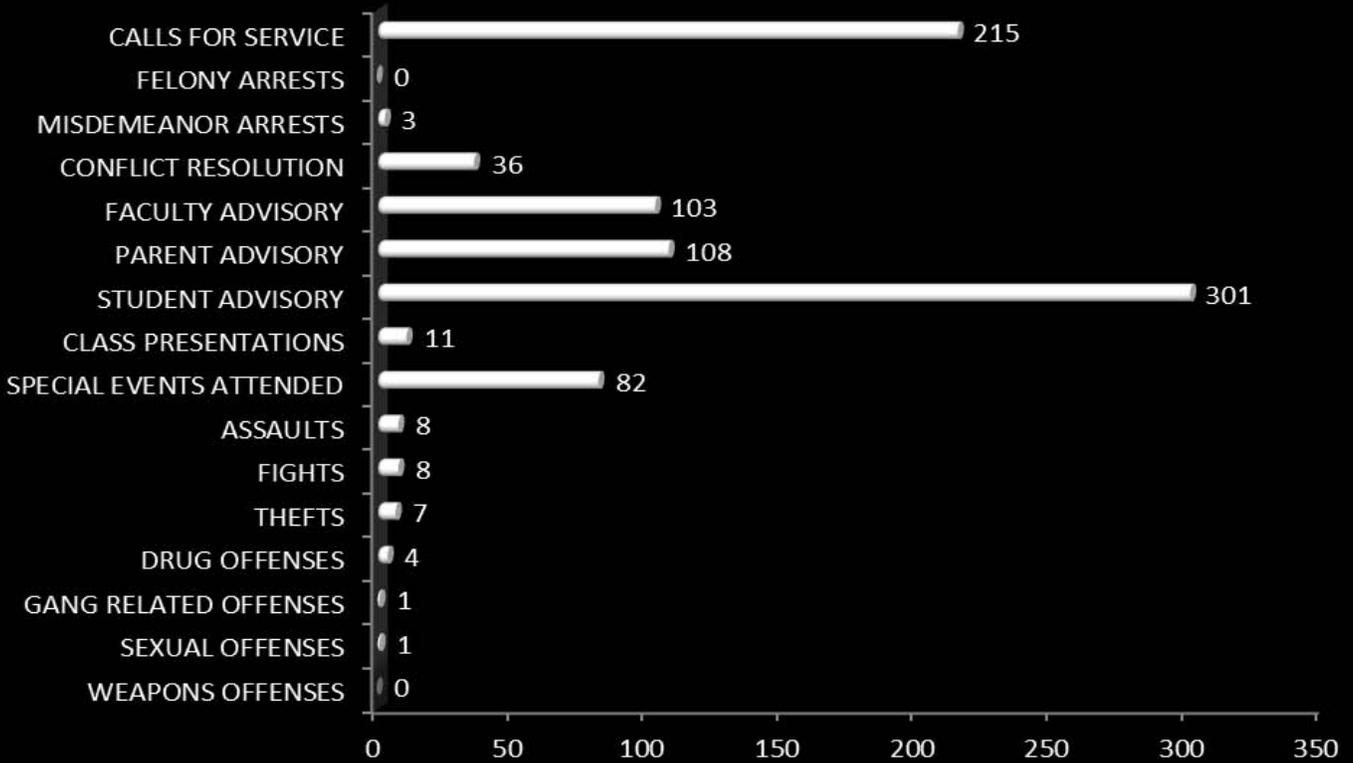
LOOKOUT VALLEY HIGH



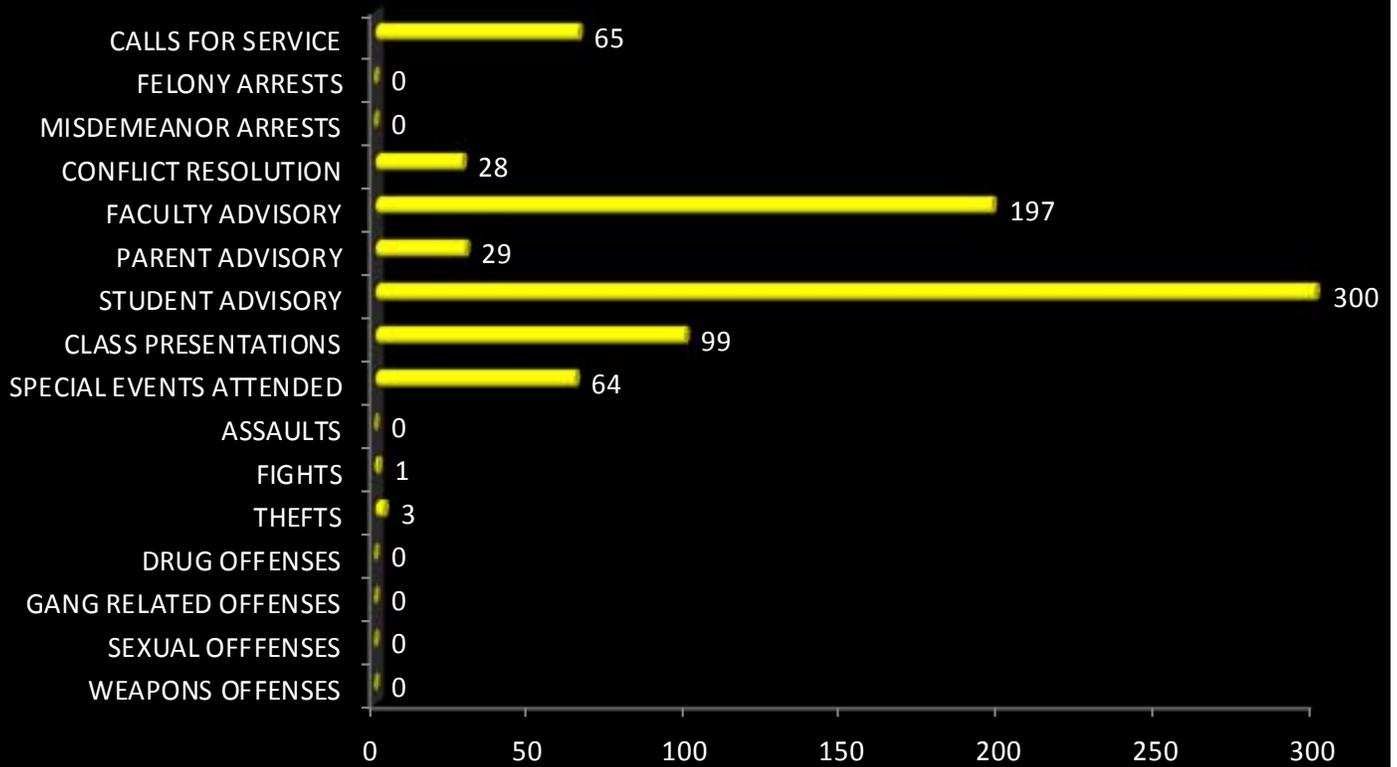
OOLTEWAH HIGH



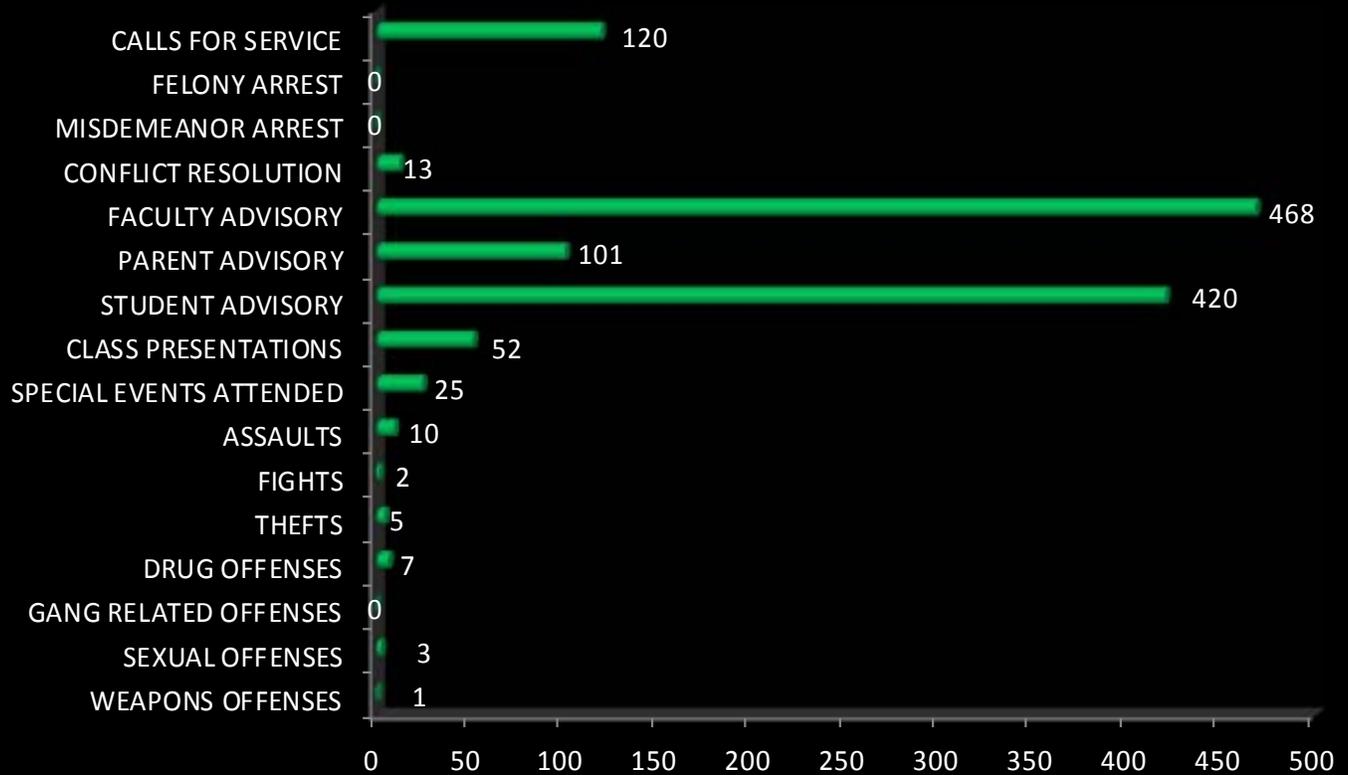
RED BANK HIGH



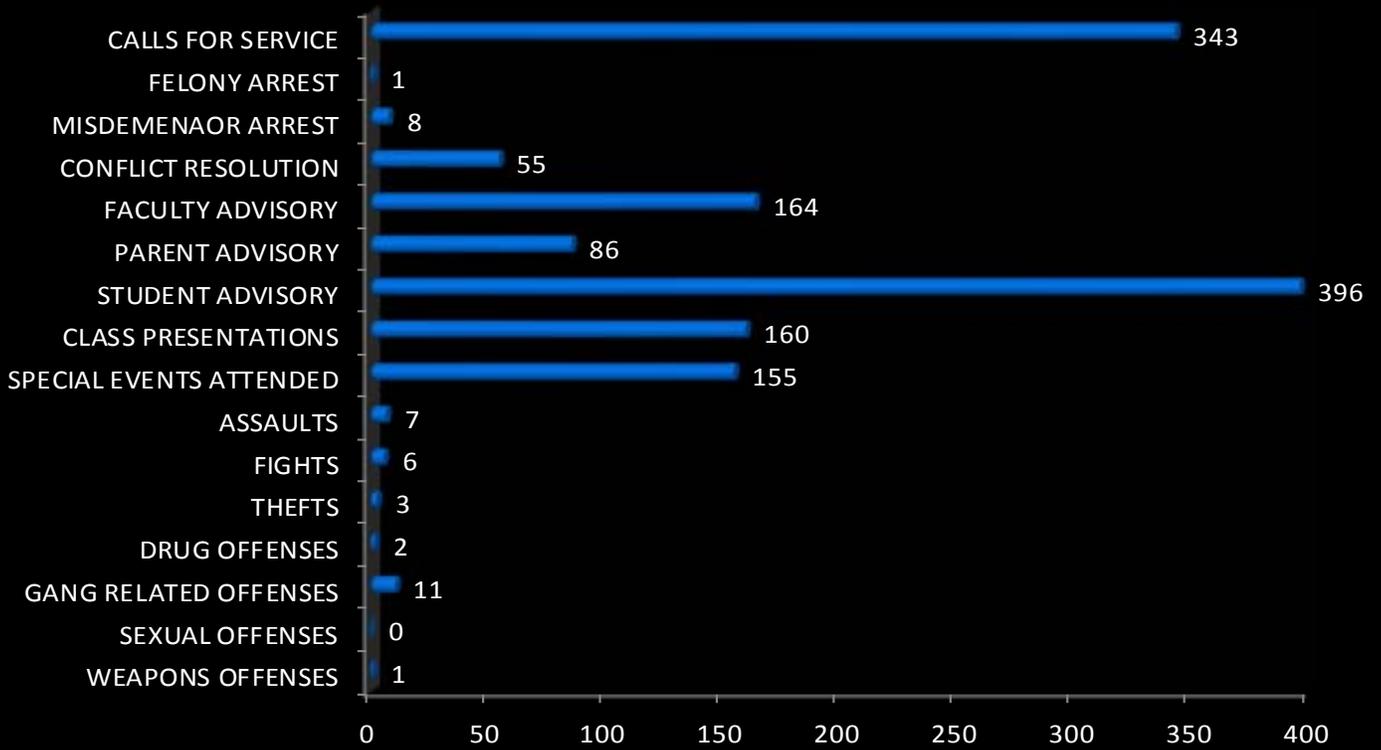
SALECREEK MIDDLE/HIGH



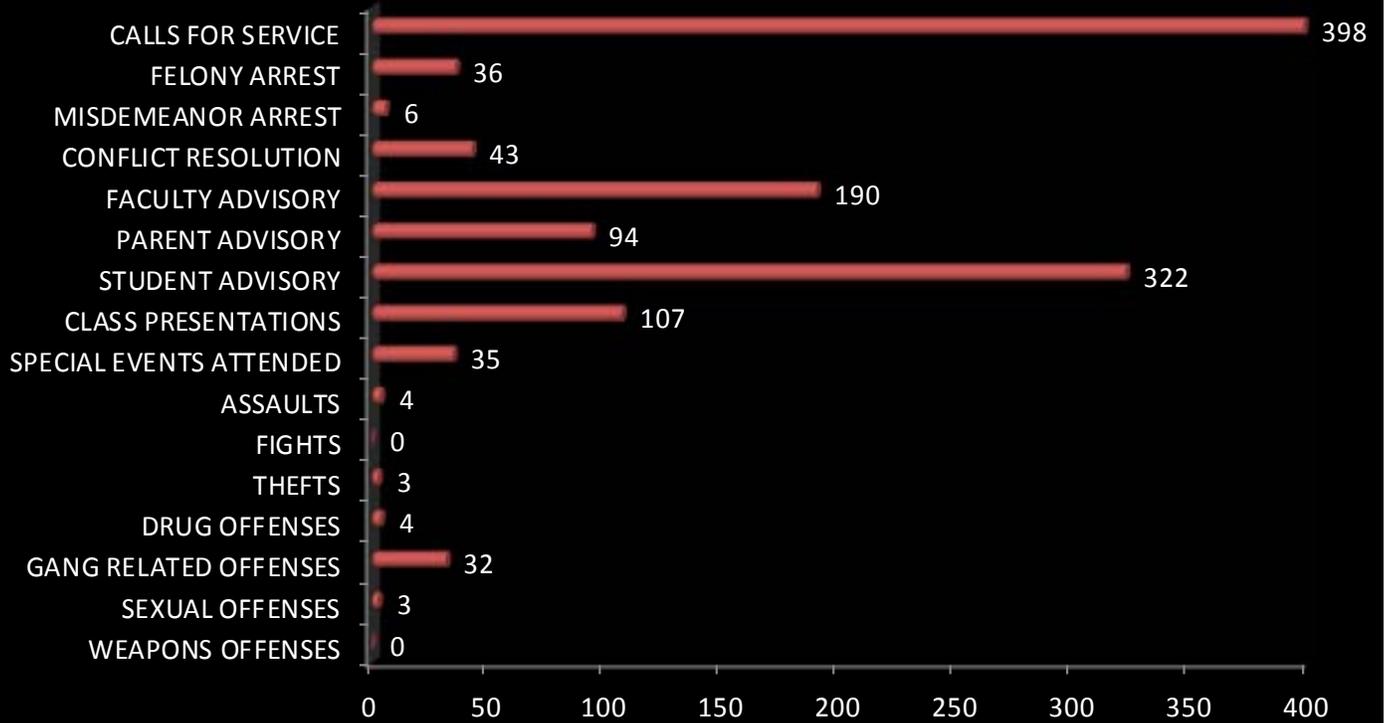
SODDY DAISY HIGH



TYNER HIGH



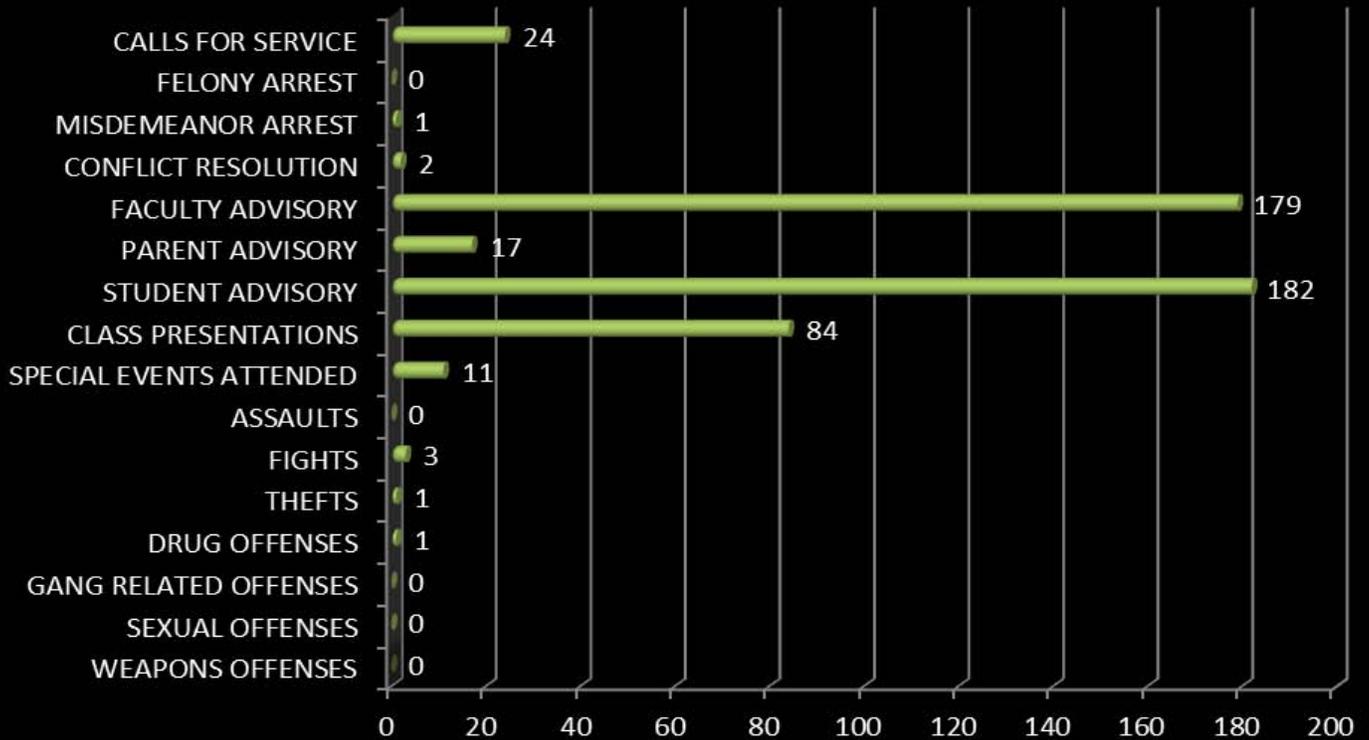
WASHINGTON ALTERNATIVE HIGH



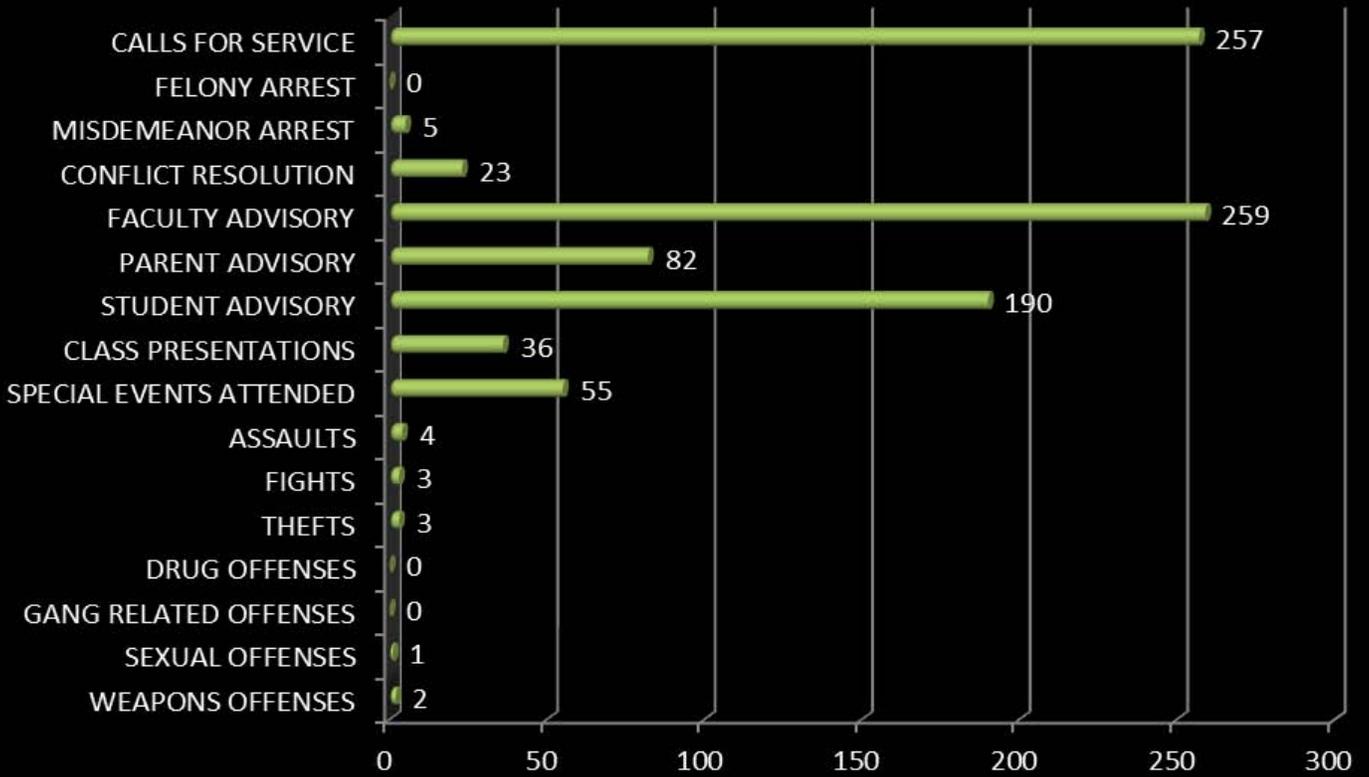
BROWN MIDDLE SCHOOL



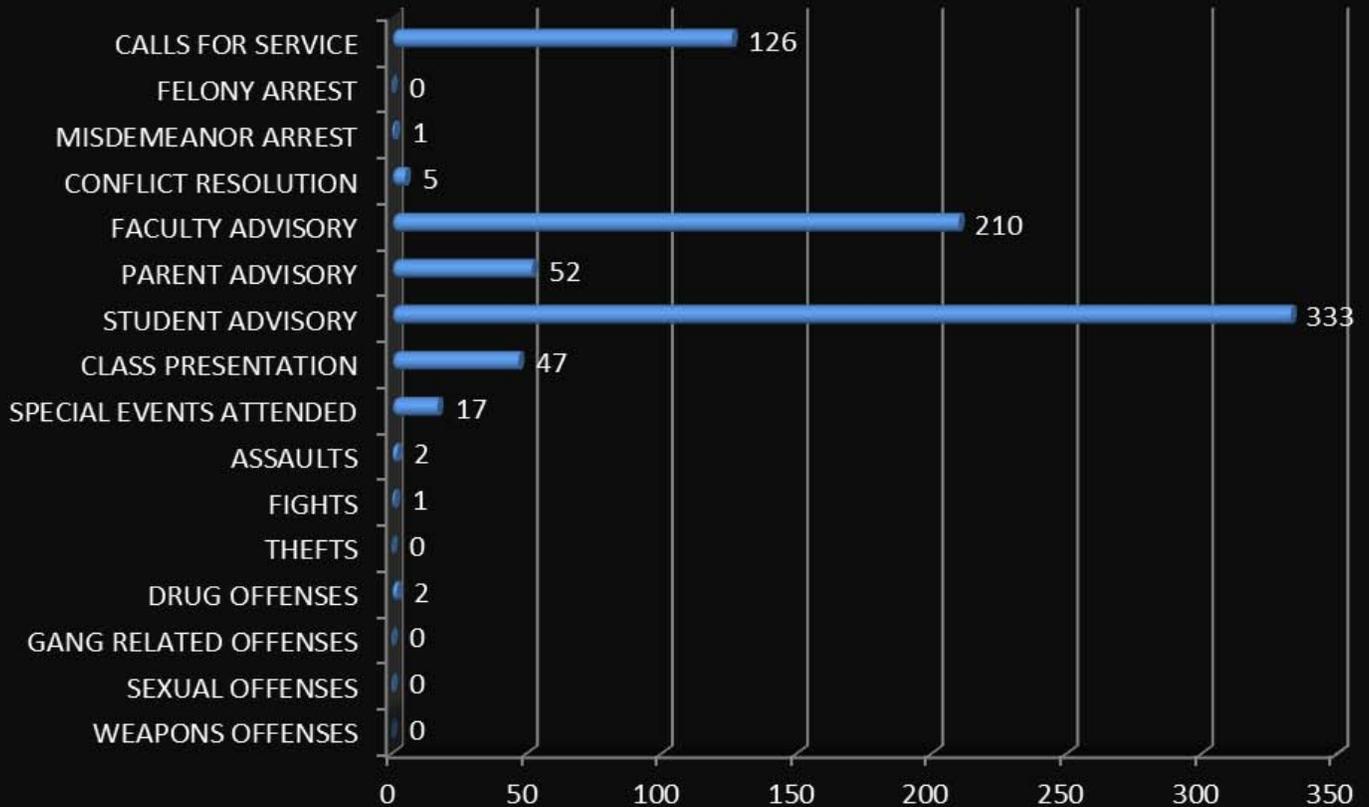
EAST RIDGE MIDDLE



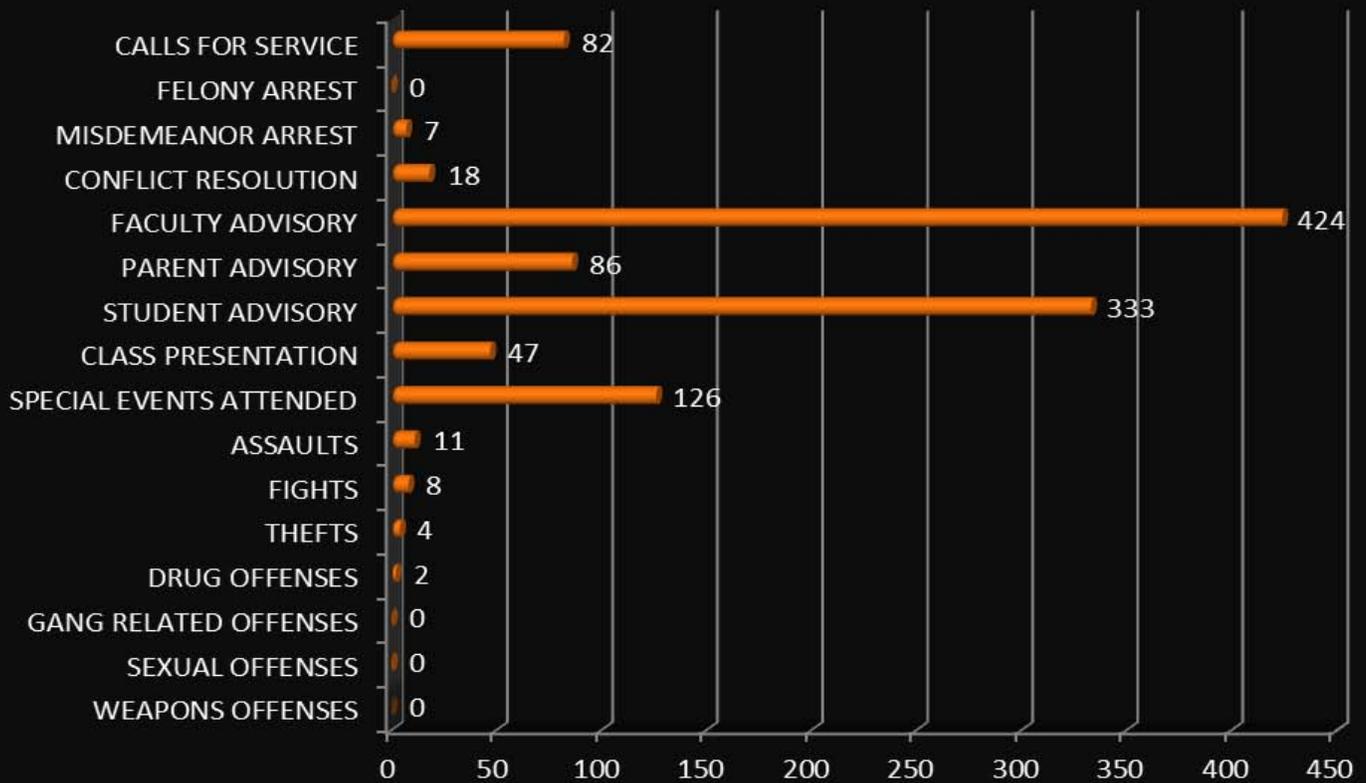
EAST LAKE MIDDLE



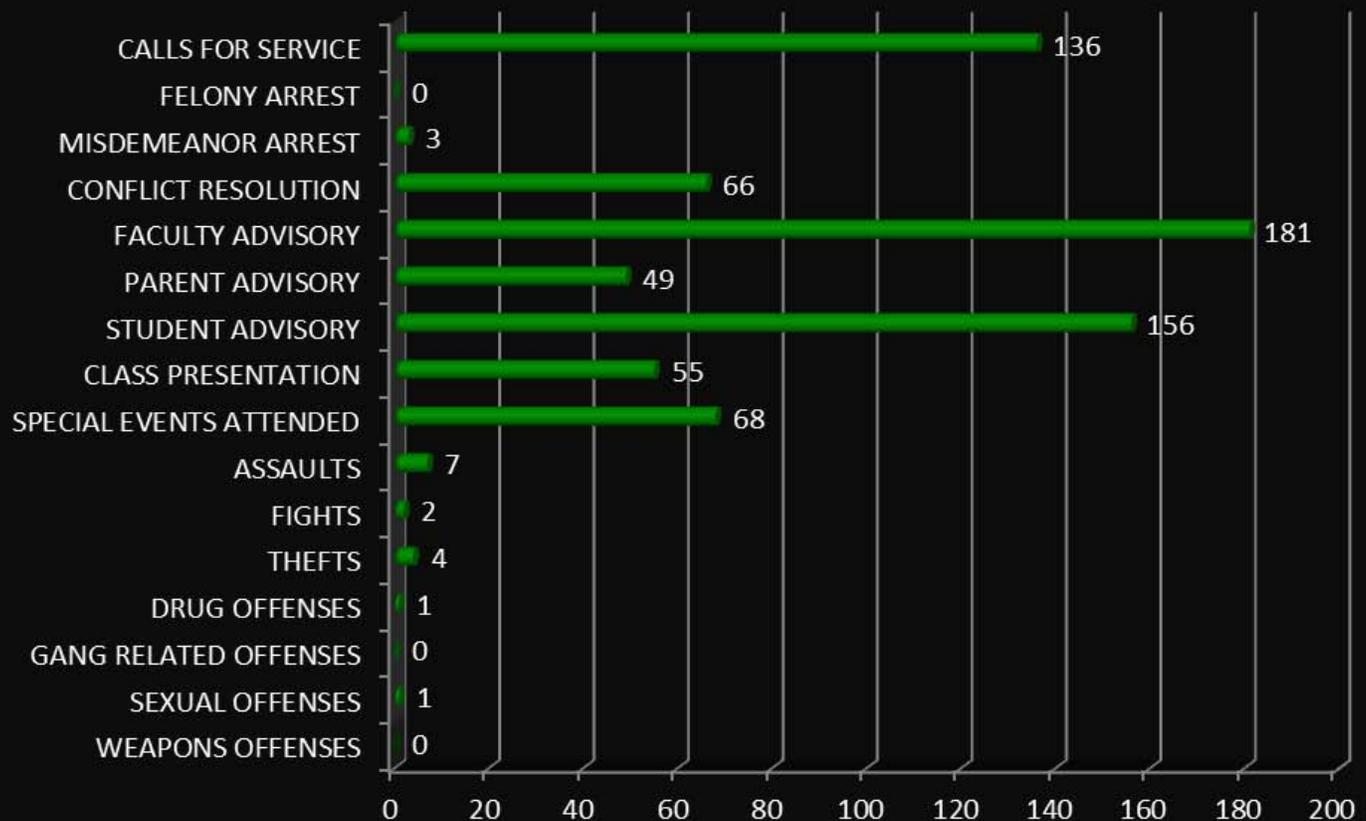
HIXSON MIDDLE



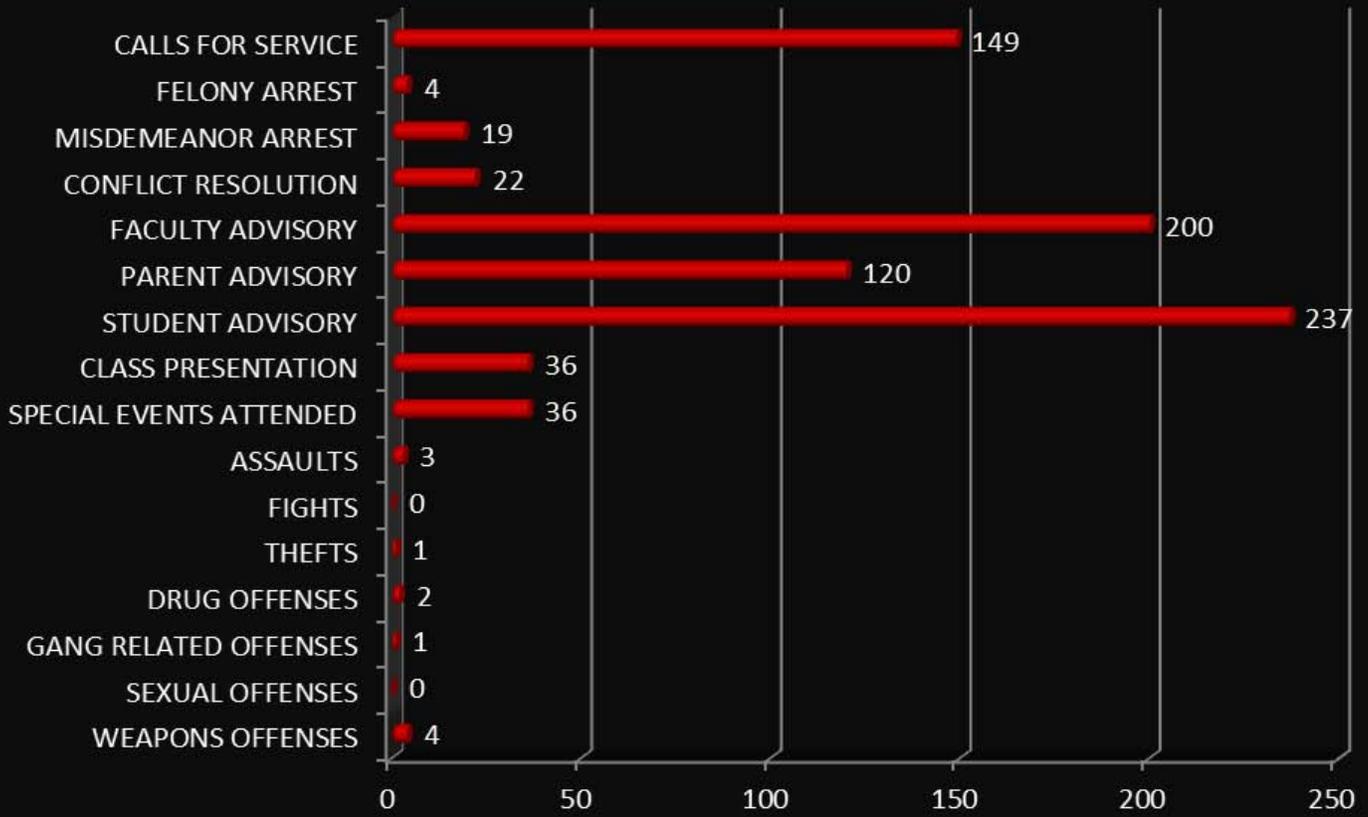
HUNTER MIDDLE



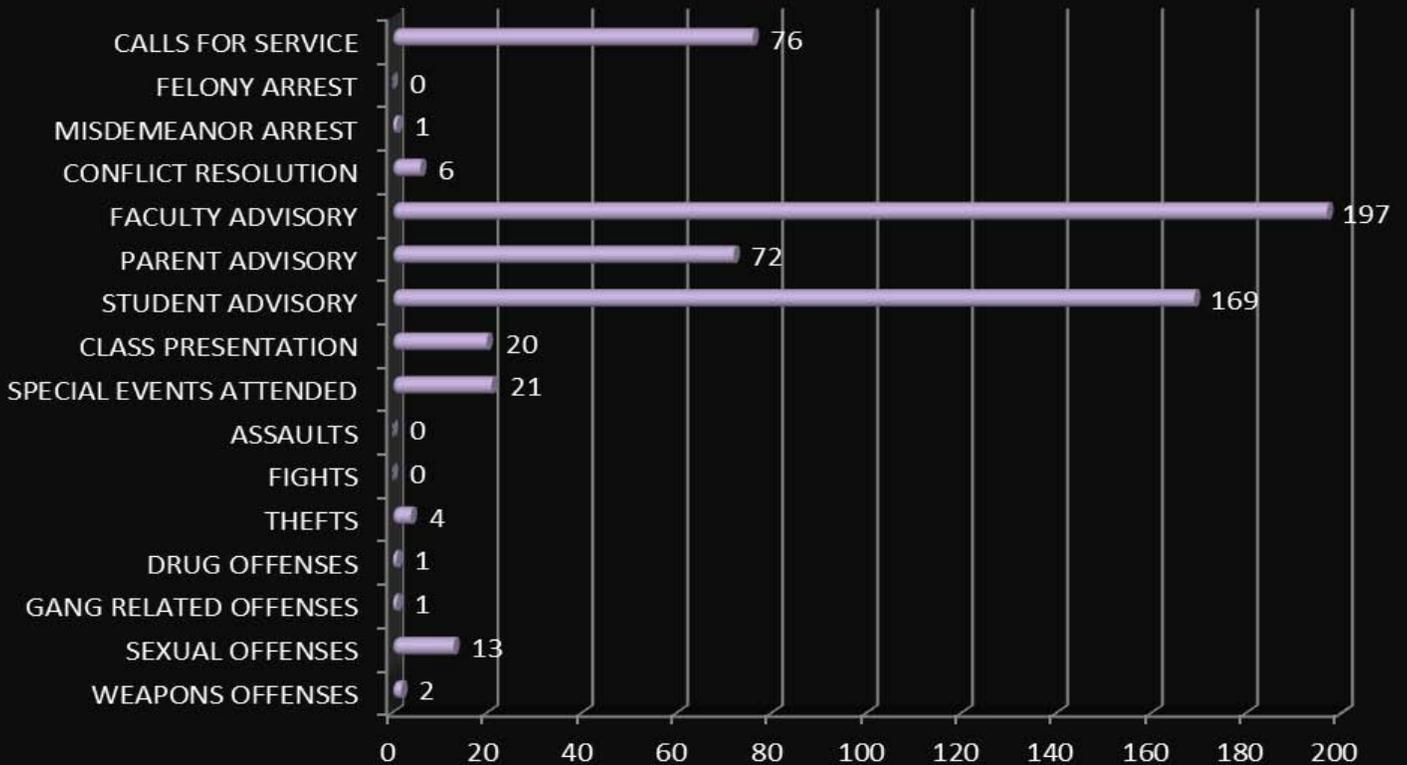
LOFTIS MIDDLE



ORCHARD KNOB MIDDLE



OOLTEWAH MIDDLE



CORRECTIONS DIVISION



DEPUTY CHIEF RON PARSON



CAPTAIN JOHN SWOPE

The Hamilton County Corrections Division consists of 6 Sub-divisions; Jail Operations, Security Operations, Sentence Management, ACA Accreditation, Support Services, and Court Officers. The entire Corrections Division is comprised of 183 employees.

JAIL OPERATIONS:

- Jail operations consist of insuring the safety, security, and well-being of all inmates (500+) housed in the Hamilton County Jail. Booking and the release of inmates are also handled by this area, as well as, Inmate Transports and Court Transports.
- The Hamilton County Jail is a 24/7 operation that is responsible for the care and well-being of all the inmates placed in its charge. The current rated capacity is 505. The jail was completed in 1975 and occupied in 1976. It went through a major renovation in 1995; until this time, the Justice Building contained the Courts, Clerk's offices, District Attorney's Office, and the Jail. It now houses inmates on the first through the sixth floors. The Justice Building presents many challenges for all who work in it. Although it went through a renovation, much of the original plumbing and electrical service still remains. Due to the fact that these utilities are over thirty years old, daily problems present themselves. The Hamilton County Maintenance Department makes constant efforts to repair both plumbing and electrical issues that come up. In addition to these issues, the heating and air-conditioning are regularly in need of repair or adjustment.



Central Control monitors activity at the jail

- Two positive areas that have taken place recently in this building are the complete renovation of all elevators and the development of a telephone answering system. The elevators are used 24/7 and this renovation has made a tremendous improvement in Operations. The telephone answering system has greatly reduced the volume of calls that are received because it provides information to the callers concerning inmate issues and the employees have more time to concentrate on work in other areas.



Jail Booking

- The primary need in the Corrections Division is additional officers to perform the myriad of tasks that are required. Currently, a great deal of overtime has to be utilized and this prevents officers from being able to have two days off each week and in some cases causes vacations to be cancelled. In this very stressful profession adequate rest and time away from the job are of the utmost importance.

SECTION	SWORN	SWORN2	SWORN3	CIV	CIV2
	CERTIFIED	NON-CERTIFIED	NON-CERT. P/T	F/T	P/T
Deputy Chief	1				
Captain of Corrections	1				
Corrections Officers	143		1		
Court Officers	4	19			1
Chaplain				1	
Corrections Counselor				1	
Court Liaison				2	
Secretary				1	
Records Supervisor				1	
Records Clerk				5	
Finance Assistant				1	
Food Service Supervisor				1	
Total(s)	149	19	1	13	1
Total Number of Assigned Personnel: 183					

JAIL OPERATIONS:

Average Daily Population from (JANUARY thru DECEMBER): **520 Total**

Rated Jail capacity per TCI: **505 Total**

Inmates booked from (JANUARY thru DECEMBER): **19,266 Total**

- 1st Shift: 6,397
- 2nd Shift: 6,648
- 3rd Shift: 6,219

Inmates' (male and female released) – (JANUARY thru DECEMBER): **15,764 Total**

- Released on Bond: 8,626
- Dismissed/Parole/Suspended/Time Served: 1,706
- Transferred (i.e. CCA , Other, TDOC & Comm. Corr.): 5,431
- Sentenced Inmates to CCA (JANUARY thru DECEMBER): **2,365 Total**
- Pre-Trials (JUNE thru DECEMBER): **646 Total**

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

- Inmates escorted to "All Courts" (JANUARY thru DECEMBER): **3,743 Total**
- Criminal, Session, and City Courts': **3,477 Total**
- Child Support, Chancery, Circuit, and Juvenile Courts': **266 Total**

Mental Health transports (JANUARY thru DECEMBER): **1,752 Total (801 were Females')**

- 1st Shift: 419
- 2nd Shift: 839
- 3rd Shift: 494

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- Force used: 34
- Hours used: 602.67

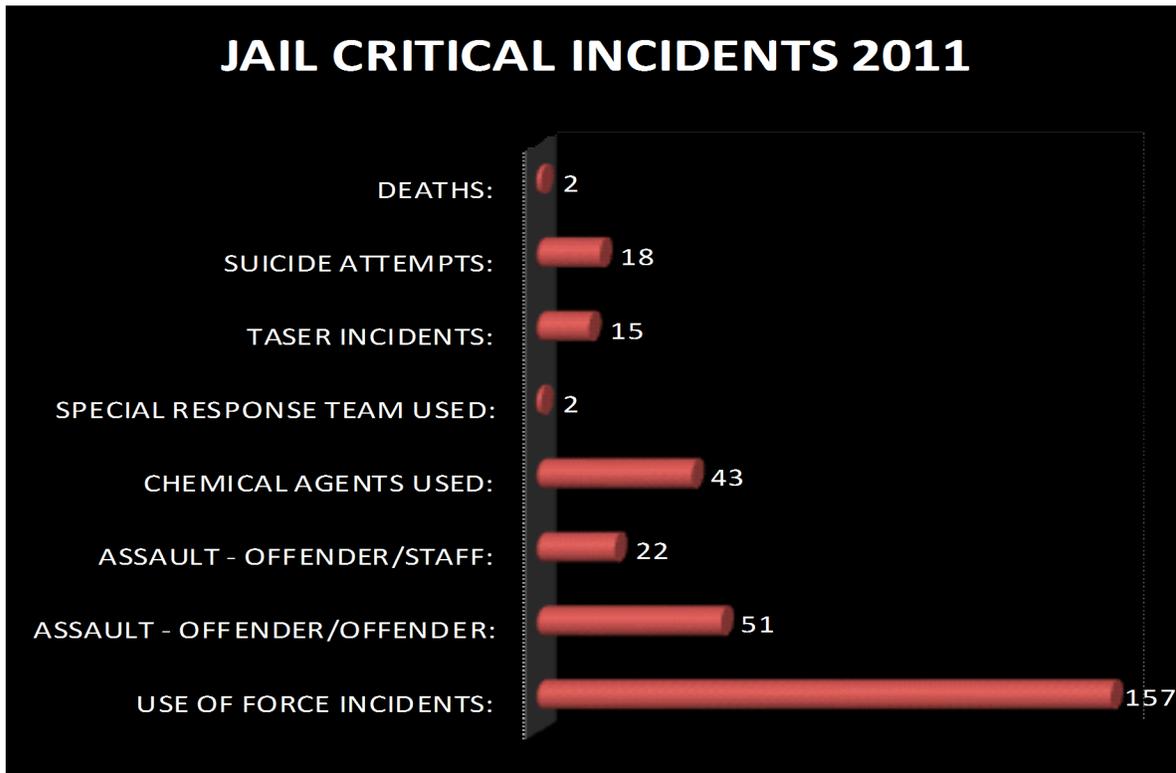
- PENITENTIARY. RUNS (JANUARY thru DECEMBER): 283 Total

SECURITY OPERATIONS:

Consists of the handling of High Risk Inmates, Disciplinary Procedures, Disciplinary Segregation, High Risk Transports, Inmate Recreation and Library, Jail Tours, the Inmate Telephone System, Jail Vehicles, Fire Safety, and Gang Validation.

SECURITY OPERATIONS: (JANUARY thru DECEMBER)

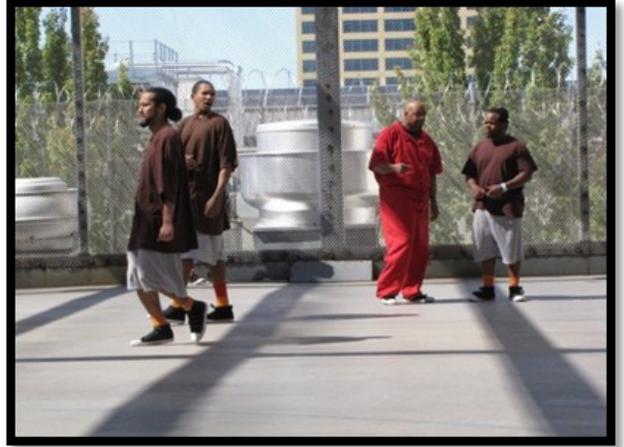
- Use of force incidents: 157
- Assault - Offender/Offender: 51
- Assault - Offender/Staff: 22
- Chemical Agents used: 43
- Special Response Team used: 2
- Taser Incidents: 15
- Suicide Attempts: 18
- Deaths: 2



SECURITY OPERATIONS SECTION

Several components make up this section. They include:

- Security Operations Supervisor – Lt. Gene Coppinger
- Security Operations Corporal – Cpl. Craig Bodnar
- Disciplinary/Workforce Officer - open
- Segregation/Movement Officer – Bill Bolden
- Security Intelligence Officer – Nathan Bruce
- Recreation Officer(s) – Jeremi Vandergriff & Carl Saddler



Inmates exercise

Security Operations - This area plays a significant role within the daily Corrections Division. This section is responsible for overall facility security operations, physical plant security, emergency plans, fire and life safety, security vulnerability assessments, security threat group management, transports, equipment upkeep, inmate housing, phone system, video monitoring system, security systems, and compiling the monthly security report and documentation. The security staff is expected to possess intimate knowledge of the policies, procedures, rules, regulations, laws, and policy administration of the corrections environment and those of the Hamilton County Sheriff's Office. Knowledge of the laws, rules and regulations governing the incarceration, booking and release of inmates. Ability to establish and maintain an effective working relationship with inmates, staff and the public; ability to communicate effectively both orally and in writing; ability to ascertain facts by personal contact, observation, inspection and be able to render objective opinions and recommendations.



Security Team Meeting

Security Operations

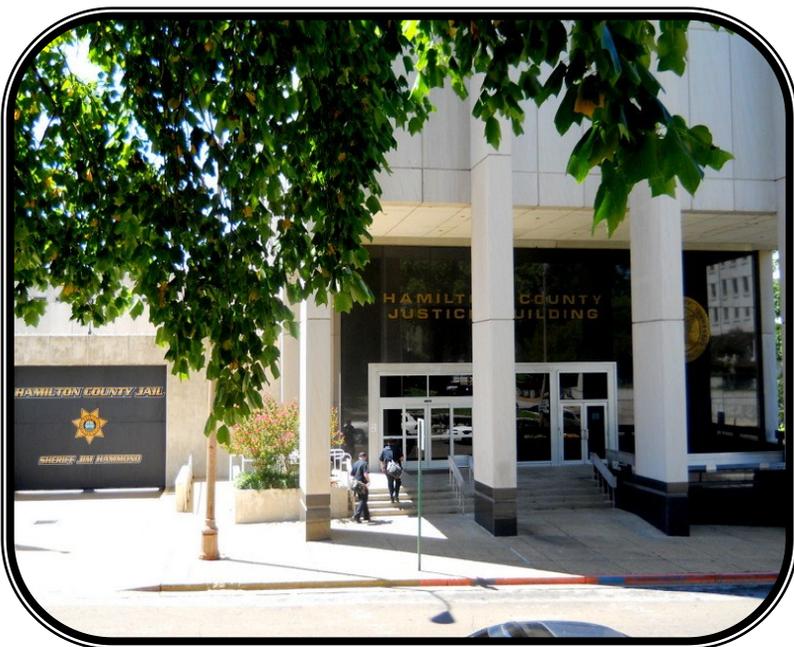
Under general supervision, the Security Operations Supervisor oversees the activities of subordinate staff in the security and safekeeping of individuals confined within the facility; supervises subordinates in proper safety and security procedure and control of inmates; conducts and coordinates training and daily activities of subordinate personnel assigns and directs the duties of subordinates in overall safety and security procedure and operation of the facility.

Coordinates the training and daily activities of assigned personnel; ensures that the facility is in compliance with state and federal statutes.

The Supervisor oversees the daily movement of inmates within the facility to medical, programs, arraignments, court assigned housing areas pending and after classification; daily operation of all special management, high risk, or special need inmates; directs subordinates and inmates in proper sanitation procedures. Conducts safety and security assessments of specific areas of the facility; Coordinates emergency operation drills. Responsible for scheduling facility safety inspections with appropriate agency, ie; fire safety inspection, fire alarm and sprinkler system inspection, emergency generator test and maintenance, fuel tank certification and industrial safety inspections.



Transport Team



Hamilton County Jail

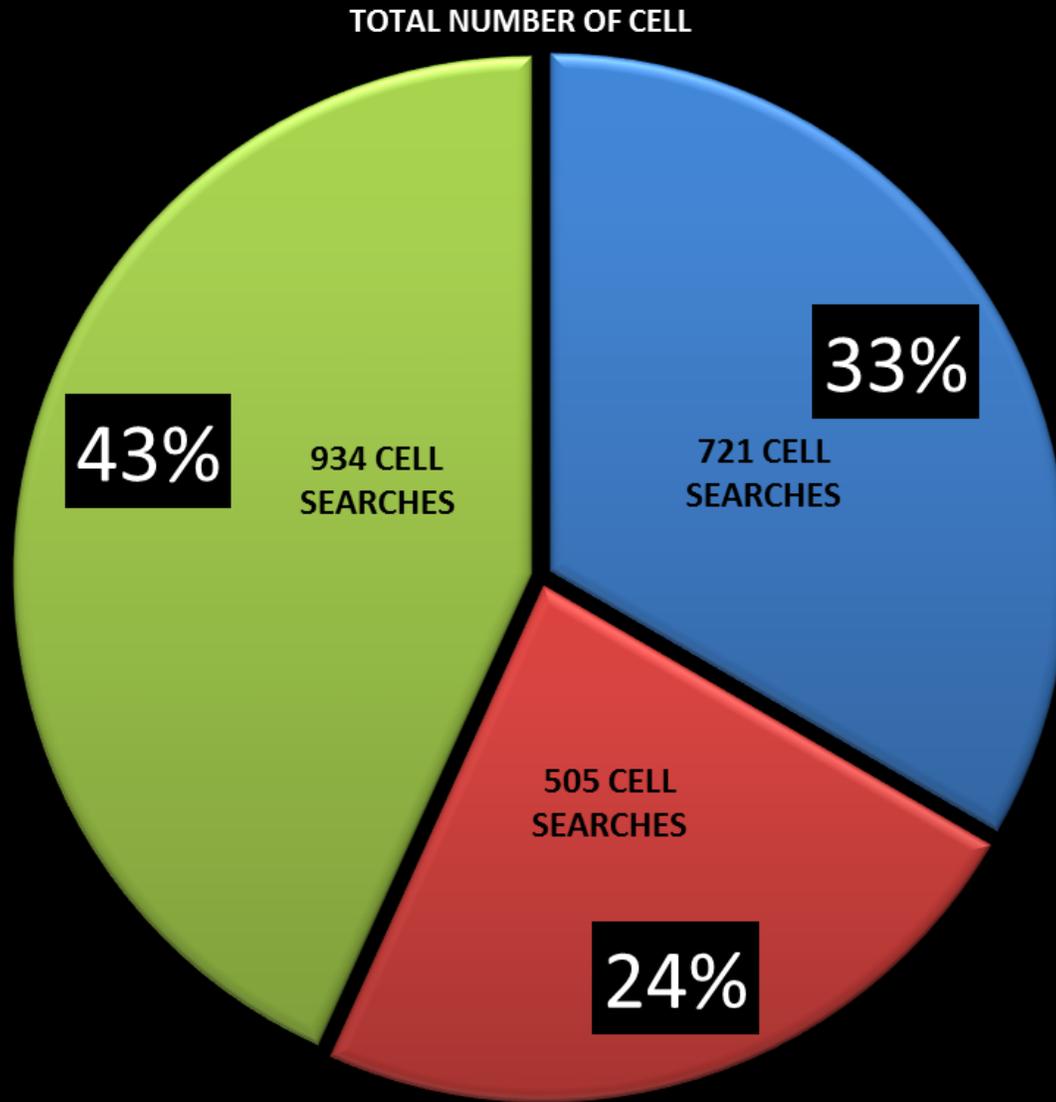
601 Walnut Street

Chattanooga Tennessee 37402

The Supervisor Coordinates and conducts emergency drills such as fire and power failure scenarios. Coordinates daily operation of all vehicles and transports, programming, visitation, recreation program, library, segregated inmates; high risk, administrative, disciplinary, pre-hearing disciplinary, protective custody and special needs inmates; legal and bulk mail distribution; (STG) task force; all security equipment to include: key control, radio and communication equipment, restraints, kitchen tool inventory and equipment, sharps inventory, MSDS binders and conducts educational tours and outside training for the general public as well as other agencies.

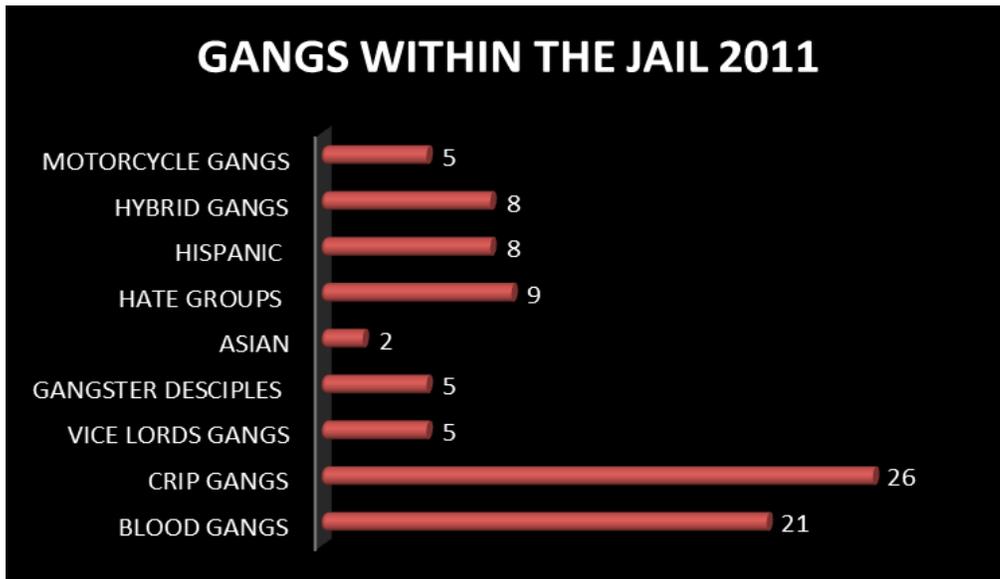
CELL SEARCHES FOR 2011 SEPERATED PER SHIFT

■ 1ST SHIFT CELL SEARCHES ■ 2ND SHIFT CELL SEARCHES ■ 3RD SHIFT CELL SEARCHES



There were a total of 2,160 Cell Searches conducted in 2011

GANGS WITHIN THE JAIL 2011



BREAKDOWN OF GANGS WITHIN THE JAIL:

I. BLOOD GANGS -21

- 126th Athens Park Bloods
- 127th Athens Park Bloods
- 43rd St Skyline Bloods
- 38 Good Squad
- Kemp Drive Piru
- Treetop bloods
- Rollin 20 Bloods
- Bounty Hunter Bloods (ace)
- Black Pea Stone Nation
- 52 Bloodstone Villians
- Dorris St. Bloods
- Unknown Bloods
- 6 Deuce Brimstone
- Cedar Block
- Dark Side Piru
- C-Wall
- Eastdale Bloods
- Bounty Hunter Bloods
- Oak Park
- Tre

II. MOTORCYCLE GANGS -5

- Hells Angels
- Outlaws
- Black Pistons
- Chosen Few
- Limited Few

III. CRIP GANGS – 26

52 Hoover
63rd Westside
76 East Coast
83 Gangster
87 Kitchen
98 Main Street
Boone Height Mafia
Unknown Crips
Cutt Throat
East Chatt Crip
Grape Street
Main Street
Payback
4th Ave Boys
Rollin 20's
Rollin 30's
Rollin 40's
Rollin 60's
Rollin 90's
Rollin 100's
South Compton
South Mafia
Tre 07
Tre 57
Westside 111th
Woodlawns

IV. HYBRID GANGS – 8

True Young Pimps
Highland Park
Tiny Rascal Gangsters
M.A.B.B.
M.O.E.
B.A.S.B.
Gwopp boys
Juggalos

V. VICE LORDS GANGS – 5

Conservative
Imperial Insane
Insane
Traveling
Mafia Insane

VI. GANGSTER DISCIPLES – 5

Satan's Disciples
Insane G.D.
Black G.D.
Gangster Disciples
Maniac Latin Disciples

VII. ASIAN – 2

Oriental Boy Society
Red Scorpion Gang

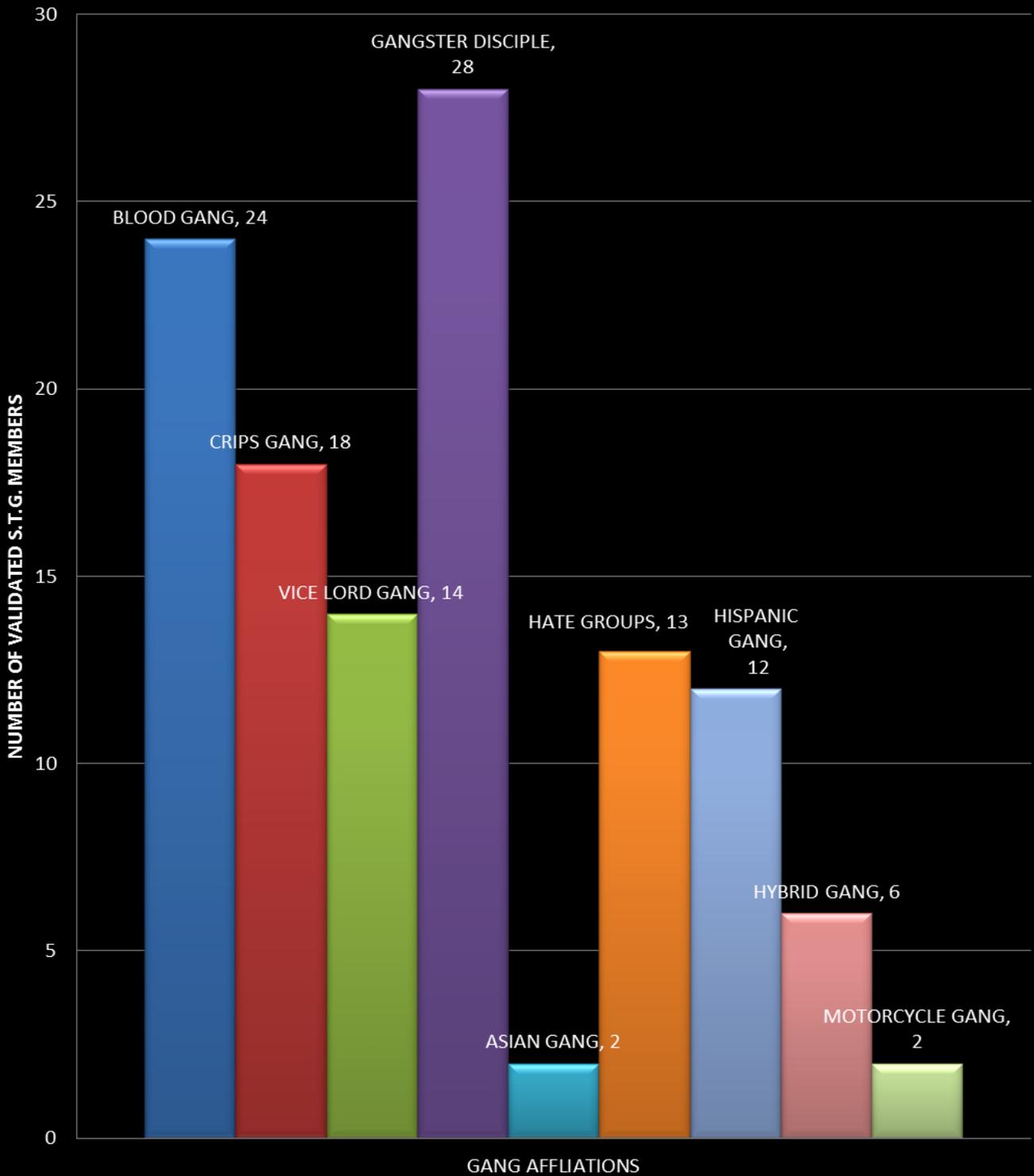
VIII. HATE GROUPS – 9

W.A.R
White Supremacist
Skinheads
Hammer Skins
California Skinheads
Aryan Nation
Aryan Brotherhood
KKK
Crazy White Boy Society

IX. HISPANIC – 08

18th Street
Latin Kings
Surenos
Nortenos
MS-13
Partido Revolucionario Mex.
La EME Mexican Mafia
Vatos Locos

2011 AVERAGE AMOUNT OF VALIDATED S.T.G. MEMBERS



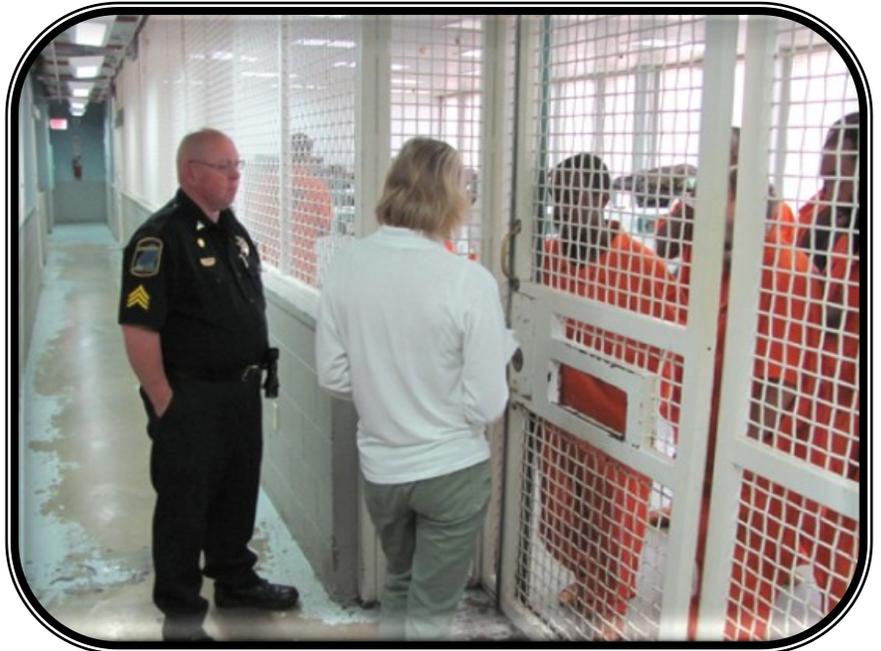
SENTENCE MANAGEMENT:

Sentence Management consists of six different posts. These posts include Dockets, Classification, Inmate Transfers, Billing and fingerprint/ID, Records Consolidations and Identity Theft issues of inmates. These posts are manned by five Sentence Managers, two Court Liaisons and one supervisor.

Sentence Management works very closely with the Booking Department and is responsible for all inmate paperwork generated by Criminal Court, Sessions Court, Juvenile Court, Circuit Court, Federal Court, City Court as well as all the surrounding municipalities.

Sentence Management discusses court dates

- The number of persons being processed through the Booking Section has the following impact on Sentence Management:
- There is a concurrent increase in the number of files that require Jail File Audits by Sentence Management.
- There are increased numbers of inmates that require classification and potentially reclassification.
- In times of high populations, there is the high probability that there will be increasing Special Needs, Segregation, and Protective Custody issues to be addressed by the Classification Section.
- There is an increase in the number of inmates to monitor with regard to sentencing and determining eligibility to be transferred to other correctional facilities.
- As these inmates are sentenced, there will be an increasing number for whom the Tennessee Department of Correction becomes fiscally responsible. This will require increasing scrutiny on the part of the Billing Clerk.
- High population also increases the number of criminal impersonations and Identity Theft issues.



Dockets Post:

Processing court dockets is an independent function and is not influenced by the average daily population or the current population of the jail. The Sentence Manager and Court Liaison assigned to the Dockets Post are required to process all of the court dockets. Persons appearing in court may be taken into custody from open court. These persons may have been out of jail on bond or may have never been incarcerated. In the latter case, the defendant may receive a sentence to serve due to an offense for which the defendant may have been issued a traffic citation. Occasionally an individual will be taken into custody from court as a result of an incident occurring during court, e.g. contempt of court.

In 2003 the General Sessions Courts started to schedule cases originating with the Chattanooga Police Department to be heard on Wednesday, Thursday, and Friday. This docketing change was, in part, in response to a request by the Chattanooga Police Department to help minimize the amount of overtime pay that was being required for officers appearing in court. The consequence of this docketing change has been the increase in number of defendants appearing in court and the length of time that court is in session. It has become routine that the morning court session and dockets not being completed until mid-afternoon. This, then results in the afternoon dockets being delayed until the evening.

The availability of the Criminal Court Dockets, Criminal Court Orders, and faxes is independent from the Sessions Court proceedings.

CLASSIFICATION:

This section is comprised of two staff members responsible for the classification and reclassification of the inmate population. They are responsible to insure that their recommended housing assignments are the least restrictive and yet provide the maximum amount of safety for the inmates and staff.

The procedure involved in classifying inmates is the same whether one inmate is being classified or one-hundred.

The Classification Technicians examine each of the following factors in formulating a classification recommendation:

- Severity of the current offenses and detainers.
- Offense history.
- Escape and attempted escape history (excluding the current offense).
- History of institutional violence.
- Prior felony convictions.
- Convictions related to substance abuse.
- Stability factors, which may lower the overall score, include educational attainment, employment, and residence at the time the offense was committed.
- Special concerns, including medical, psychological, suicide risk, etc...

Three computer systems are used in researching this information. Those computer systems include: CJUS Computer System, NCIC, and the Tennessee Offender Management Information System (TOMIS) used by the Tennessee Department of Correction.

One of the additional responsibilities of the Classification Technicians is determining the eligibility of pre-trial inmates to be transferred to CCA-Silverdale. The Administration Section has been assigned the responsibility to coordinate with the Superintendent of the Hamilton County Corrections Department to maintain a steady number of pre-trial inmates.

This new responsibility increases the necessity of classifying inmates more frequently than provided by the current weekly classification interview process.

Billing:

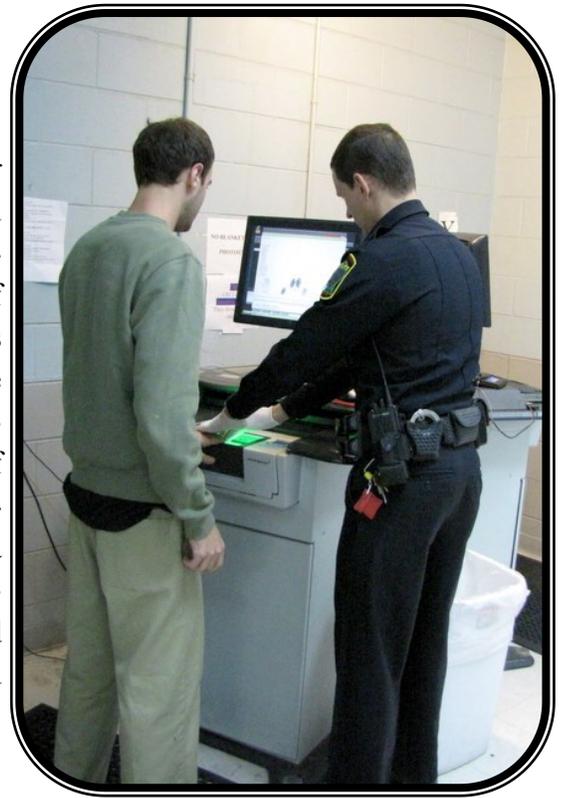
One staff member is assigned to this section and is responsible for compiling, editing, and submitting the Tennessee Department of Correction and Federal Prisoner Board Billing monthly. This is a task that may take a week or more to complete since many factors are taken into consideration. Once the billing has been completed it is signed by the Chief of Corrections and submitted to the state for reimbursement. The billing clerk has to be able to interpret and have an intensive background in Criminal and Federal sentencing guidelines to be able to accurately compile the information necessary to make sure the agency receives 100% of housing costs for inmates housed in the jail. The Social Security Bill is compiled by the supervisor on the first week of the month and submitted for inmate housing reimbursements.

Transfers Post:

On this post the Court Liaison is responsible for processing requests for inmate transfers. These transfer requests may come from the County Workhouse or from the state (TDOC). This post is also responsible for the daily transfers of sentenced misdemeanants to the workhouse. Normal procedures from this Section includes maintaining a continuous list of inmates who meet the criteria to transfer as pretrial inmates to the workhouse. This Section transfers an average of 30 sentence inmates and 50 pretrial inmates per week.

Fingerprint/ID:

Created during November 1998 when responsibility for processing the Hamilton County Sheriff's Office fingerprints and R-84 Disposition Forms was transferred from the Criminal Records Division to the Administration Section. There is one staff member assigned to review, edit, correct, and submit fingerprints created for the Hamilton County Sheriff's Office to the Tennessee Bureau of Investigation. The assigned staff member is also responsible for sorting and forwarding fingerprints created on behalf of other law enforcement agencies to those agencies. Responsibility for completing the R-84 Disposition Forms is assigned to a staff member in the Sentence Management Section. There is a definite correlation between the number of persons incarcerated and the number of fingerprint submissions that require review and monitoring.



Taking prints using the
Automatic Fingerprint Identification System
(AFIS)



The Fingerprint Technician concentrates on insuring the accuracy of the data contained on the fingerprint submission. The technician coordinates with the Fingerprint Technician at the TBI daily to determine whether the fingerprints that had been submitted during the preceding twenty-four hour period had been received by the TBI. The assigned technician then verifies which of the submitted fingerprints had been rejected. Fingerprints that had not been received by the TBI electronically or had been rejected are mailed during the next twenty-four hour period.

Major Achievements:

- Many tasks of this Section have been streamlined to avoid repetition. Therefore the section is now able to work more effectively. With the help of the IT Division, the amount of paper generated by the various posts has decreased significantly and employees are able to keep electronic files and share documents with other facilities in a more efficient manner.
- By adding a copier/scanner the section has been able to cut the amount of time it took to fax or copy documents since they can now scan into e-mail accounts and share those documents rather than copy or mail them.
- Sentence Management's billing clerk was recognized by the state comptroller for having no errors for the fiscal year audit. We have received reimbursements for inmate housing in the amount of \$598,784 for the first 5 months of this fiscal year. This includes State, Federal and Social Security Billing.
- Sentence Management has transferred 551 sentenced misdemeanants and 951 pretrial inmates to CCA Silverdale since the beginning of the Fiscal Year. There have been 103 transfers of state inmates for this same period.
- Classification has classified approximately 2400 inmates since the beginning of the fiscal year. Fingerprint and ID submitted and processed a total of 12,402 fingerprints in for the same period.

Goals and Objectives for 2012:

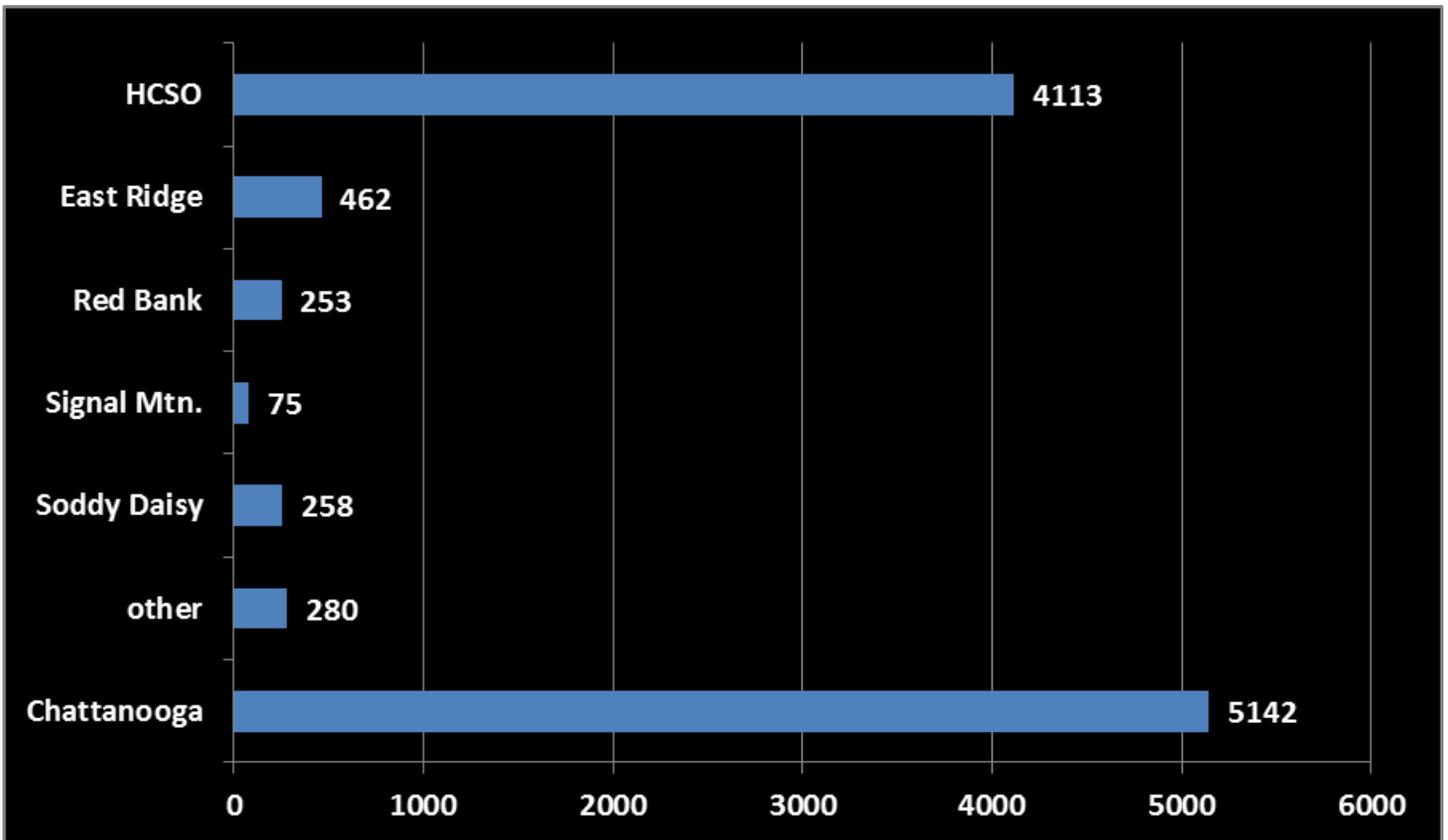
- To have all Sentence Management staff members complete 40 hours training. This will also include certifying three more staff members on NCIC.
- To revisit the dockets post to figure out ways to increase communication between Criminal Court and Sentence Management to speed up the amount of time for judgment issue.

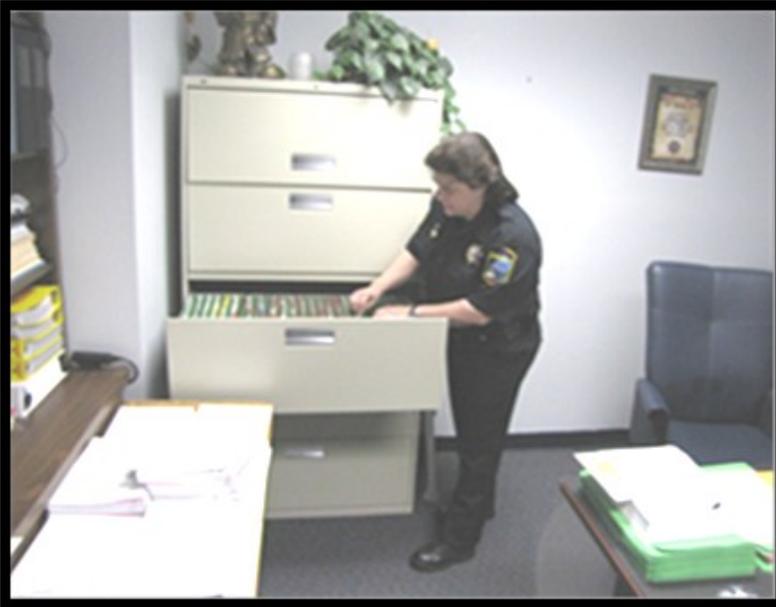
- Cross train an additional clerk on the inmate billing post.
- To track inmates who are transferred to CCA until their release to increase the amount of Social Security Inmate pay reimbursements.
- Sentence Management will continue to work with the DA’s office to expedite the transfers of inmates back to TDOC who are on appeal.
- Sentence Management will also coordinate with the DA’s office to make certain TDOC inmates are returned in a timely manner when brought to Hamilton County for Post Conviction hearings.
- Sentence Management will also continue to work closely with Booking and Operations to stay informed of inmate changes in security status and changes in custody.
- Sentence Management will ask for an additional clerk to take on SPN consolidations and record issues. This person will also be trained to perform other tasks.

SENTENCE MANAGEMENT:

Municipalities Totals:

**FINGERPRINT NUMBERS HANDLES BY
SENTENCE MANAGEMENT IN 2011**





Officer Tracey Case is responsible for the compliance with The American Corrections Association Standards as well as The National Commission on Correctional Health Care (NCCHC) Standards. She is responsible for insuring that the Policies and Procedures and Posts Orders are maintained, revised, and current through the use of the Policy Tech System.



National Commission on
Correctional Health Care



PROMOTING
EXCELLENCE
IN HEALTH CARE

ACA ACCREDITATION AND STANDARDS:

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 which began 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 180 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 ACCREDITATION:

New Policies written and submitted for approval (JANUARY thru DECEMBER): **33 - Total**

SUPPORT SERVICES:

The Jail Clinic, Supply, and Building Maintenance, is maintained by Support Services. The Jail Clinic is run by Erlanger Hospital and is responsible for addressing the Medical, Mental Health, and Dental needs of the inmate population. The Supply area is responsible for the maintaining of all items that are issued to the inmate population and the supplies that are used to clean and sanitize the Justice Building. The Building Maintenance area is responsible for all maintenance and repair of all areas of the Justice Building.

The Support Services section of the jail works in the background as a major part of the Jail's infrastructure. It is responsible for maintaining security in the Jail's Clinic, the protection of medical staff and the coordination of inmates moving to or from the clinic for normal medical services, which are overseen by the Erlanger Hospital staff. The medical clinic is responsible for addressing the medical, mental Health and dental needs of the inmates housed inside the Jail. The kitchen is responsible for the preparation of the inmates' food or other dietary needs. The staff ensures that the constant sanitation of work areas and kitchen equipment is maintained in a safe and efficient manner.



Corrections Chaplain



Visit with the Doctor

The kitchen completes this task seven days a week to assure that the inmates receive a nutritious meal, meeting all dietary standards while they are incarcerated in the Hamilton County Jail. A staff of officers supervises the inmate kitchen workers while the meals are prepared and being sent to the inmates' respective housing units. The laundry is responsible for the washing or cleaning of the inmates clothing issued to them by the Jail. This is done twice weekly for every inmate housed in the Jail. The supply area consists of supply officers that operate the daily logistic functions in the Jail. This includes the dressing out and issuance of Jail clothing to the inmates moving into a housing unit, inmates being transported out of the Jail to Courts, appointments and outside medical appointments along with inmates being transferred to a different facility.

All inmates that are bonding out or being released by the courts will go to supply to change into their normal "street" clothing. Supply maintains the storage and security of the inmate's personal property while they are in Jail. Supply will handle all inmates' requests for clothing replacement or the releasing of their property to a friend or relative. The quartermaster assigned to supply is responsible for the ordering of clothing, consumable items used by the staff and any chemicals used inside the jail for cleaning or sanitation.

The commissary is responsible for processing any inmate commissary orders and the delivery of the inmate's orders to them inside their respective housing units. They process any indigent packages ordered by inmates that do not have any funds to purchase from the normal commissary operations.

The Jail maintenance staff provides daily repairs of any broken toilets, washbasins, showers, bunks, lighting and other general repairs needed in the housing units as well as the general population and staff areas of the jail. They maintain all locking doors and locks inside the secure areas of the Jail. They perform needed building repairs to all areas of the facility from the boiler room, offices, working areas and housing sections of the entire building at 601 Walnut Street. Many times other areas of the Sheriff's Office have requested the maintenance staff assistance with a repair function. The maintenance officer works closely with the Hamilton County Building Maintenance Section to assure the operating integrity of the Jail; and is on call 24/7 for any building emergencies.

The Support Services section operates on seven different time schedules and over a period of seven days with a total complement of thirteen officers and two supervisors. The support services supervisors consists of a lieutenant and sergeant which along with supervising the support services operations also do many special assignments assigned by upper management to help keep the Jail as a viable operating function or infrastructure.

Major Achievements:

The medical clinic was repainted and a new program was implanted to have the clinic area cleaned daily. We were able to procure a second refrigerator for the clinic for the storage of certain medications which allowed us to replace several of our older file cabinets. Four (4) additional wheelchairs were added for inmates use while in jail to replace three (3) that were given to inmates leaving the Jail. All of the walking crutches were replaced with a safer model to prevent tampering and disassembly by the inmates. The expenditures for certain testing supplies and medications were changed and will reflect a cost savings for Sheriff's Office. The annual TB testing of all HCSO employees was a success and has been completed for the year of 2011.

The kitchen menus have been streamlined to eliminate as many special meals as possible. This along with better budget controls for the purchasing of food items will also produce a significant savings for the Sheriff's Office. The fire suppression system in the kitchen was updated. The kitchen was painted and several signs have been posted on the walls outlining the operations of the kitchen procedures to both inmates and staff.

- The laundry purchased a replacement dryer for an aging machine that was broken. The new lint filter trap system was installed. This should prevent future “flash fires” inside the laundry area.
- Supply has issued additional clothing to the inmates housed inside the Justice Building. This allows the inmates to maintain a more hygienic appearance and cleaner environment. They have ordered many new uniform items to replace the items damaged by the inmates. New procedures for the tracing of inmates’ personal property were instituted to reduce or prevent any loss of personal effects. The Quartermaster, along with the supply officers have streamline the use and ordering of chemicals in the Jail. This will also reflect a cost savings to the Sheriff’s Office and still maintain a clean living and working environment for all.
- The Maintenance section of the jail has been very busy renovating the aging portions of the building and keeping it operating at peak efficiency. A new hot water tank and pump for the building were installed. A new micro sanitation system was installed to assure air quality in the offices on 1B. The air conditioning inside the building was fixed by the rebuilding and repair of a chilling unit on the roof. New lighting was installed on the 5th floor; inside the cells. Five (5) older inmate toilets and sinks were replaced. This is an ongoing project due to the age of the building.
- Support Services was challenged with two sages: “*There are no sacred cows*”; and “*Think outside the box*”. With these things in mind, Support Services proceeded to implement many new changes and procedures always with the cost of such projects in mind.
- The televisions for the open pod dorm cells on the 2nd, 3rd and 4th floors were installed for the inmates use. This was to reduce any tensions the inmates may have while being incarcerated, by allowing them limited entertainment, such as watching TV.
- The material data safety sheets for the chemicals and compounds used inside the jail were updated to a new electronic format and were expanded in its implementation. This will exceed the current TOSHA requirements for such documentation and puts the information readily available to all Sheriff’s Office employees.
- A new TOSHA training program was implemented during the in-service classes in order to meet TOSHA compliance. We continue to assist with the ACA certification process by supplying needed documentation on the Support Services operations. Several building updates, such as ceiling fans, painting and cleaning were done to the training facilities to make the class rooms more comfortable for attendees.
- A program of renovating and painting the inside areas of the jail continues to provide a better living and working environment. A new pest vector control procedure was implemented to reduce any pest problems in the Justice Building and has been very successful. We are still deeply involved with the cleanliness of the building and the well-being of all persons that are inside the building.
- Support Services continues to expand its operations, methods of operations and procedures to assure the best support we can offer and provide a safe environment in the Justice Building for all citizens. Some of the proposals currently in store for the 2012 year may take months or years to achieve but will benefit and reflect on the Sheriff’s Office as a whole.

Goals and Objectives for 2012:

- The Erlanger Medical Clinic contract when it comes up for renewal, will be examined to see if the medical staff should be increased, to provide better medical care for the inmates housed inside the jail.
- The kitchen will continue to reduce operating costs to provide more savings for the Sheriff's Office budget. They will always continue to look for better pricing in food orders and supplies.
- Laundry will attempt to replace another of the aging dryers. The laundry operations will need to replace some laundry buggies in the future, because of wear and tear.
- Supply will begin to implement new tracking programs for inmate uniforms.
- I-Form accountability. This will help them in replacing any inmate damaged items. The 2011 year had a total amount of inmate uniform damaged items at a cost of \$28,719.38 which had to be replaced. They will also seek locations for better storage of supplies and equipment used inside the jail, possibly by utilizing the current commissary room.
- The quartermaster will continue to look at all of the purchasing done by support services and weigh any cost savings by simplifying the current bids. He will continue to research better products with a better useful life to reduce costs. This will create a cost savings for the Sheriff's Office and reduce the inventory of items to a simpler amount and number.
- The Commissary will be turned over to the Blind Association for them to handle. The Blind Association will install a Kiosk system of ordering inside the inmates housing areas. It will streamline the inmate orders reducing the current work load in the commissary operations. All current commissary officers will be reassigned. This will give more manpower to the actual jail operations.
- Maintenance will continue with all needed repairs on the building, which is aging. This cannot be predicted at this time due to the age/condition of the building. It is expected that the expenses for maintaining the Jail will continue to rise because of cost increases and deterioration.
- Since the rising costs of supplies and products are an unpredictable item, the budget for Support Services will need to be increased while cost cutting is being implemented. This will keep the budget in line and under control. Support Services will continue to support the Jail operations at all times to provide for a better housing of inmates and better working conditions for the employee and other staff members. We will remain open to new ideas and suggestions. The accounting audit requested is enclosed on the following pages for expenditures and losses for the 2011 year.



Medical Services

- From January 01, 2011 to December 31, 2011 the following items were lost or damaged by inmates, the lost items were determined by an inventory count and the damaged items are what we have retrieved from laundry and supply. Any items given away for inmates to wear home by booking section and any items lost due to CCA not returning them after transports is included in the attrition field.

<u>Lost or Damaged by Inmates</u>			<u>Wear /Tear thru Attrition</u>	
Jumpsuits	729	\$7800.30	43	\$ 460.10
T-shirts	2,279	\$6768.63	122	\$ 362.34
Boxers	2,796	\$3467.04	705	\$ 874.20
Coffee cups	139	\$76.45	0	\$ 0.00
Socks	66 pair	\$29.70	2,854 pair	\$1734.30
Sheets	975	\$3003.00	14	\$ 43.12
Pillow Cases	229	\$ 219.84	3	\$ 2.88
Blankets	134	\$ 596.30	155	\$ 689.75
Towels	470	\$ 658.00	96	\$ 34.00
Washcloth	92	\$ 330.28	243	\$ 872.37
Mattress	78	\$3024.84	38	\$ 1473.64
Storage box	19	\$ 95.00	60	\$ 300.00
Shower shoes	124	\$ 167.40	3,255	\$ 4394.25
Safety smock	2	\$ 148.36	5	\$ 370.00
Safety Blanket	3	\$ 211.92	1	\$ 70.64
Laundry bag	14	\$ 27.16	428	\$ 830.32
Shower Curtain	103	\$ 842.54	176	\$ 1439.68
Handbooks	276	<u>\$819.72</u>	3	\$ <u>8.91</u>
TOTAL		\$ 28,719.38	ATTRITION	\$ 14,085.72

Total expenses spent by Support Services for year 2011:

All totals are approximate since the Sheriff's Office budget and accounting process operates on a Fiscal Year. Repairs by the Hamilton County Maintenance Department = \$ **175,190.76** (descriptions and dollar amounts were furnished by Andrea Wright with the Hamilton County Maintenance Department)

Eye glasses issued to inmates	529 pairs =	\$ 581.90
Clothing for inmates		\$ 35,734.00
Personal Product for inmates use		\$ 11,209.00
Consumable items for jail use		\$ 72,303.00
Consumable items for kitchen use		\$ 79,560.00
Dental Supplies for Clinic		\$ 1,873.00
Medical Supplies for Clinic		\$ 14,517.00
Small tools for equipment in Jail		\$ 14,082.00
Office Supplies for Jail		\$ 10,944.00
Repair Parts for Jail		\$ 4,672.00
Misc. Supplies for Jail		\$ 10,206.00
Printing Supplies and Paper for Jail		\$ 21,658.00
Furniture for Jail		\$ 0.00
Replacement Dryer for Laundry Operations	1	not available
Lint filters and Trap for Laundry Operations	1	not available
Food budget spent for 2011		not available
Medical Contract to Erlanger Hospital		not available
Commissary Purchases		not available
Goodman Laundry Repairs for Jail		not available
Orkin and Termix Pest control		not available
Waste Disposal for Jail		not available
Bio-hazard waste disposal for Jail		not available
Copy machine rental cost		not available

SUPPORT SERVICE SECTION ALSO INCLUDES:

HCJ CHAPLAIN- William (Bill) Kizziar: (JANUARY thru DECEMBER)

- Inmate Programs - 40
- Inmates Enrolled - 682

MEDICAL CLINIC-Beverly Cooper: (JUNE thru DECEMBER)

- Inmate Medical Sick Call – 1,721
- Inmate Physicals – 1,718

COURT SECURITY



Prepared by Lieutenant Rick Hamrick

COURT OFFICERS' DIVISION:

FUNCTION OF COURT OFFICERS

- The Courts Division has twenty-three (23) officers. We are responsible for the security for the City-County Courts Building, the Hamilton County Courthouse, the Tag and Title Office on Bonny Oaks Drive, the Juvenile Court entrance security, and Child Support Office security.
- There are two (2) Court Officers assigned to each courtroom both in Criminal and Sessions' court. One (1) Court Officer at each sector for entrance security (there are four (4) entrances).
- The Court Officers provide security not only for all courtrooms but also for the Hamilton County Courthouse and the City-County Courts Building and provide security for courtrooms of all judges. They are responsible for the Grand Jury and the Petit Jury. Criminal Court Officers during trials take care of escorting jurors for all meals; transporting them to and from the courthouse, any crime scenes during trials, and in keeping the Jury sequestered while making hotel arrangements, food arrangements, making sure jurist's personal items get to them for the sequestered jury and staying with them during trials.
- Court Officers are responsible for the safety of inmates on trial, witnesses who may be inmates or defendants, for all victims and family of victims or witnesses, inmates on daily court dockets, arraignments and for the public in the courtrooms on all occasions.
- Court Officers are responsible for all subpoenas (both for criminal and sessions court), criminal summons, show cause orders, instanter, subpoenas, and any process needing to be served for the courts.



Active Shooter Training

- Court Officers are responsible for the safety of all employees and visitors during fire alarms and bomb threats; to maintain their safety by escorting them out of the buildings safely. Also during tornado warnings to see that they are secured safely in the basement of the building.

- Court Officers are responsible for team captains that escort their assigned “offices” to their safety location.
- Officers are trained that if there is an active “shooter” in the building what the exact procedure is to follow including working with their team captains who follow the Sheriffs protocol:

SUPERVISOR

- To maintain and supervise security in all court buildings.
- To oversee all of the above listed functions of the twenty-three (23) court officers.
- To see that all equipment in all county buildings is working properly.



Court Officers train on recue during active shooter scenario

PERFORMANCE

- Court Officers are to make sure all security in the courtrooms is maintained efficiently, effectively, and to maintain security for all incoming visitors to all buildings by screening visitors, and employees using the walk through metal detectors, by placing all property through x-ray machines, and by confiscating all illegal contraband.

GOALS AND OBJECTIVES

- To add more tasers
- To work with the county elective officials and personnel to insure that they wear their identification badges.
- To add more security cameras in both courthouses.
- To hire more officers’ in order to maintain proper security for all county buildings.

PROGRAM COMMENTS

The Court Security Division has probably been one of the most rapidly changing services the Hamilton County Sheriff’s Office provides. Since September 11th 2001 this division has overhauled security in the courts 100%. Patrols have been added plus the addition of a scanning system for weapons with full time manning of these stations.

During this time, the Sheriff’s Department has maintained the machines and added a new x-ray machine in 2007 in addition to having a “panic button” system installed. With this system notifies (by sending a silent message to officers through their hand held radio) Officers to the exact location of the emergency or threat.

MAINTENANCE OF BUILDINGS

- Court Officers are responsible for the maintenance of the defibrillators’.
- Maintenance and replacement of security cameras as needed.
- Monitoring the “panic button system” to insure proper maintenance, including the replacement of batteries.
- Maintenance of fire extinguishers and to replace if used.
- Keeping Sector “E” running smoothly in order to maintain security cameras and the alarm system.
- Maintaining the x-ray machine and walk through metal detector to ensure they are working properly.

TOTAL EXPENSE SPENT BY COURTS DIVISION FOR THE YEAR 2011

- Replacement for Dual Cameras - \$210.00 each
- Replacement for Dome Cameras - \$75.00 each
- P-hops - In sets of fifty (50) - \$300.00
- Hand held batteries for metal detector - \$50.00
- Batteries for panic buttons per year - \$300.00
- Office supplies - \$200.00
- Copy machine - pricing not available
- Medical supplies - \$100.00
- Key Replacement - \$100.00



Courtroom cameras monitor activity
throughout the courts

COURTS DIVISION:

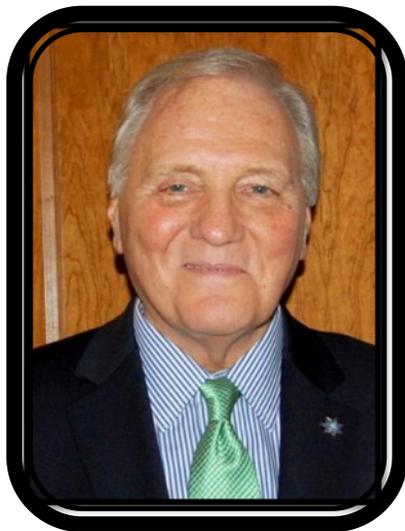
INMATES ESCORTED- ALL Courts: **3,743 Total** (JANUARY thru DECEMBER)

- Criminal, Session, and City Courts: 3,477
- Outside Transports, Child Support, Chancery: Circuit; and Juvenile Courts: 266

OTHER DUTIES: (NOVEMBER thru DECEMBER)

- Show Cause Orders served: 203
- General Session Court Subpoena: 2,206
- Criminal Summons: 254
- Order Protection: 75
- Criminal TRIALS: 4
- Sequestered Jury: 0

SUPPORT SERVICES DIVISION



DIRECTOR G.A. BENNETT



CAPTAIN LENDA CLARK

The Support Services Division is comprised of six (6) units or sub-divisions: Training, Law Enforcement Accreditation, Central Records, Planning and Research, Public Information Office (PIO) and the Office of Community Affairs, totaling 23 full time and part time personnel. Additionally, Support Services controls an additional eight (8) separate administrative functions performed by members of the division; Communications, Grants, Career Leadership and Development, College Internship, Volunteer Coordination, administrative oversight of the Hamilton County/Chattanooga Crisis Intervention Team (C.I.T.), management of the area's bonding and wrecker companies and the Sheriff's Office Monthly Newsletter (THE ROLL CALL.)

- **The Training Division** stayed extremely active during calendar year 2011. More than 82 classes and courses were conducted which trained over 1,321 police and civilians, during in-service and specialized training.
- **Staff of the CALEA Accreditation and Professional Standards Office** developed the first Sheriff's Office Annual Report, the first 5-Year Strategic Plan, the first Sheriff's Office Annual & Monthly Crime Analysis, the first Annual and Monthly Traffic Crash Analysis. They instituted a monthly reporting system for each division, and coordinated the first 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.
- **The Public Information Office** issued 166 Press Releases, participated in 6 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 128,739 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 Relations Office** conducted 40 Neighborhood Watch Programs, developed 36 new Neighborhood Watch Programs and revisited 4 older programs throughout the county. The Community Relations Coordinator along with Law Enforcement and elected officials interacted with over 1,800 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 2011. 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 Program which establishes clear and equitable guidelines for wrecker operators, Bonding Agencies, the Court Building volunteer program, Shred-It day, LAW Publications, the Family Justice Center, Project Life Saver and Prescription Drug Take Back day. In addition to all the above projects and programs, Support Services coordinates many grants and fund-raisers to assist law enforcement and the citizens of Hamilton County.

SUPPORT SERVICES PERSONNEL	SWORN	SWORN2	SWORN3	CIV	CIV2	A.L.	F. M.L.	M.L.	O						
	CERTIFIED	NON-CERTIFIED	NON-CERT. P/T	F/T	P/T				J						
									I						
Administration	1	1			1										
Training Division	2			1				1							
Records Division				10	1		1								
Accreditation	1				1										
Public Affairs				1											
Public Information				1											
Total(s)	4	1		13	3		1	1							
Total Number of Assigned Personnel:		21					-1	-1							

ACCREDITATION AND PROFFESIONAL STANDARDS



Accreditation Manager, Lieutenant Max Templeton

Standards Specialist, Paul Hutchings



THE OFFICE OF ACCREDITATION AND PROFESSIONAL STANDARDS

The Accreditation and Professional Standards Office 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.

The CALEA Accreditation Process 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 follow the minimum 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 3 year project, and calendar year 2011 was our second year into the process.

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 helps improve 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 2011, 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 2010, 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 developed a set of management and reporting procedures which consist of Divisional Monthly and Annual Reports that were never before in place at the Sheriff's Office. The Accreditation Unit spearheaded the formation of the Agency's Planning Committee and Training Committee and they take an active leadership role in both.

The Unit was also tasked with developing Crime Analysis for the Sheriff's Office which had never occurred in previous administrations. The 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 2011 WERE ACCOMPLISHED

- To conduct a self-assessment of the Sheriff's Office and develop a set of professional standards to be implemented that will ultimately lead to *CALEA* accreditation.
- To gather documented proofs of compliance of these standards.
- To conduct training of all employees on the *CALEA* accreditation process.
- The Accreditation Office Personnel attended the three day *CALEA* Conference held in Cincinnati Ohio for required training.



Cincinnati police car, notice the CALEA decal

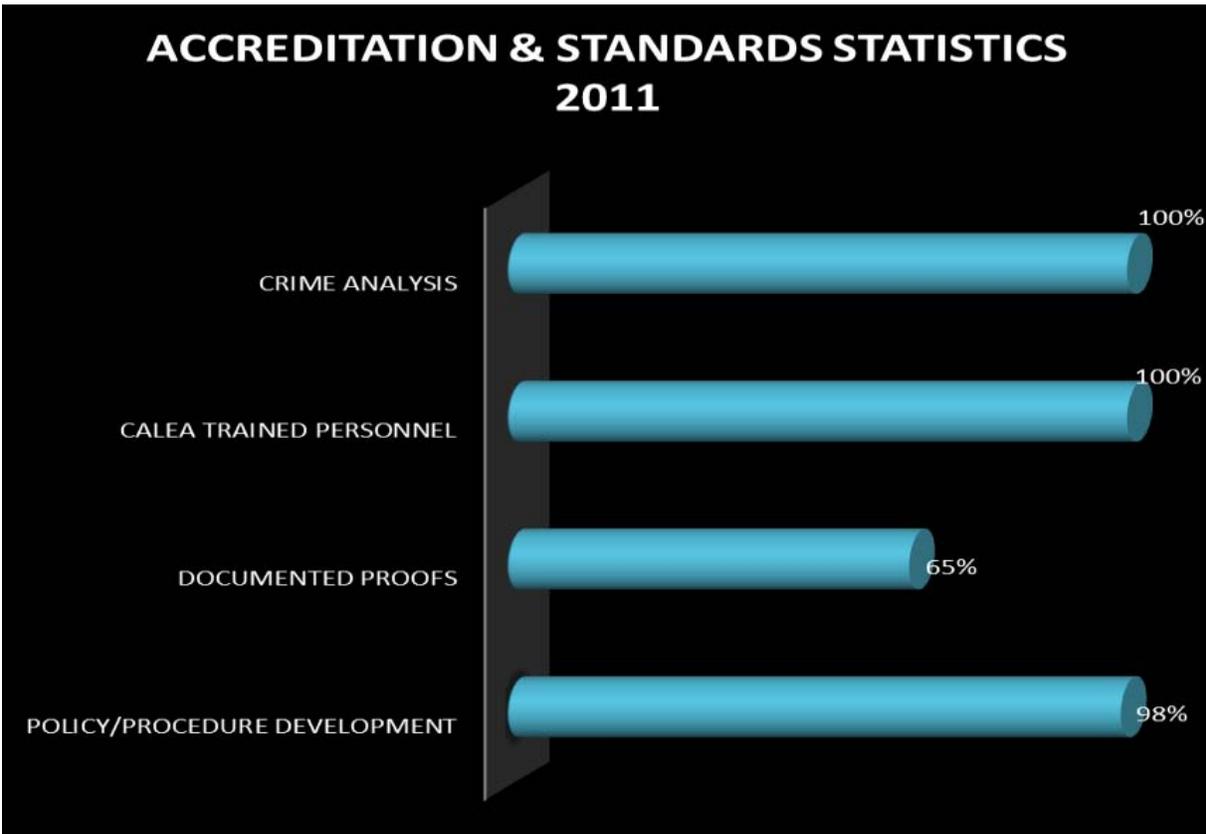
CALEA Testimonials

"CALEA Accreditation gave our personnel a focus and direction with specific and measurable goals. Self assessment is invaluable and on many occasions we found more efficient ways to discharge our duties, providing contemporary and professional law enforcement services."

—Chief Mark Palmer, Coventry (CT) Police Department

"CALEA Accreditation has proven itself time and time again...and the respect and support generated within our community for our services have been positively impacted by the program, making us a truly professional agency."

Sheriff Craig Webre, Lafourche Parish (LA) Sheriff's Office, Past President - National Sheriffs' Association



GOALS AND OBJECTIVES FOR 2012

- To consistently update the Agency's professional standards (General Orders)
- To complete the gathering of CY 2011 proofs of compliance of the *CALEA* standards.
- 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, which is tentatively scheduled for November 2012.
- To complete monthly and annual Crime Analysis for the Agency.
- To develop suggestions for new training courses.
- To lead the Agency in Planning for the future.

PUBLIC INFORMATION



PUBLIC INFORMATION OFFICE

JANICE ATKINSON



Janice Atkinson, PIO

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 also 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 (P.I.O.) will establish a safe area for media personnel and act as the liaison between the police and all public media personnel.

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 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.



Janice at the Command Post in Ooltewah during a tornado event

GUNS AND HOSES



Guns and Hoses Boxing for Charity Law Enforcement Vs. Firefighters

The Public Information Office promotes and encourages partnership from media outlets to publish television programs such as Cold Case Death Investigation and the “Mondays Fugitive” Office with closing cases and arresting fugitives.



**Loading toys for the
Forgotten Child Fund**



**Cheer and Dance fund raiser
for the Forgotten Child Fund**

- The Public Information Office also works with Hamilton County Parks personnel to coordinate activities at the annual Hamilton County Fair held the last weekend in September.



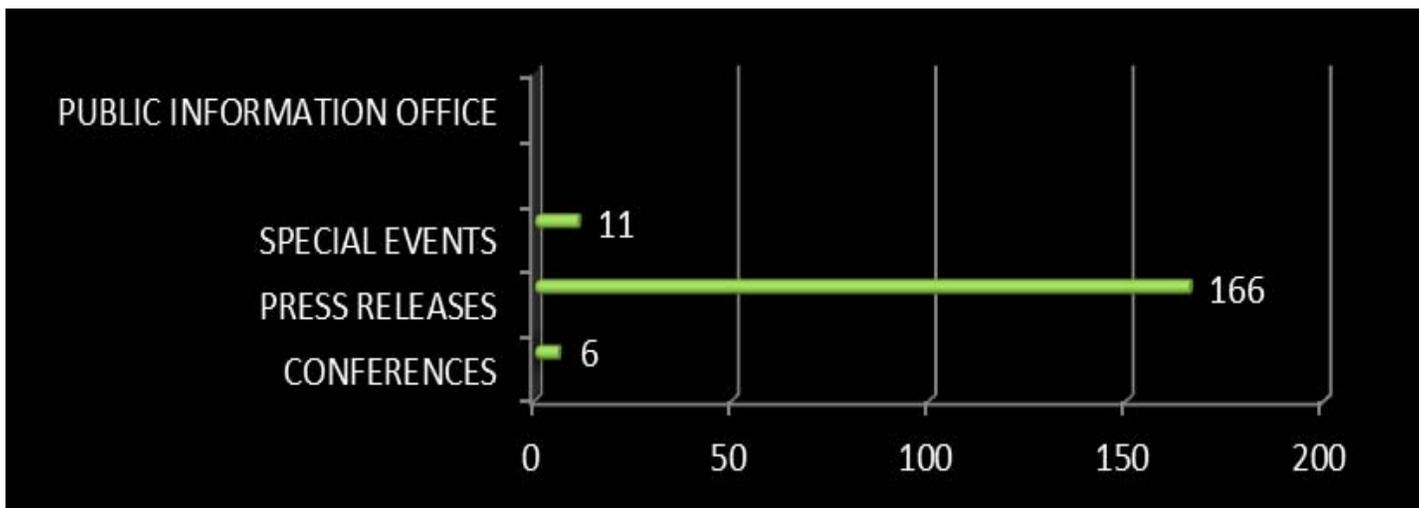
HCSO Honor Guard opens
The Hamilton County Fair

GOALS AND OBJECTIVES FOR 2011

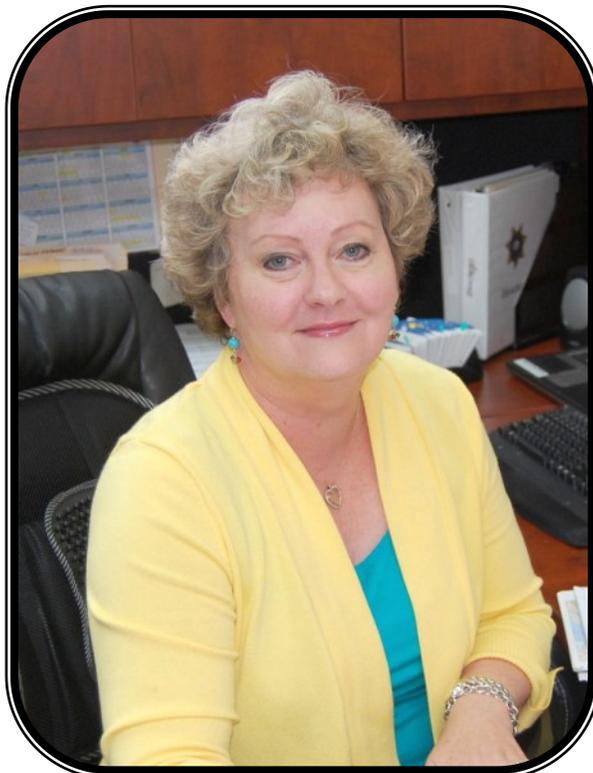
- To promote the Hamilton County Sheriff’s Office and employees by providing positive information to the media as well as organizing programs and events within the Sheriff’s Office.
- To accurately disseminate information relating to the operations and activities of the Hamilton County Sheriff’s Office, without jeopardizing the integrity of events, criminal investigations or employees.

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.
- To accurately disseminate information relating to the operations and activities of the Hamilton County Sheriff’s Office, by working with the media and public in a professional and courteous manner that will keep the public informed without jeopardizing the integrity of events, criminal investigations or employees.



COMMUNITY RELATIONS



**OFFICE OF COMMUNITY RELATIONS/ NEIGHBORHOOD WATCH
SHANNON WILSON-COORDINATOR**

COMMUNITY RELATIONS OFFICE



2011 GOALS AND OBJECTIVES FOR THE OFFICE OF COMMUNITY RELATIONS

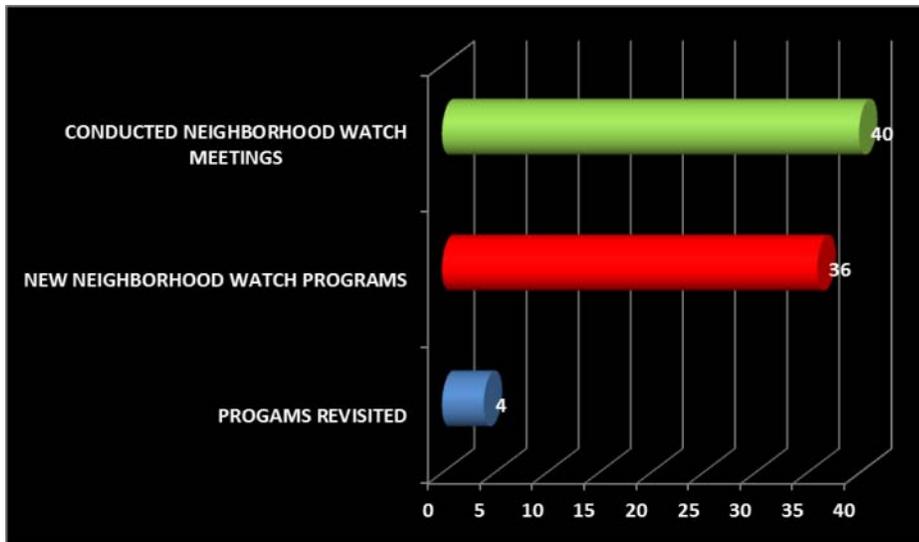
- To assist in special assignments and projects for the Hamilton County Sheriff's Office and for citizens of Hamilton County.
- To re-implement and expand the Neighborhood Watch Program which enables citizens to work with law enforcement to keep trained eyes and ears on their communities and to promote good neighbor ethics.

SUMMARY OF INFORMATION ON RELATIONS ACTIVITIES IN 2011:

NEIGHBORHOOD WATCH PROGRAM:

- Conducted 40 Neighborhood Watch Programs throughout the County – 36 new programs and 4 programs that were revisited.

- We met with over 1,800 County Residents through the Neighborhood Watch Program.
- Addressed 100 (+) concerns from County Residents through the Neighborhood Watch Program.
- Provided access to other county officials and agencies by inviting the County Mayor/District Commissioners and local Volunteer Fire Department to address non law enforcement issues at the watch meetings.



NARRATIVE SUMMARY:

RESULTS FROM ISSUES VOICED BY RESIDENTS:

TRESPASSERS/SOLICITORS –

- Increased patrol by HCSO Deputies on all shifts, information provided at watch meetings concerning Tennessee State laws regarding soliciting. Residents now understand the need to place “No soliciting or No trespassing” signs on their personal property for deputies to be able to enforce Tennessee State laws regarding soliciting. Solicitation information regarding the difference of being privately maintained and being maintained by the county has been discussed at all meetings. Residents are doing a better job at calling HCSO when solicitors are actually on their property and understand that they do not have to open their doors to strangers. Citizens have been instructed by law enforcement of the importance of acknowledging that someone is in their home when a stranger knocks on their door. This ensures that the stranger understands that the home is occupied, and prevents the resident from having their doors kicked in by the intruder to gain entrance to the home thinking the home is vacant.

SPEEDING IN NEIGHBORHOODS –

- Increased traffic patrol for speeders by HCSO was implemented. HCSO Traffic Division has placed the Speed Trailer/Speed Spy in various neighborhoods that were experiencing high-speed concerns. Information gathered from these tools show the actual speed of vehicles coming into neighborhoods and enabled deputies to be more visible during the peak times of travel and issue citations to violators. Residents have also been informed regarding the restrictions from the County Highway Dept. in the placement of speed bumps and Children at Play signs. Several subdivisions noted that their speed limit sign

was too fast for their community and this information was turned over to the Hamilton County Highway Department to have the speed limit analyzed. Issues were also addressed in regards to the rural communities experiencing increased number of recreational bikers hindering traffic by blocking both lanes of the roads on the weekends.

REFERRALS TO OUTSIDE AGENCIES – Numerous complaints regarding non-law enforcement issues were directed to the correct departments as a result of the Neighborhood Watch meetings. The need for proper signage referrals in the communities were given to the Hamilton County Highway Department. This included the need for dead end, no outlet and speed limit signs in new communities and replacement signs that have been removed or damaged by vandals. Referrals were also sent to TVA security in regards to trespassers coming onto private property to gain access to TVA property. Residents have requested proper signage from TVA regarding TVA private property. Information was passed to Health Department and County Code enforcement regarding properties that have been abandoned and as well as residents having farm animals in subdivisions causing increased odors. One community stated a Department of Education school bus was speeding through their community. Information was passed to the Dept. of Ed Transportation supervisor and was addressed. Hamilton County Highway Department was informed of concerns by residents regarding impediment of vision due to low hanging trees or bushes blocking entrances to subdivisions.

DRUG ACTIVITY– HCSO Narcotics Division has been notified of **all drug** issues voiced at the watch meetings for further investigation. Undercover operations have been in placed in various neighborhoods with arrests being made from tips from residents. HCSO Narcotics have seized properties that have been used in the manufacturing of Meth. Neighborhood Watch groups have been instrumental in providing information to HCSO Narcotics.

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

SPECIAL PROJECTS:

- Law Enforcement Memorial Survivor Program; research for Family members.
- Elder Fraud Presentation –St. Paul’s Senior Citizen group
- HCSO yearly Retirement Luncheon.
- Development of HCSO Neighborhood Watch Newsletter
- Ramsgate/Stonewall Farms/West Pointe children’s bicycle safety rodeo in conjunction with Erlanger Hospital
- Harrison United Methodist community safety fair

NARRATIVE SUMMARY:

The year 2011 brought about several opportunities to work with the community. Shannon had the opportunity to speak with senior citizens regarding personal safety and fraud.



In 2011, research continued for family members of officers killed in the line of duty, to prepare for the Law Enforcement Memorial that is held every May. Information was also gathered for the Chattanooga Police Department and other local law enforcement agencies in surrounding counties. Through providing contact with the family members, there have been approximately 100 family members attending the Memorial service.

The number of family members of officers killed in the line of duty has increased in the past three years due to this office maintaining contact with the family members.



The family of Sergeant Tim Chapin attend the annual
Law Enforcement Memorial Ceremony



A chance to visit with old friends at the Retiree's Luncheon



This office helped organize the first Children's Bicycle Safety Rodeo in conjunction with Erlanger Hospital's **Safe Kids Worldwide** bicycle safety program. The rodeo was held in June of 2011 at the Ramsgate subdivision in Hixson. The Coordinator combined three subdivisions, Ramsgate, Stonewall Farms and West Point in the Hixson area for this program. The three subdivisions are all off Hixson Pike and the Neighborhood Watch Captains informed all the residents in these communities of this bike rodeo. These communities were experiencing small children riding in their subdivisions without the proper helmets and not knowing good bicycle safety. The residents were concerned for the safety of children that were riding within these communities unattended. There were 22 children that attended with parents.



Bike Safety Rodeo

Harrison United Methodist invited this office to attend their community safety fair to present information to the residents regarding personal and home safety. The Coordinator attended this safety fair with the HCSO **Safe Journey** program. The Neighborhood Watch program was introduced to many citizens as well as general safety tips. The **Safe Journey** program conducted car seat safety checks and provided car seats to the parents who did not have one for their children. We provided gun locks and printed information for those that attended the fair that day.



GOALS AND OBJECTIVES FOR 2012:

- To assist in Special Assignments and projects for the Hamilton County Sheriff’s Office and for the citizens of Hamilton County.
- To re-implement and expand the Neighborhood Watch Program which enables citizens to work with law enforcement to keep trained eyes and ears on their communities and to promote good neighbor ethics.
- Provide quarterly newsletter for Neighborhood watch captains. This newsletter will provide watch captains the opportunity to receive the most current safety information that they can pass along to their residents.
- Captains training to be held for East and West side of the river for the Neighborhood watch program. This meeting will allow captains to meet HCSO personnel and network with fellow watch captains in their community. This will enable captains the opportunity to hear of other issues in the surrounding neighborhoods.
- Church Safety Seminar for pastors and their staff. This seminar will be the first in Hamilton County. This seminar will enable church staff to discuss safety concerns they have and provide them with valuable information in spotting potential problems. This could include parking lot security, staff safety, avoiding scams and potential safety issues from domestic situations due to divorce or child custody issues. This seminar will be open to all churches in the Hamilton County area. The meeting will include having Sheriff Hammond, Patrol, CID, Traffic, Chaplains, and Crisis Intervention representatives providing training at this meeting.



Shannon and The Safe Journey Team

- To conduct more town hall meetings in communities to address issues the citizens may be experiencing other than neighborhood watch. This will allow HCSO staff to be visible to the public through open town hall meetings.

Neighborhood Watch

Meetings



Developing Partnerships with
The Community

TRAINING DIVISION



Law Enforcement Instructor
Sergeant Jody Mays



Law Enforcement instructor
Cpl. Spencer Daniels



Corrections Instructor
Terry Jeffries

Prepared by Paul Hutchings and Lt. M. Templeton

TRAINING DIVISION

- The Training Division is responsible for all training required by Sheriff's Office employees. It also conducts training for outside law enforcement agencies.
- The training courses on firearms, taser, defensive tactics and baton, emergency vehicle operations, CPR, K-9, S.T.O.P.S. NCIC and records, O.C. spray, spike strips, field training are all mandatory training fields and all sworn and certified officers must have this required training each year.



Learning take down and control techniques



Reserve Officer Parson Vs. Deputy Chief Parson

- Additionally, Training Division is responsible for all Corrections Division Training for all certified corrections officers. The Training Division successfully implemented a series of 40 hour in-service training seminars for all required sworn and civilian personnel over the course of the calendar year.

- **Training Division** coordinates all P.O.S.T. certified and specialized training for sworn law enforcement officers and reserve officers as well as all mandated TCI specialized training for correctional officers. During Calendar Year 2011 the Division taught or assisted with 82 separate classes, teaching courses to over 1321 students.

2011 TRAINING SUMMARY

- **The Training Division conducted a total of 82 training sessions for over 1,321 employees and outside agency personnel.**

Goals & Objectives for 2012 are 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.
- Continue to implement annual In-service training to all civilian personnel.
- Implement annual In-service training for all corrections employees and all civilian staff.
Schedule various specialized schools to be conducted for Hamilton County Sheriff's Office employees.
- Insure state standards and qualifications are met for each employee.
- Stay knowledgeable of new laws, equipment, and developments in law enforcement.
- Ensure each officer is proficient and qualifies with their assigned weapons
- Provide consistent training throughout the entire agency.
- **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.
- Increase the size of Training to four full time employees (currently the entire unit is staffed by a sergeant (on military leave), corporal (temporary), a corrections officer (for corrections training, and a records clerk



Explorers learning how to safely
Approach a vehicle

SWAT Training



CRISIS INTERVENTION TEAM



CRISIS INTERVENTION TEAM
COORDINATOR MONICA MIDDLEBROOKS



HAMILTON COUNTY SHERIFF'S OFFICE
T E N N E S S E E
CITY OF CHATTANOOGA
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 City 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.

The Crisis Intervention Team Coordinator is Monica Middlebrooks a native of Chattanooga, graduate of Notre Dame High School, the University of Tennessee at Knoxville (B.A. Human Services, 1991) and the University of Tennessee at Chattanooga (M.S. Criminal Justice, 2000). Monica has work experience for the State of Tennessee and Hamilton County Juvenile Court.. She is actively involved in numerous civic activities, these include Delta Sigma Theta Inc. Sorority, Board Member for EPB Employees Credit Union and Board of Trustees for Moccasin Bend Mental Health Institute. Hobbies include reading, bowling and golfing. Her one son Jordan attends Tennessee Tech University.

C.I.T. is an effective partnership between law enforcement, the mental health community, consumers and consumer advocates that trains and equips 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 intervene with them during crises.

One of the goals of CIT is to train law enforcement officers how to take a more personal and educated approach with mental health issues such as schizophrenia, bi-polar disorder, PTSD, and identifying lack of medication symptoms. As a result of training, CIT accomplishes several goals. There is a decrease in officer, consumer, and civilian injuries, a decrease in the number of consumers arrested on criminal charges and a decrease in the use of force and SWAT call outs. Favorably, there has been an increase in the number of consumers being transported for mental health evaluations and an increase in the amount of crises that are stabilized by the techniques and practices of CIT Officers.

The heart of CIT is in the community partnerships that have been developed. It allows law enforcement to become a part of the solution. They help people get the help that they need. It has also proven effective for providers because they are able to provide the best quality treatment for consumers.

CIT Curriculum

The Curriculum is a 40 – hour week of intensive training provided by volunteer mental health professionals, advocates, and CIT trained law enforcement officers. The training consists of classroom lectures, site visits with consumers leading 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

CIT Curriculum

The Curriculum is a 40 – hour week of intensive training provided by volunteer mental health professionals, advocates, and CIT trained law enforcement officers. The training consists of classroom lectures, site visits with consumers leading 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 or requesting crisis services
- Family and Consumer Perspectives
- Verbal Techniques & Intervention Strategies

The 40 hour training is approved by Peace Officer Standards and Training (P.O.S.T.)

40 Hour CIT Class

There were two CIT Classes held during the year 2011. The first was held July 18 – 22, 2011 on the campus of the University of Tennessee at Chattanooga. The University sponsored the training class which graduated 22 CIT Officers. The second and largest class, thus far, was held November 14 – 18, 2011 with a graduation of 30 CIT Officers.

	<u>July</u>	<u>November</u>
	# of Students	# of Students
HCSO	5	5
CPD	6	8
911	2	3
*Other Law Enforcement Agencies/Department	10	13

*Other law enforcement agencies include Collegedale Police Department, Bradley County Sheriff's Office, Cleveland City Police Department, Chattanooga State College Police, UTC Police, Chattanooga Housing Authority, East Ridge Police Department, Soddy Daisy Police Department, and Park Services.



CIT Graduation



Graduation Ceremony

CIT Reports

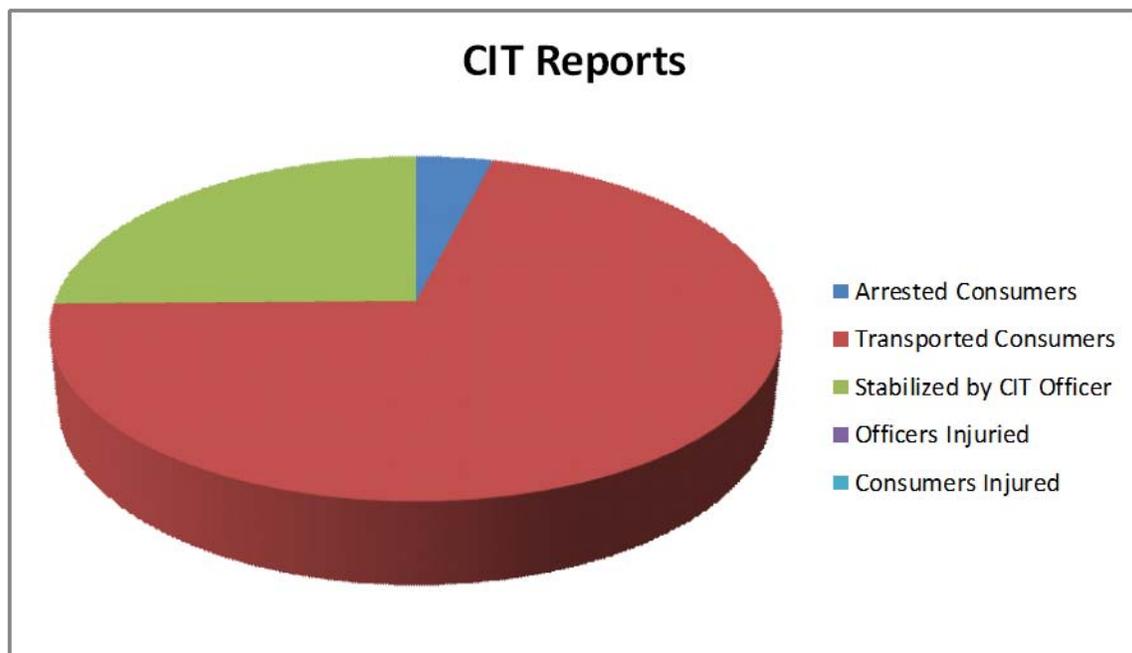
All agencies are strongly encouraged to document their CIT incidents. A CIT form is only to be used by CIT officers for reporting on CIT related calls. They are not to be used by non-CIT Officers or for non-CIT related calls. Standardized CIT forms are completed and they are turned into the CIT Coordinator 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, Hamilton County Correction Officers and the Chattanooga Police Department for 2011 was 343.

HCSO = 127

CPD = 216

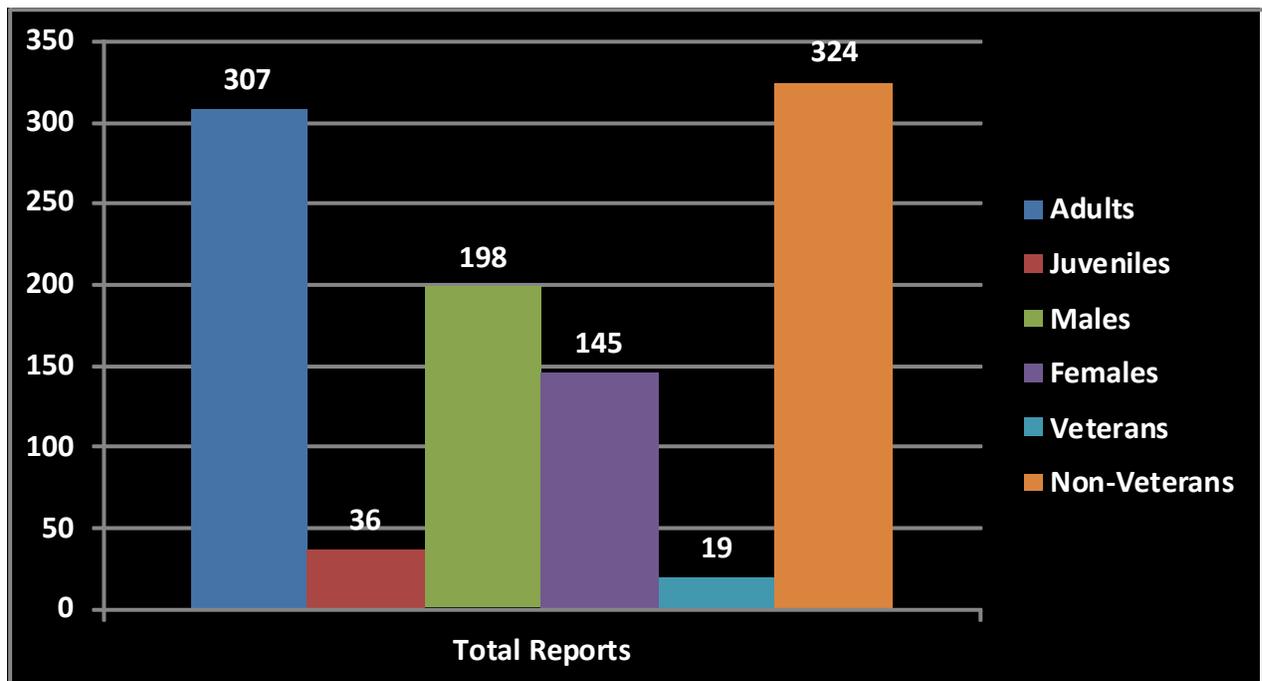


Out of 343 reports submitted, there were 0 Officer Injuries , 0 injuries to consumers while the officers were on the scene and only 13 consumers arrested on criminal charges. There were 233 Consumers transported for mental health evaluations and 83 consumers stabilized by CIT Officers with no further action taken.

CIT Reports

All agencies are strongly encouraged to document their CIT incidents. A CIT form is only to be 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 they are turned into the CIT Coordinator for review.

Other information provided from reports included age and gender, veterans or non veterans.



Adults = 307

Juveniles = 36

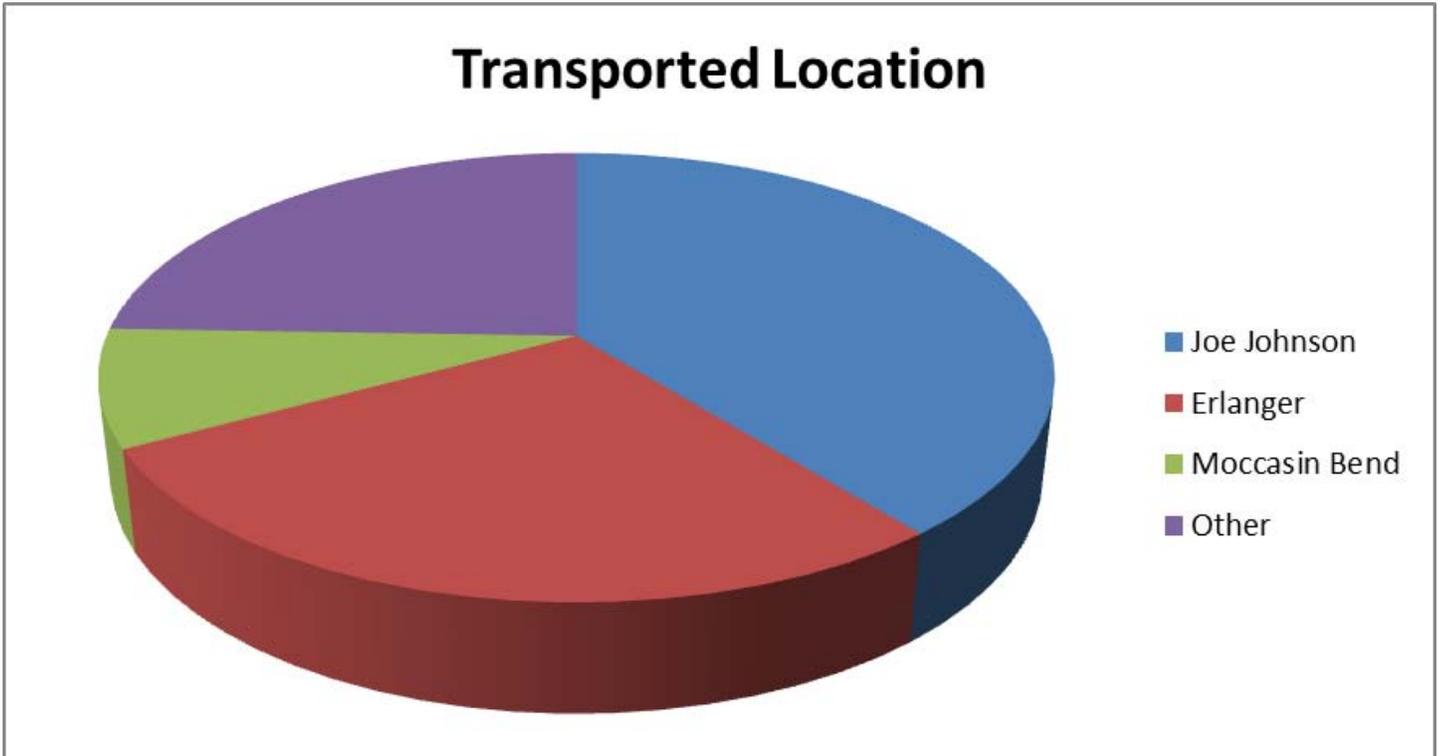
Males = 198

Females = 145

Veterans = 19

Non Veterans = 324

The location of those being transported to mental health agencies, hospitals, or Moccasin Bend is also information requested on CIT reports.



- Joe Johnson Walk In Center = 93
- Erlanger Hospital = 66
- Moccasin Bend = 20
- Other facilities = 58

(The other facilities were write-ins. They include Valley, Memorial Northpark Hospital, Childrens Hospital at Erlanger, Skyridge Medical Center, Parkridge Hospital, Memorial Hospital, Veterans Clinic, Salvation Army and the Hamilton County Jail.)

CIT Pin

The CIT program has a design for a CIT Pin that 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.



Summary

The goals of CIT are being accomplished in large part due to the ongoing partnerships with law enforcement and the mental health community. The CIT Model incorporates two main components. A collaborative framework between the community mental health professionals and their knowledge of available resources and local law enforcement agencies and specialized training for CIT Officers in mental health issues, crisis intervention and de-escalation. CIT improves law enforcement attitudes about persons with mental illness and it improves their knowledge of mental illnesses and the resources that are available in the community.

Since its inception in 2010, there have been 5 CIT classes held with a graduation of over 100 CIT Officers. Statistics show that the law enforcement's knowledge of mental health issues has been enhanced by the CIT Program; therefore improving the quality of response to those who might be in a crisis. There has also been a decrease in injuries and a sizeable diversion from jail. CIT is an effective and quality program.

CIT is a community program that requires support from law enforcement agencies, mental health agencies, advocates, and consumers. It is about our community working and partnering together, making a difference in the lives of those we serve.

2011 GRADUATION



SPECIAL PROJECTS AND PROGRAMS



Prepared By Director G. A. Bennett

LEADERSHIP AND CAREER DEVELOPMENT

The Office of Organizational Development for the Hamilton County Sheriff's Office was originally titled Career Development and began in 2009 as an initiative to assist officers in career planning. The primary work of Career Development was to help officers develop career and life strategies by identifying and accessing educational and specialized law-enforcement training opportunities, as well as helping employees to map out their overall life goals. When the current coordinator moved into the position in early 2010, he saw an opportunity to expand the work of Career Development by bringing a specific emphasis on leadership development to the office. This leadership development work was offered in one-on-one settings, with targeted small groups within the agency, as well as a part of HCSO's weekly in-service schedule that year. By working not only with the officer population of the agency but also its command staff, the coordinator recognized an opportunity to expand career and leadership development into an overall emphasis on organizational development. Individual officer career development, as well as an emphasis on the strategic development and mobilization of leaders within the agency, is two key components of the work of organizational development within the agency. In addition, the Leadership & Career Development coordinator works regularly with the command staff on the agency's mission fulfillment, visioning, and the long-term goals and strategy that arise from visioning.

SPECIAL PROJECTS AND PROGRAMS

The Support Services Division worked on a myriad of special projects to benefit the citizens of Hamilton County in 2011. Below is a partial list of the projects and a brief description of each.

- Awards Banquet – Sheriff's employees recognition.
- Law Enforcement Memorial – Honoring officers killed in the line of duty.
- Sheriff's School Lunch Program – Meetings with school administrators to discuss ongoing problems and concerns.
- Networking with the area's Crime Stoppers program (the HCSO donated \$10,000).
- Wrecker Program – To establish clear and equitable guidelines for wrecker operators who are on the county's rotation list, addressing issues and monitoring activities.
- Courts building information desk.– volunteers.
- Bonding Agencies– To establish clear and equitable guidelines for bonding agencies that are licensed and approved by the criminal court system.
- Chattanooga Hate Crimes Network.



Lt. Shepherd receives an award at the
2010 awards banquet

INTERNSHIP PROGRAM

INTERNSHIPS – WHY HAVE THEM?

INTRODUCTION

Do you remember the first day . . . first week . . . beginning your chosen career after graduation from high school, vocational school, or college? Learning through internships and residencies has become an increasingly proven benefit helping the student transfer knowledge from the classroom to the work setting.

PROGRAM PURPOSE

The Hamilton County Sheriff's Office began offering criminal justice internships in June 2010 for a variety of reasons, including but not limited to the following:

1. Identify candidates for future employment consideration.
2. Provide students with an opportunity to confirm career choice, gain valuable work or observation experience, and develop networking opportunities. It may lead to a different and more successful career track in the criminal justice system.
3. Allow students to apply classroom knowledge and increase confidence in real-world setting. Students learn the complexities of the criminal justice system.
4. Enable students to transition more easily into their new employment after graduation.
5. The Commission on Accreditation for Law Enforcement Agencies (CALEA) Standard 44.2.4 encourages law enforcement agencies to work with young people so that students, faculty, and officers may develop an understanding and mutual respect for each other. CALEA requires law enforcement agencies to maintain a recruiting policy and an internship program helps us accordingly.

RESULTS

Internships ranging between 100 – 135 clock hours for undergraduate students and 200 clock hours for graduate students have been served by students from Baker College, ITT Technical College, Northwest Georgia Technical College, University of Alabama, University of Tennessee-Chattanooga and Northcentral University. Seventeen (17) students have completed the program. The internship includes meeting and observing Criminal Investigative Division, Civil Process, Criminal Records, Traffic, Information Systems, Finance, Neighborhood Watch, Public Information Office, Corrections, Sentence Management, Courts, Criminal Court Clerk, General Sessions and Criminal Division Courts, and alternative sentencing programs, i.e., House of Refuge. Several criminal defense attorneys permit interns to observe them in the management of their cases. Plans are under way to further expand the rotation to include additional areas. We also host "Ride-Along" programs for high school students. Candidates are carefully screened and interviewed prior to acceptance into the internship program.

Submitted by: Donald E. Klasing
Date: August 15, 2012

SPECIAL PROJECTS AND PROGRAMS

- Annual Shred it day, The public is invited to bring documents to the West Sector to have them shredded free of charge.



2011 Shred It Day

- Law Publications– Literature distributed to citizens to aid with their safety, security and protection, along with drug resistance information distributed to students book project.
- Compiling an assortment of Hamilton County deputies stories to turn into a published book.
- Family Justice Center– To establish a justice center for victims of crimes, both adult and juvenile, providing counseling and other services.
- Domestic Violence Coalition.
- Tennessee Sheriff's Association Training Program
- Civilian Police development of Hamilton County Sheriff's Office Program. We assist civilian police in Post war environments.



AGENCY GRANTS



2011 GRANTS

The following Grants were obtained by Support Services Division Director Bennett in 2011.

- Port Security Grant #3: \$124,945 – Used to purchase for criminal investigations division and the agency Dive Team (SURT) a remotely operated underwater rover for search and retrieval and diving equipment .
- Justice Assistance Grant: \$ 46,585 – Used to purchase radios and Tasers cameras



Detective Ed Merritt demonstrates

the Underwater ROV

THE FOLLOWING GRANTS ARE MANAGED BY SUPPORT SERVICES DIRECTOR G.A. BENNETT

1. 2011 Port Security Grant
2. TDOT Safe Journey Program
3. TDOT Speed and Seatbelt Enforcement
4. TDOT "RIID" DUI Enforcement
5. "FY 2011" for bullet proof vest
6. 2011 "SCAAP"
7. 2011 "JAG" Grant
8. 2011 "CIT" (Tennessee Office of Justice)
9. Appalachia HIDTA
10. Tennessee Meth Task Force
11. 2011 Cops Hiring Program

As local government budgets become tighter and exercise more fiscal conservancy, most law enforcement agencies are finding their budgets tightened as well. This situation mandates that agencies rely more and more on local, state and federal grants. Even with decreasing budgets, agencies still must keep up with modern technology, equipment, and personnel in order to fully protect their citizens.



Our Grant Division is aggressively looking for grant opportunities and applying for these grants. If awarded, grant monies can be awarded with both no matching or matching money restrictions. The money received is specifically earmarked to provide funding as specified in the grant request, i.e. to develop responses to local crime and drug problems with additional equipment, personnel and special tasks forces.

At this time, most grants are received from the Department of Justice, Office of Justice Programs, Department of Homeland Security, Bureau of Justice Assistance.



Governor's Highway Safety Project and Tennessee Department of Human Services.



CENTRAL RECORDS DIVISION



Ginger Merritt, Supervisor
Central Records

CENTRAL RECORDS

“Commitment to Excellence for all Citizens with Fair and Equitable Performance”

Ginger Merritt, Supervisor of Central Records, is responsible for NCIC and TIBRS compliance and holds the position of TAC (Terminal Agency Coordinator) for NCIC purposes and RAC (Reporting Agency Coordinator) for TIBRS.

Central Records prepares and maintains a complete record system for the department, which includes statistical and summary reports, classifying and coding incidents and other related office and clerical work. The division is also responsible for National Crime Information Center (NCIC) entries of wanted persons, protection orders, sex offenders, stolen articles, guns as well as any other time-sensitive entries not handled by the Hamilton County 911 District. Third party audits and validations are conducted on all time-sensitive entries (missing persons, stolen vehicles) performed by 911 employees of HCSO records. Inmate jail folders are audited for accuracy and filed in a secure area until transferred to microfilm for archiving. This unit provides investigative support to all law enforcement functions and reports crime statistics to the TBI on a monthly basis as mandated by TCA 38-10-101.



All law enforcement agencies in the State of Tennessee are required to report their crime statistics to the TBI for publication in the annual “Crime in Tennessee” report as well as the FBI’s “Crime in the United States” report. Central Records is responsible for submission to the TBI by means of TIBRS (Tennessee Incident Based Reporting System). The TBI conducted a TIBRS audit in November, 2011 on HCSO records. The audit was favorable. Crime statistics are reported to TIBRS as follows:

Group A Offenses

- Arson
- Assault
- Bribery
- Burglary/Breaking and Entering
- Counterfeiting/Forgery
- Destruction/Damage/Vandalism of Property
- Drug/Narcotic
- Embezzlement
- Extortion/Blackmail
- Fraud
- Gambling
- Homicide
- Kidnapping/Abduction
- Larceny/Theft
- Motor Vehicle Theft





- Pornography/Obscene Material
- Prostitution
- Robbery
- Sex Offenses, Forcible
- Sex Offenses, Non-forcible
- Stolen Property
- Weapon Law Violations

Group B Offenses

- Bad Checks
- Curfew/Loitering/Vagrancy Violations
- Disorderly Conduct
- Driving Under the Influence
- Drunkenness
- Family Offenses, Nonviolent
- Liquor Law Violations
- Peeping Tom
- Runaway
- Trespass of Real Property
- All Other Offenses



Listed in this report are examples of the types of information available once yearly submissions are complete. The TBI's "2011 Crime in Tennessee Report" will not be available for public view until mid-2012. At the time of this report, FBI crime stats were only available via UCR data online through 2009.



Friendly faces of HCSO Central Records

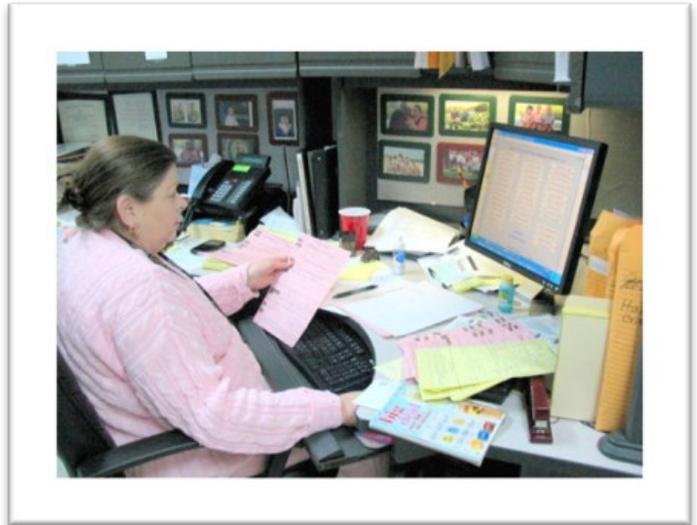
The employees of the Central Records Office strive to keep accurate and up-to-date records. Even though a shortage of employees in this area exists, they have accomplished the following:

TIBRS

11,014 Reports transferred from Paperless. These reports are generated by patrol officers via mobile data terminals. They are reviewed by Central Records personnel for accuracy and completeness to meet TIBRS requirements.

13,063 Reports validated/entered/moved into Visions. Once reviewed and validated, these reports require transfer from the message switch to populate Visions RMS. This process is time consuming and requires edit checks to assure accuracy of information. Once uploaded with the proper information, Visions RMS provides investigative information to officers via CopLink.

8,440 Citations entered. Entry of these citations requires



NCIC

Entries into the NCIC “hot files” database require much attention to detail. Before any entry can be made, a report or warrant must be on file with the entering agency. On an average, it takes a minimum of twenty minutes to make one entry. Once the base entry is complete, any supplemental information such as additional scars, marks, tattoos, alias names and dates of birth,



etc., must be appended to the base record. All entries require that a second person check the entry for accuracy and completeness.

NCIC mandates these records, except for certain type articles, be validated within ninety days of entry and annually for as long as they remain in the NCIC “hot files” database.

- 297 Articles entered/modified/cleared
- 2,169 Protection Orders Entered/modified/cleared
- 4,089 Bond Conditions Entered/modified/cleared
- 4,021 Warrants entered/modified/cleared
- 1,093 911 entries found/modified
- 1,301 Validations



JAIL FILES

- 8,176 Jail folders audited
- 5,701 arrest records expunged from CJUS per court orders
- 1,610 Mug shots expunged from mug shot server per court orders



POLICE RECORDS

<u>2,359</u>	Handgun permits background checks
<u>794</u>	Vehicle tow reports and notifications
<u>1,724</u>	Local Records Background checks
<u>9,391</u>	Court Ordered Expungements from Visions
<u>4,948</u>	Records request processed
<u>12,384</u>	TIBRS Reportable Offenses Submission
<u>13,685</u>	Reports manually entered into Vision RMS

July 12, 2011

Frances Owen – Central Records receives commendation and challenge coin.

Her suggestion created a link on the HCSO web page for the public to request copies of reports. This user-friendly link enables citizens, who might find it inconvenient to travel to the downtown office, to access and print reports on line.



Central Records responsibilities Include:

Maintain accurate and secure database of all law enforcement reports which includes jail files and folders.

- Transmit report to TIBRS (Tennessee Incident Based Reporting System) on crime in Tennessee.
- Conduct NCIC Basic Certified Operator Class
- Maintain files on all certified TIES/NLETS/NCIC operators
- Ensure certification and re-certification of all certified operators (must re-certify every two years)

- Make entries into TCIC/NCIC on wanted persons, protection orders, sex offenders, stolen articles, stolen guns and vehicles as well as validates records of same. Validation of records are done within 90 days of entry and annually thereafter for as long as the record remains in NCIC
- Assist public regarding copies of accident reports, etc.
- Send notifications to individuals and insurance companies regarding towed or wrecked vehicles.
- Process paperwork for criminal history background checks, also includes handgun permit requests.
- Do expungement of arrest records as mandated by TCA.

2011 Goals & Objectives were set as follows:

- Serve the public, employees and other law enforcement entities by providing timely, efficient information regarding incidents that occur within Hamilton County Sheriff's Office jurisdiction **(Accomplished – also added on-line records request)**
- 4 additional employees to cover increased workload **(Not Accomplished)**
- Change job classification of Records Supervisor to Records Manager **(Not Accomplished)**
- Relocate Central Records to East & West Sector Annex Buildings **(Not Accomplished)**
- Select an Alternate RAC of TIBRS Reporting **(Accomplished – Jeanne Lowery)**
- Select an alternate Visions RMS Administrator **(Not Accomplished)**

Goals and objectives for 2012 are set as follows:

- Serve the public, employees and other law enforcement entities by providing timely, efficient information regarding incidents that occur within Hamilton County Sheriff's Office jurisdiction
- 4 additional employees to cover increased workload
- Change job classification of Records Supervisor to Records Manager
- Relocate Central Records to East & West Sector Annex Buildings
- Select an alternate Visions RMS Administrator

**THIS REPORT IS DEDICATED TO THE MEMORY OF OUR
FRIEND**

DEPUTY “BIG MIKEY” JONES.

Mike’s career in law enforcement began with the Red Bank Police Department in 1977, graduating from the Police Academy in January, 1978. He accepted employment with HCSO in 1986. During his tenure, he served as a Patrol Deputy, volunteered as the Director of the Explorer Program and was a member of the Honor Guard. However, most of his law enforcement career was spent behind the wheel of a patrol cruiser on midnight shift, West Sector Patrol. Mike was a gentle giant, a prankster, a counselor, a mentor, a motorcycle enthusiast but most of all a friend and an inspiration to all he met.

As with most of our career Law Enforcement Officers, we get older and health issues tend to remove us from the patrol cruiser. Mike transferred to office duties in the Fugitive Division as well as Central Records. Mike always had an upbeat, positive attitude and never complained of his failing health. He reported to work every day without fail. Mike Jones is, and always will be sadly missed by the HCSO family.



1950-2011



HAMILTON COUNTY
SHERIFF'S OFFICE
T E N N E S S E E

600 MARKET STREET, CHATTANOOGA TN, 37402 · 423-209-7000
WWW.HCSHERIFF.GOV

2011 CRIME ANALYSIS



Prepared by Paul Hutchings



Crime Analysis - 2011

The following is a basic crime analysis of crimes reported to the Hamilton County Sheriff's Office during 2011. The following graphs show where we had decreases and increases in reported crimes. Each graph will have a written explanation based on crimes reported in 2011 compared to the 10 year average for those same crimes.

NOTE: The 10 Year Average is based on Calendar Years 2001 through 2010

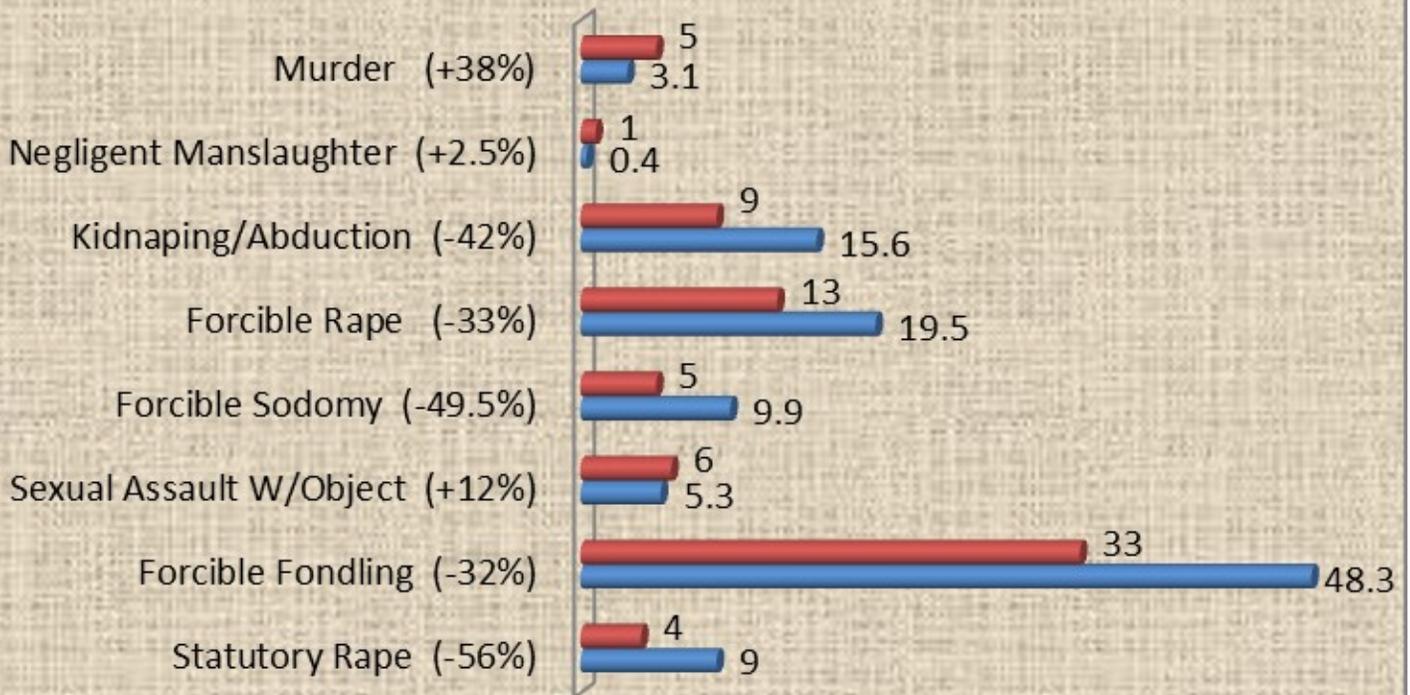
This report is not intended to be all inclusive in nature, as it does not contain intelligence driven analysis, this report is exclusively statistical.

Paul Hutchings



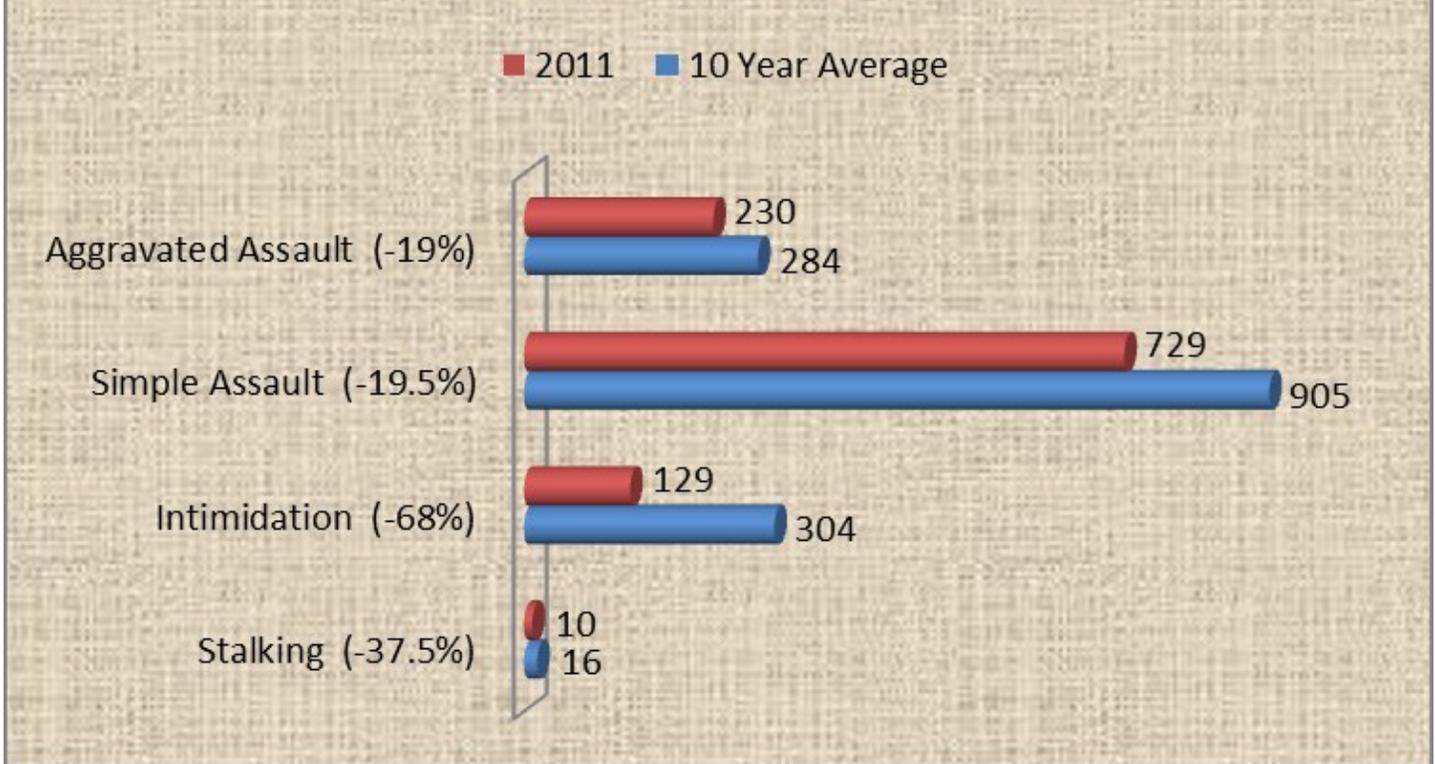
CRIMES AGAINST PERSONS 2011 VS 10 YEAR AVERAGE

■ 2011 ■ 10 YEAR AVERAGE



The above graph depicts TIBRS Group A offenses (major offenses) against a person. As depicted above, 2011 Crimes against Persons compared to the analysis of the 10 year Crime Trend for calendar years 2001–2010 show that these categories of crimes have been reduced with the exception for Murder (up 38 percent), Negligent Manslaughter (up 60 percent) and Sexual Assault with an Object (up 12 percent). It should be noted that the category Forcible Fondling has decreased due to a more focused effort in this category. Furthermore, a high percentage of the Kidnapping/Abduction category relates to Domestic Child Custody issues that have a high solvability rate. ***It should also be noted that 4 out of 5 of the Murders were closed by arrest.***

CRIMES AGAINST PERSONS - ASSAULT 2011 VS 10 YEAR AVERAGE

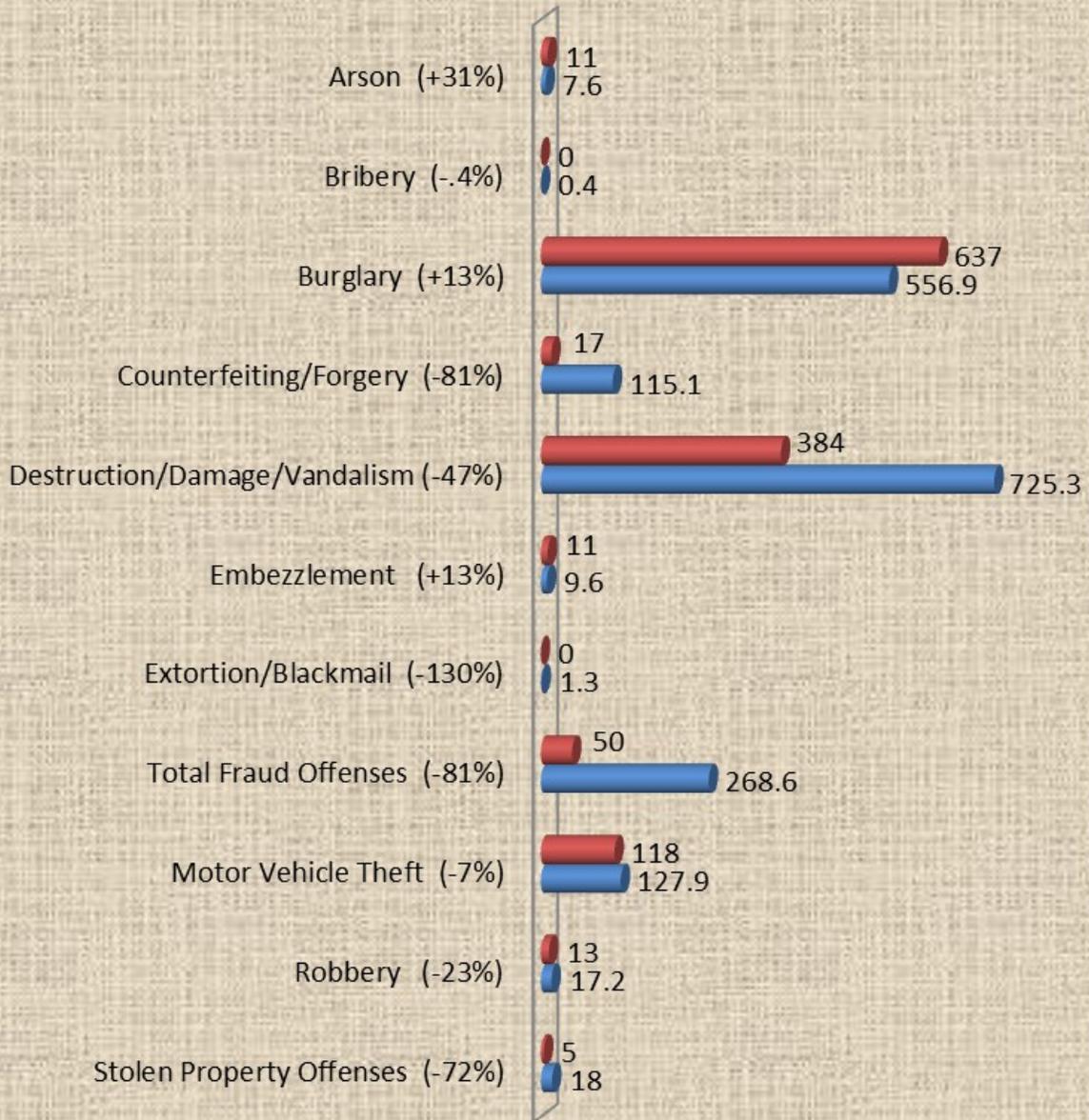


When taking into account the actual crimes reported for 2011 compared to an averaging of the statistics for the preceding 10 years, the analysis shows that in 2011 all these crime areas decreased in varying degrees between 19% – 68%.

It should be noted that the Sheriff's Office reasoning for the Intimidation Category decreasing so dramatically (68%), is due to pro-active policing, and the amount of education that is being provided to victims.

PROPERTY OFFENSES 2011 VS 10 YEAR AVERAGE

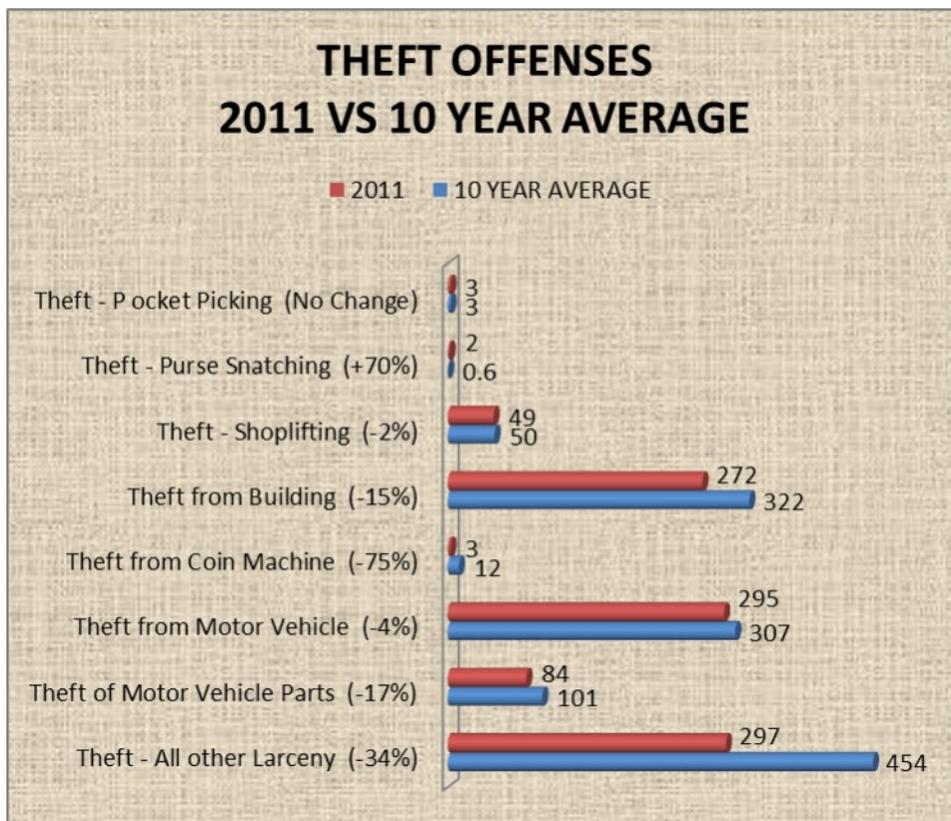
■ 2011 ■ 10 YEAR AVERAGE



An Analysis of 2011 Property Crimes compared to the previous 10 years in those same categories, show that in the year 2011, Property Crime decreased in most areas, with the exception of Burglary and Arson, which have both increased 13% and 31% respectively.

A comprehensive review of these categories leads the Sheriff's Office to believe that the increase in Burglary and Arson Categories is related to the downward turn of the economy. Investigators are focusing on the issue to reduce the numbers in these categories. It should be noted that the Hamilton County Sheriff's Office has established a full time Arson Investigator in an effort to combat this serious category of Crime. It should also be noted that due to the high number of Burglary and Theft from Motor Vehicle Crimes that were occurring, the Hamilton County Sheriff's Office developed the concept of "Power Team Saturation Patrols" which had a large effect on these crime categories.

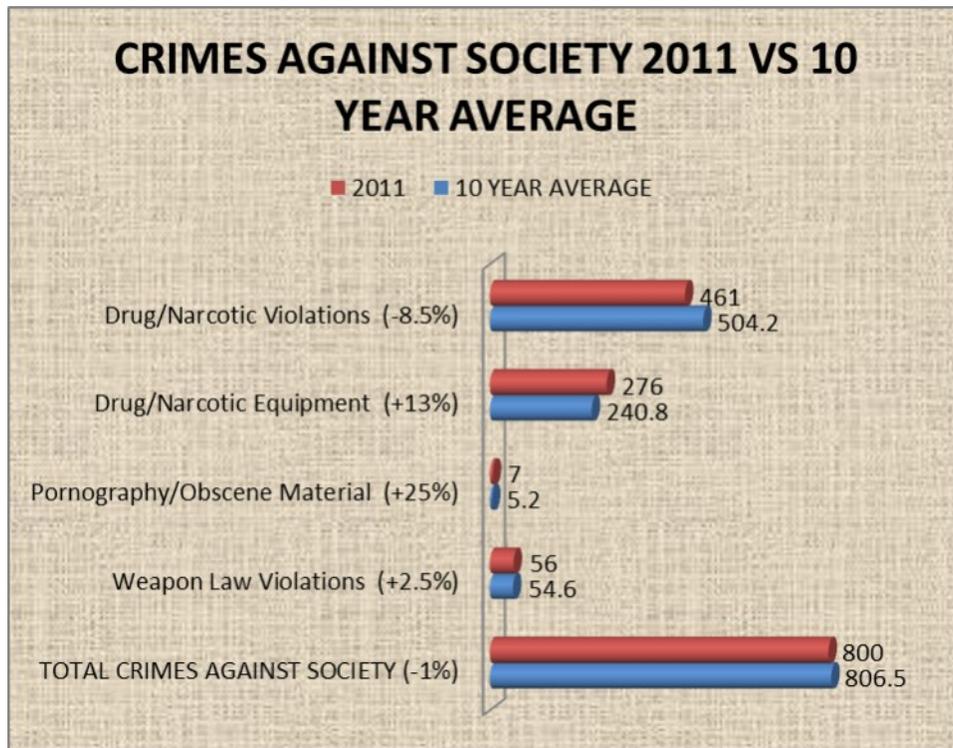
The following Graph will continue with Property Crimes as they pertain to Theft.



As can be seen in the above graph, most of the theft categories have either remained consistent or decreased. The only increase was in Purse Snatching which, although seeming to be a large increase percentage wise, it only increased from an average of .6 to 2 purse snatchings. Investigative reasoning leads the Sheriff's Office to believe that the decrease in Shoplifting complaints is primarily due to educating store owners, and the installation of in-store security cameras.

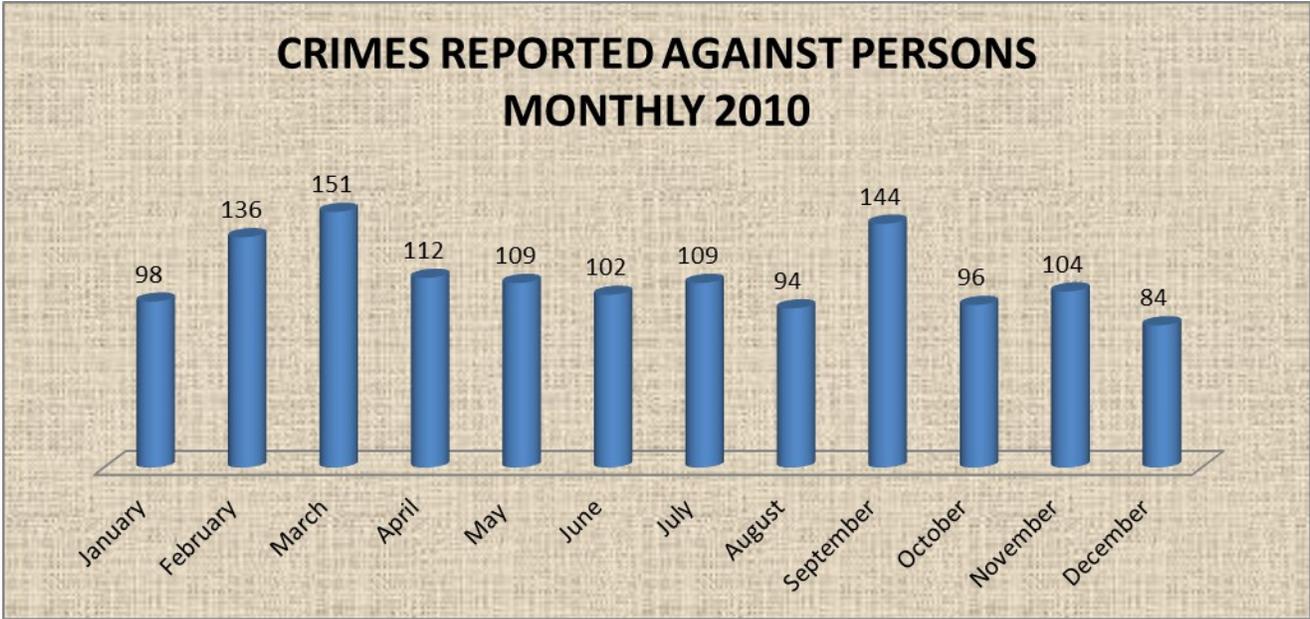
Based on review of the statistics the Sheriff's Office believes that the substantial decrease in the category All other Larcenies, is primarily due to proactive policing.

The following graph will show Crimes against Society and how these categories in 2011 compare when evaluated against the 10 year average.

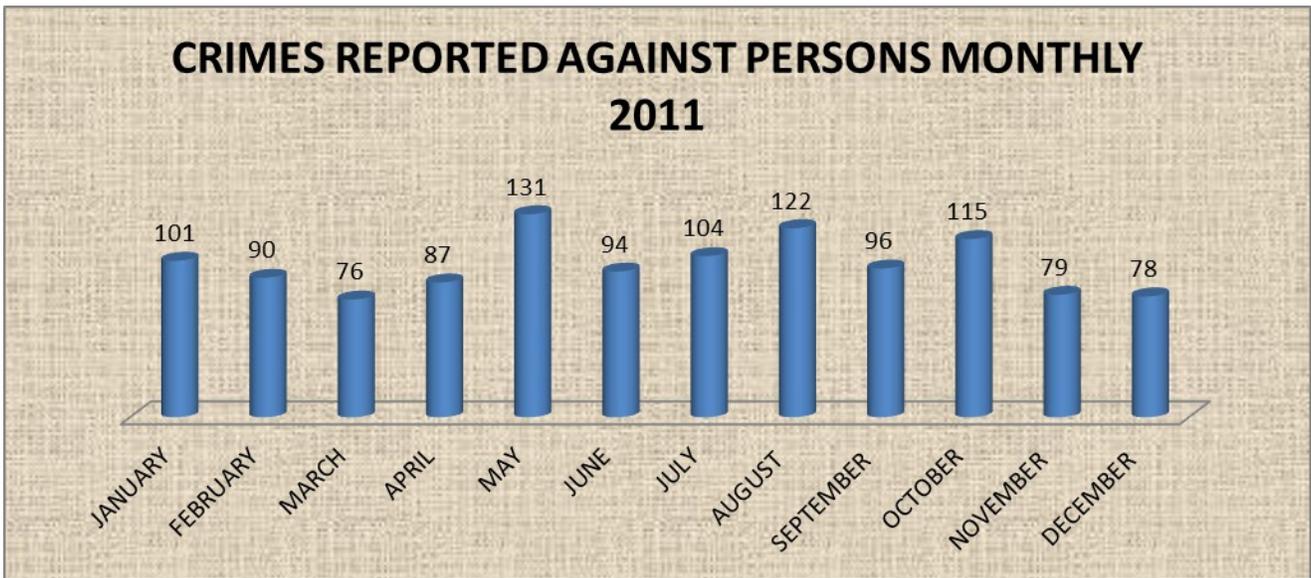


When we look at the comparison between 2011 and the preceding 10 year average, it is obvious that Crimes against Society are remaining fairly consistent. Actual Drug/Narcotic Violations are just slightly decreased, and this factor is directly related to a manpower shortage in the Drug/Narcotics Division. Other areas are slightly elevated. Total Crimes against Society are consistent in 2011 compared to the 10 year average in this category.

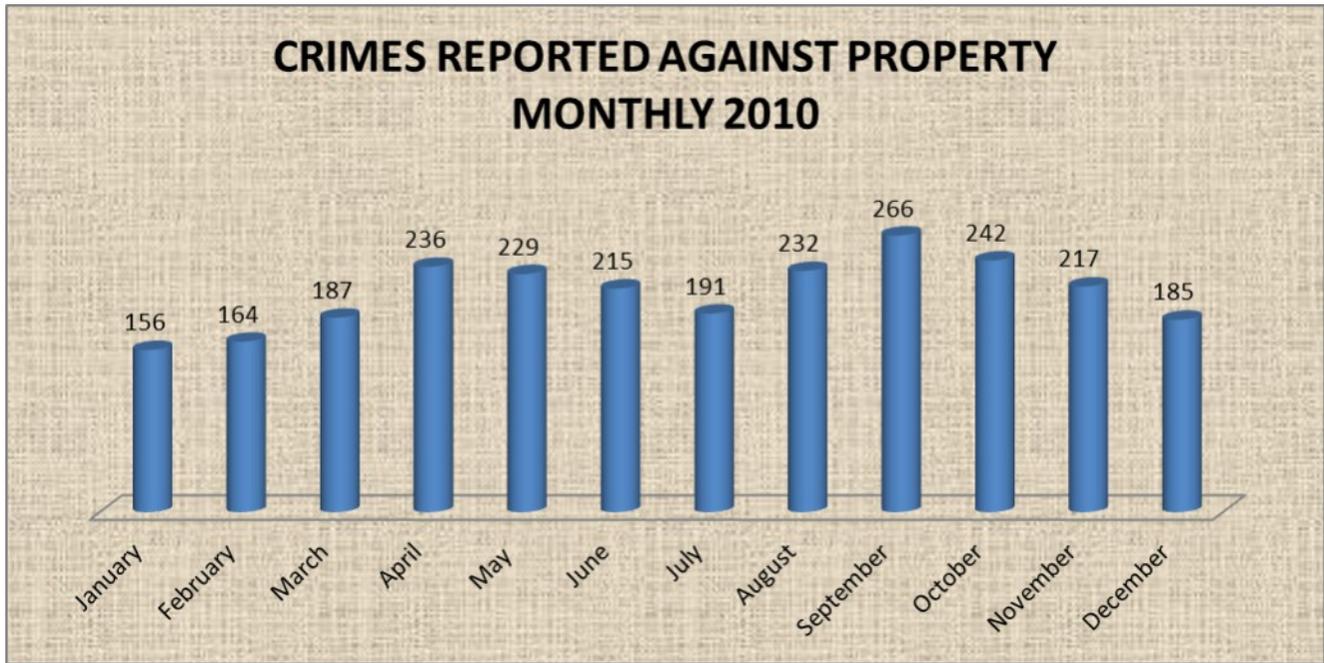
In regards to Drug/Narcotic Violations, institutional knowledge provides the reasoning of why the statistics in 2011 are so similar to those of the 10 year average. It is due to the fact that the Narcotics/Special Operations (NSO) Division changed its main focus from Drug/Narcotic Violations to Gang related activity, which slightly reduced the NSO numbers relating to Drug/Narcotic Violations.



The above graph for **2010** illustrates that the top 4 reporting months for Crimes against Persons are February, March, April and September.



The above graph for **2011** shows that the top four reporting months for Crimes against Persons were January, May, August, and October.

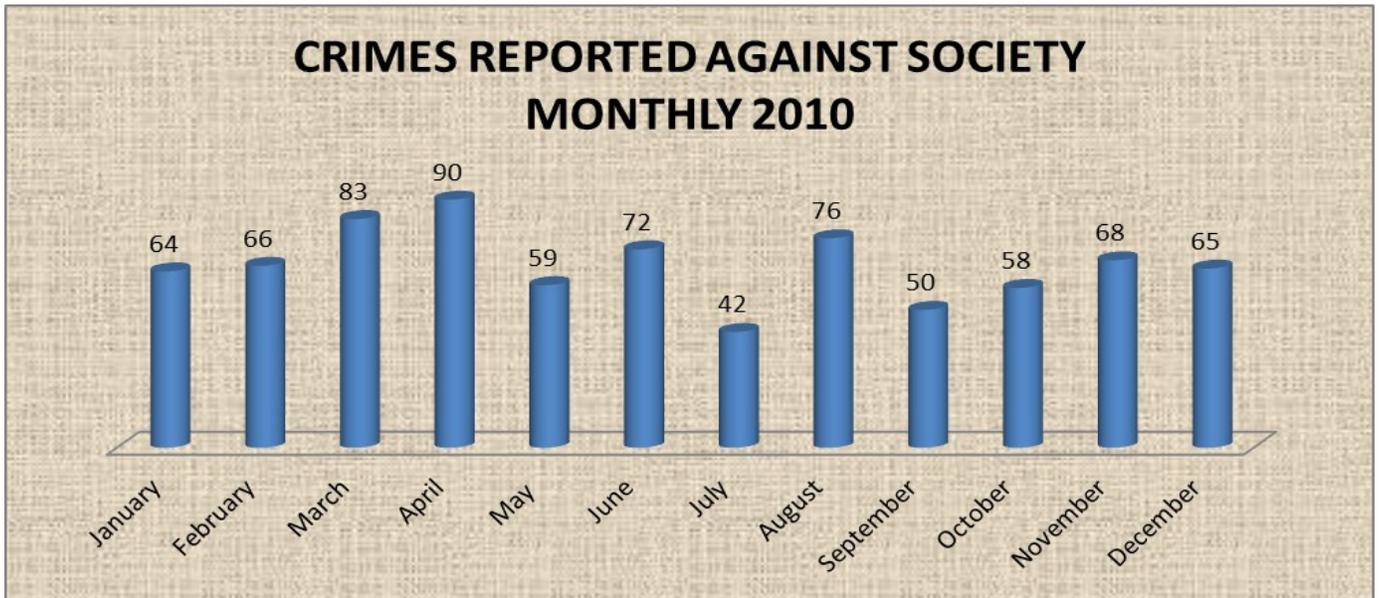


The above graph shows that in **2010** the top 4 reporting months for Crimes against Property are April, August, September and October. Total reported Crimes against Property for **2010** was **2,520**.

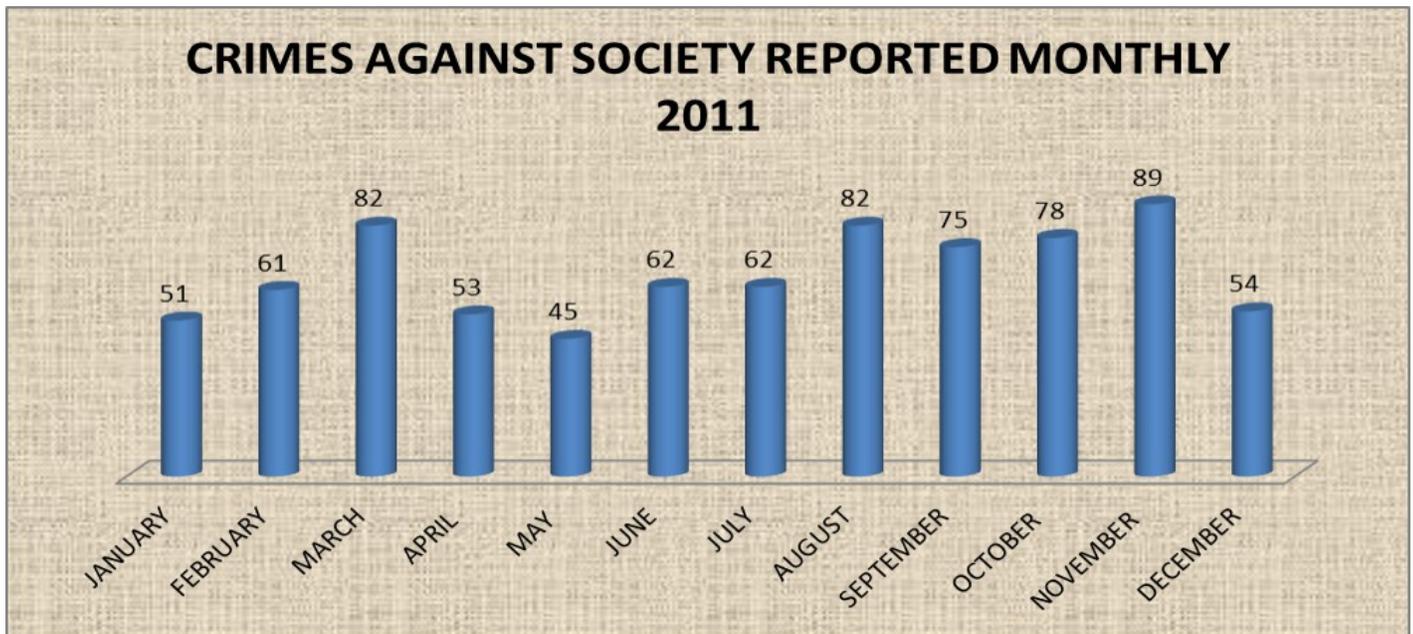


The above graph shows that in **2011** the top 5 reporting months for Crimes against Property were May, July, August, September and October. The highest reported crime month in this category was May, and then the next highest months were late Summer into early Fall, which is traditionally the highest time period if compared with 2010. Late Summer and early Fall the period where the most crimes are reported in this category. Total reported Crimes against Property for 2011 was 2,251 which shows a slight decrease from 2010.

Below, is a graph on 2010 Crimes against Society as they were reported by month in **2010**.



As depicted above, the top 4 reporting months in **2010** for Crimes against Society were March, April, June and August.



As shown above, the top 3 reporting months in **2011** for Crimes against Society were March, August and November.

2011 clearance rates for Crimes against Persons and Crimes against Property were not yet available through the TIBRS reporting system. An internal check on some major categories shows that the Hamilton County Sheriff's Office solved 4 out of 5 Murders, solved 44 percent of Aggravated Assault cases, solved 43 percent of the Simple Assault cases and in the Winter of 2011 made dozens of arrests in the Burglary category. The Federal Bureau of Investigation advises that one professional Burglar can commit over 200 Burglaries per year. The Sheriff's Office, noting that Burglaries were on the rise in Hamilton County, formed a Power Team Saturation Patrol that concentrated on the Crimes of Burglary and Theft from Motor Vehicles. This Power Team which actively worked in the months of November and December, resulted in the arrest of many professional Burglars operating in the un-incorporated areas of Hamilton County.

Below, please find the case clearance rates that were available through TIBRS Crime Reporting System for Calendar Years 2010 and 2011 for Crimes Against Society. Clearance rates in these categories remain consistently high from year to year.



CRIME ANALYSIS SUMMARY:

Calendar Year 2011 was the first year that the Hamilton County Sheriff’s Office initiated proper Crime Analysis, to assist in combating crime in this consistently growing County. The population in the unincorporated areas of Hamilton County has grown 16.9 percent since 2001. With this dramatic increase in population, crime will also be on the rise. The Hamilton County Sheriff’s Office has taken an extremely proactive approach to protecting our citizens by utilizing modern policing methods to actively prevent crimes from happening.

The Sheriff’s Office has developed and expanded its Community Policing efforts by expanding our Neighborhood Watch Associations which educates the public and helps citizens to protect themselves. The Sheriff’s Office has initiated the much needed Crime Analysis Office to give up to date information on Crime and Crime trends so that the Patrol and Investigation Divisions are better able to concentrate their tactical forces on not only catching criminals, but actually preventing these criminals from committing crimes. This has come in the form of developing “Saturation Patrols” that concentrate Patrol Officers and Investigators in high crime areas. This has been extremely successful in the latter half of 2011, and assisted in the removal of dozens of professional criminals from the community.

Areas in which specific types of Crimes are on the rise:

CRIMES AGAINST PERSONS:

Murder – up 38%. Although the Murder rate increased in 2011 compared to previous years, the HCSO closed 4 out of 5 of the Murders by arrest of the perpetrator.

CRIMES AGAINST PROPERTY:

ARSON – up 31%. The Sheriff’s Office has trained and appointed a full time Arson Investigator to combat this serious category of crime.

BURGLARY – UP 13%. The Sheriff’s Office has developed Saturation Patrols and is educating the community through Neighborhood Watch to combat this crime.

CRIMES AGAINST SOCIETY:

Pornography/Obscene Material Crimes – up 25%. The Sheriff’s Office has trained and appointed full time Detectives to concentrate on these categories.

GANG RELATED CRIME

1. The formation of Organized Crime Gangs is becoming a serious problem within Hamilton County. Gang related shootings, drug dealing and organized crime is growing. It has been documented that there are 9 main categories of organized gangs within Hamilton County – The Bloods, the Crips, Gangster Disciples, Vice Lords, Hispanics, Asians, Motor Cycle Gangs, Hybrids and different Hate Groups have over 89 individual gangs associated within their groups. It has been documented that these gangs are traveling from the East and West Coast to the Hamilton County area in order to develop and expand their numbers.
2. The Sheriff's Office has dedicated personnel that are working with local Police, State and Federal forces in order to combat these dangerous crime groups.
3. The Sheriff's Office is developing a program called "Early Intervention" which will be instituted within the elementary and middle schools by our School Resource Officers, in an attempt to educate the children and prevent them from joining Organized Criminal Gangs.
4. The Sheriff's Office is expanding its Neighborhood Watch Program in order to further educate and train local community members on the nature of Gang Related Crime, and how to recognize and report this type of activity.

HAMILTON COUNTY SHERIFF'S OFFICE



5-Year Strategic Plan

Fiscal Year 2011-2015

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. 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.



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.



“Commitment to Excellence for All Citizens with Fair and Equitable Performance”

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.
- Conduct annual training and inspections regarding control of detainees.
- Maintaining a cost efficient fleet of well running vehicles.

DIVISIONAL TASKS FOR GOAL #1

PATROL DIVISION:

- 1. Finish equipping all marked police vehicles with video capability.**
- 2. Add one additional deputy/patrol vehicle to each patrol team for faster response time. (9 additional deputies - 9 additional patrol vehicles).**
- 3. Develop a plan to ensure all police vehicles are replaced at 150,000 miles.**
- 4. Attend every Neighborhood Watch meeting.**
- 5. Send every Uniformed Patrol Deputy to additional Evidence/Crime Scene Training.**
- 6. Utilize up-to-date crime analysis to target high crime areas.**

INVESTIGATIVE DIVISION:

- 1. Develop weekly/monthly/annual Crime Analysis and share with uniformed patrol.**
- 2. Investigators to attend at least 4 patrol briefings each week to share information.**
- 3. Increase investigative manpower with 9 additional investigators.**
- 4. Conduct monthly strategic planning meetings with Uniformed Patrol Division.**
- 5. Work with Public Affairs Office to conduct community education programs.**

SUPPORT SERVICES DIVISION:

- 1. Develop and provide the additional training required by uniformed patrol and corrections.**
- 2. Work with Investigative Division to develop weekly/monthly/annual Crime Analysis to be provided to all members.**
- 3. Research, develop and submit grant for additional equipment and training.**
- 4. Increase leadership and organizational development programs.**
- 5. Achieve and maintain CALEA Accreditation.**

CORRECTIONS DIVISION:

- 1. Conduct annual training regarding control of detainees.**
- 2. Conduct annual inspections regarding control of detainees.**
- 3. Enhance the training for Swift Reaction Team (SRT) and for corrections officers to reduce critical incidents.**
- 4. Provide additional radios for all corrections officers.**
- 5. Increase amount of sworn correctional officers by twelve (12).**
- 6. Provide additional Tasers for corrections officers.**
- 7. Achieve American Corrections Association (ACA) Accreditation and National Commission of Correctional Health Care (NCCHC) Accreditation.**

ADMINISTRATIVE DIVISION:

- 1. Research costs for additional equipment each division requires.**

2. Submit the proper requests for additional personnel to the County Commission.
3. After approval of the County Commission, actively pursue the current recruitment plan, and recruit high quality individuals for the agency.
4. Analyze the Job Task Analysis in order to ensure that all personnel have an even workload.
5. Make appropriate changes to classified job positions.

“Effective” law enforcement is expensive and requires continuous intensive specialized training and development of new methods and technologies”.

Laws are frequently changed and new court decisions made requiring constant updates to training.

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.

DIVISIONAL TASKS IN SUPPORT OF GOAL #2:

UNIFORMED PATROL DIVISION:

1. Utilize the Performance Evaluation System to select the best candidates for leadership training opportunities.
2. Limit the amount of special assignments to no more than two per deputy.
3. Provide Career Development counseling to all deputies.
4. Ensure that all selected patrol deputies attend additional training.
5. Assist Administrative Division with the Recruitment Plan.

INVESTIGATION DIVISION:

1. Clearly define roles and responsibilities.
2. Develop creative and effective means to share information within the organization and the citizens of Hamilton County.
3. Honor special achievements.

SUPPORT SERVICES DIVISION:

1. Provide personnel with the best educational and advanced training opportunities for career development and advancement.
2. Provide comprehensive in-service training to ensure high professional performance of all members.
3. Provide annual training to all civilian employees.
4. Utilize the Office of Community Affairs and the Public Information Office to assist with recruiting efforts.
5. Research grant possibilities for higher education opportunities.
6. Enhance and expand our current College Internship Program.

CORRECTIONS DIVISION:

- 1. Ensure that all selected personnel are receiving advanced training opportunities for career development and advancement.**
- 2. Provide Career Development counseling to all members.**
- 3. Research grants for additional equipment and educational opportunities.**



TRAINING CORRECTION OFFICERS

ADMINISTRATIVE DIVISION:

- 1. Ensure that the Recruitment Plan is actively pursued.**
- 2. Ensure that the Recruitment Selection Process is utilized to increase minorities.**
- 3. Ensure that Spanish speaking individuals are actively recruited.**



INTELLIGENCE SHARING CONFERENCE

“COMMITTED TO EXCELLENCE”

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.

DIVISIONAL TASKS IN SUPPORT OF GOAL #3:

UNIFORM PATROL & TRAFFIC DIVISION:

1. Conduct proactive speed enforcement and DUI reduction enforcement throughout the County.
2. Conduct extra speed enforcement in and around school zones when schools are in session.
3. Work closely with community partnerships to resolve crime issues.
4. Develop Operational Plans for specific criminal and disaster scenarios.
5. Ensure all members receive annual training on Incident Command.
6. Conduct monthly Traffic Analysis.
7. Ensure that intelligence information from the SRO Division is being properly utilized.
8. Ensure that all members are receiving additional training on the protection of crime scene and the collection of evidence.
9. In conjunction with the Investigative Division, develop a strategy to create a K-9 Division, which will support both the Patrol Division and Narcotics/Special Operations Division. The five-year goal should be a total of ten (10) K-9's with handlers and a supervisor for the Division.
10. Develop and implement powerful crime prevention strategies through proactive and problem oriented policing.
11. Increase personnel within Uniformed Patrol Division by nine (9) personnel.
12. Utilize SWAT on high risk warrant arrests.
13. Replace the Hostage Negotiation van.

INVESTIGATION DIVISION:

1. Evaluate current equipment inventories, research new technology and implement a cyclical replacement schedule. Upgrade computer systems, recording systems, video systems, covert/undercover equipment, surveillance equipment (vehicle) and camera systems.
2. Replace the current crime scene and narcotics surveillance vehicle.
3. Begin dedicated and concentrated K-9 Narcotic operations focusing on Drug Highway Interdiction.

4. Once fully staffed, reinstitute and activate the Gang Task Force.
5. Participate with area agencies and NGO's regarding Human Trafficking Investigations.
6. Develop strategies for the prevention of vice within the County.
7. Continue participating and actively tracking the Sexual Offender Registry.
8. Conduct monthly crime analysis and share with uniformed patrol, while developing proactive strategies to fight crime.
9. Increase case clearance rates.
10. In conjunction with the Patrol Division, create a separate K-9 Division that will support both Uniformed Patrol and Narcotics/Special Operations. The five-year goal should be a total of ten (10) K-9's with handlers and a supervisor.
11. Increase personnel within the Investigative Division by nine investigators.

SUPPORT SERVICES DIVISION:

1. Provide extra Crime Scene and Evidence training to all uniformed personnel.
2. Actively seek funding in the form of local, state and federal grants to assist in developing the proposed K-9 Division.
3. Continue developing the Neighborhood Watch Program and forward all intelligence information.
4. PIO to develop a crime fighting media campaign.
5. Provide Incident Command training to all personnel.
6. Assist the Investigation Division with regular crime analysis.



CORRECTIONS DIVISION:

1. Forward all gang, drug and vice related intelligence to the Investigative Division.

ADMINISTRATION DIVISION:

1. Actively recruit additional personnel to fill the nine (9) patrol, nine (9) investigative and twelve (12) correctional positions that require additional manpower.
2. Provide the Job Task Analysis to ensure workloads are evenly distributed.
3. Assist Uniformed and Criminal Division with funding for improved equipment and additional K-9's.



HCSO TRAFFIC DIVISION



HCSO SPECIAL WEAPONS & TACTICS TEAM

“COMMITTED TO EXCELLENCE”

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.

DIVISION TASKS TO SUPPORT GOAL #4:

UNIFORMED PATROL AND TRAFFIC DIVISION

1. Develop proper staffing strategy to ensure that each Uniformed Patrol Team has eight patrol officers at all times in order to provide the response available.
2. In conjunction with the Investigative Division, develop proper staffing strategies to create the K-9 Division with ten (10) K-9s, handlers and a supervisor.
3. Forecast personnel replacements for retirees and promotions one year in advance.
4. Determine any function currently handled by certified law enforcement officers that can be turned over to civilian personnel in order to improve efficiency/cost effectiveness.
5. Determine and analyze average response time, total time spent on calls and make adjustments when required.

INVESTIGATION DIVISION:

1. Develop proper staffing strategy to ensure that there are sufficient personnel in the Personal Crimes Division, Property Crimes Division, Fugitive Division, Narcotics & Special Operations Division, and the processing bay and lab areas.
2. In conjunction with the Patrol Division, develop a proper staffing strategy for the creation of the K-9 Division which will support both Narcotics/Special Operations and Uniformed Patrol.
3. Determine any function currently handled by certified law enforcement officers, that can be turned over to civilian personnel in order to improve efficiency/cost effectiveness.

SUPPORT SERVICES DIVISION:

1. Assist Human Resources and all divisions in the recruitment of high quality law enforcement officer candidates.
2. Assist in developing proper staffing strategies for the next five years.
3. Assist in monitoring population and growth trends within Hamilton County.
4. Assist with media campaign for proper recruitment from outside agencies.
5. Determine projected population and business growth of the county and future needs of its citizens.

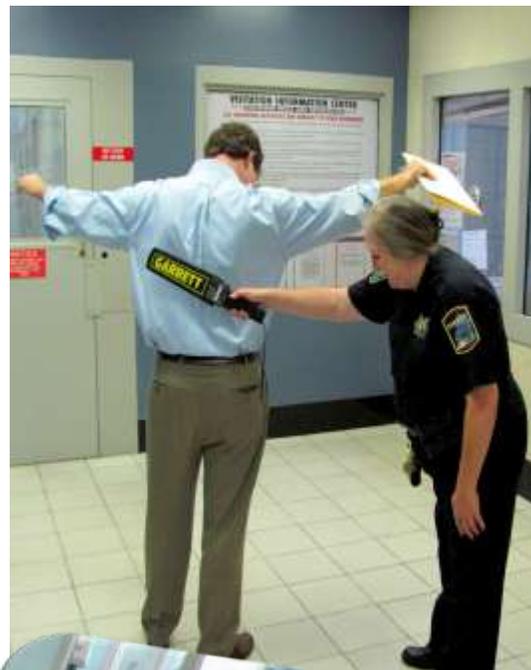
ADMINISTRATION DIVISION:

1. Complete the Job Task Analysis to ensure workloads are evenly distributed.
2. Oversee the implementation of the Recruitment Plan.

3. Develop the financial estimates for at least eighteen additional certified law enforcement personnel and fifteen correctional officers to include equipment.
4. Align the department's organizational structure to facilitate goal achievement, efficiency and effective cost savings.

CORRECTIONS DIVISION:

1. Develop proper staffing strategy to ensure that there is sufficient personnel to operate a Jail that has an ever increasing population.
2. Compare current costs of overtime versus hiring additional correctional officers.
3. Develop and publish a list of inmate programs designed to reduce recidivism as well as tracking recidivism rates.



**DAILY DUTIES AT THE
HAMILTON COUNTY JAIL**

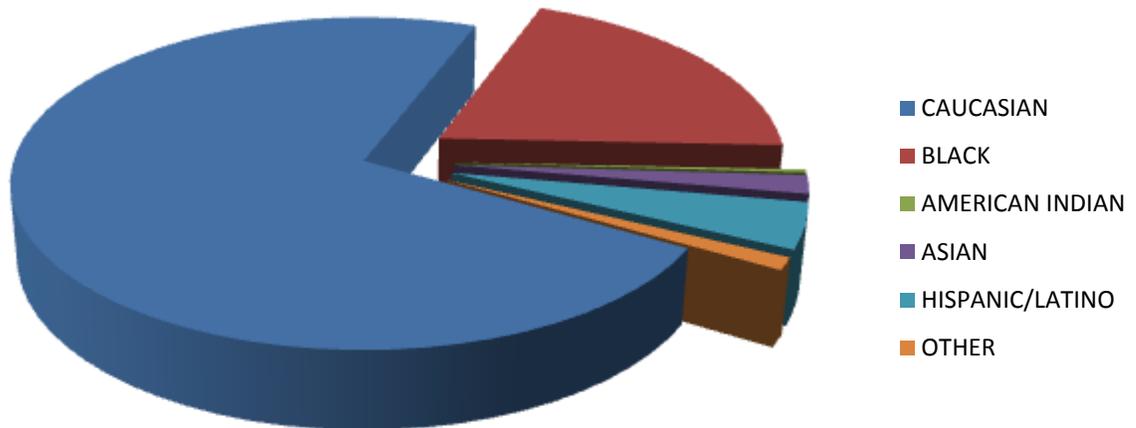
2010 POPULATION ESTIMATES FOR HAMILTON COUNTY

Hamilton County is Tennessee's 4th largest County. Hamilton County has nine (9) Cities with the largest being Chattanooga, and a 10th jurisdiction being the large unincorporated portion of the County. The Hamilton County Sheriff's Office has primary law enforcement jurisdiction over the entire county, with an estimated population of 336,463.

2010 racial breakdown of population:

Caucasian	72.0%
Black	20.2%
American Indian	0.3%
Asian	1.8%
Hispanic/Latino	4.5%
Other	1.2%

2010 POPULATION RACIAL BREAKDOWN



POPULATION TRENDS 2000-2010

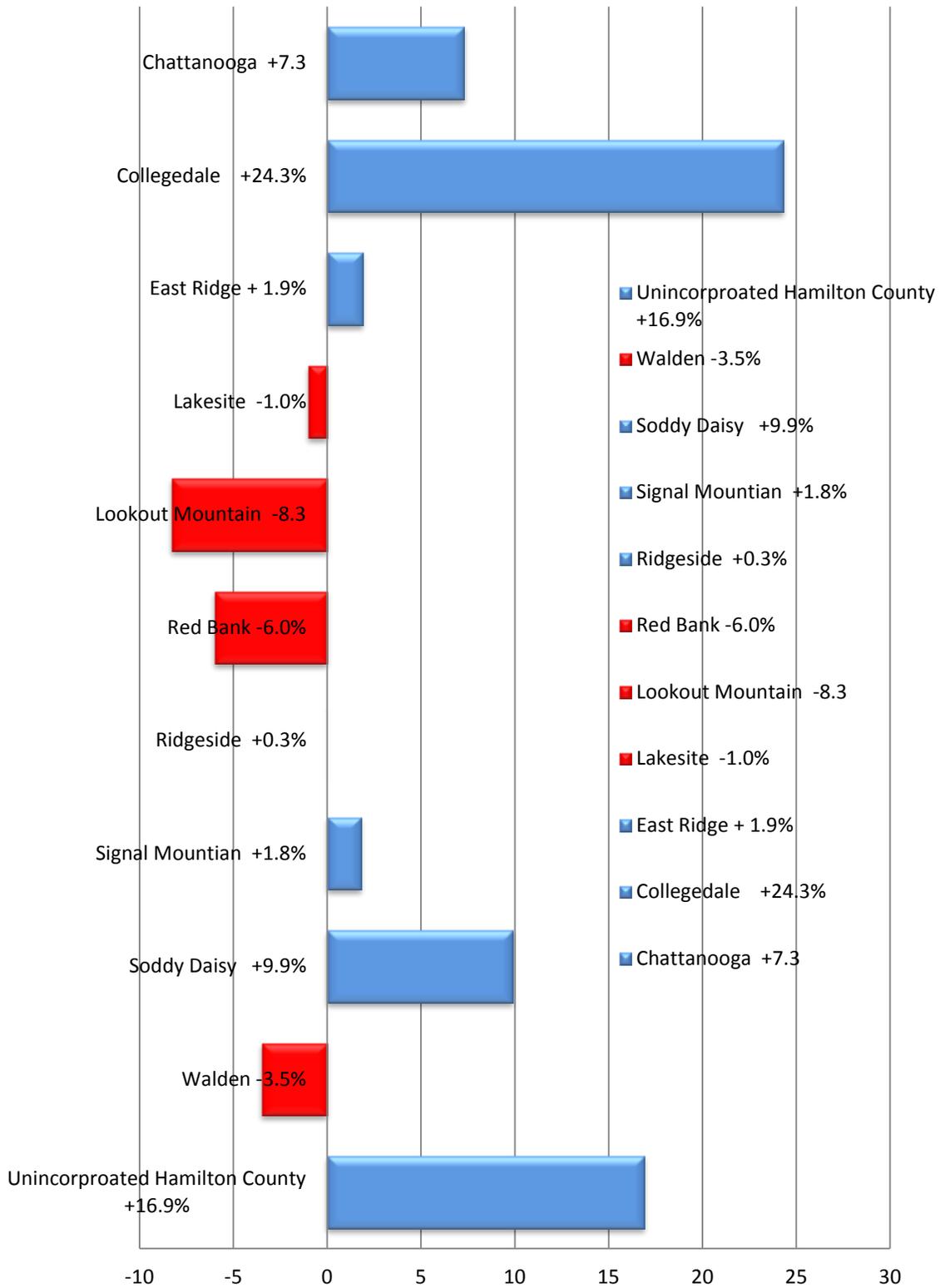
PER MUNICIPALITY/UNINCORPORATED HAMILTON COUNTY

	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%
UNINCORPORATED	86,974	101,663	+14,689	+16.9%



HAMILTON COUNTY A GROWING COMMUNITY

Percentage of population growth 2000-2010



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 Volkswagon 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)
(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)					
2008	152	102,269**	1.49		194 Officers (1.89)
2009	151	103,803**	1.45		197 Officers (1.89)
2010	155	105,387	1.47		200 Officers (1.89)
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)

**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:

Population Served	FT Officers per 1,000 residents
100,000 to 249,999	1.9 per 1,000

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.

In addition to normal staffing statistics for the agency, another factor known as the “Relief Factor” must be considered, as a full-time employees work year is 2,184 hours. To properly calculate how many hours a normal police officer is actually available to work these 2,184 hours, we must calculate into the statistics the Relief Factor. That is, we must figure how many benefit hours the officer is given by contract. Benefit hours relates to how many hours of vacation, sick, training and holiday hours an average officer is allowed and subtract those hours from the total work year of 2,184. This gives an actual figure of how many police officers are required to fill every 10 police positions.

Relief Factor

The term “relief factor,” also known as staffing factor, describes the number, presented as a ratio, of (Full Time Employees) FTEs required to fill a single position which requires relief, i.e. a position that must be covered 24 hours per day, 365 days per year (Shane, 2007; Harris, 2002). A deputy’s 12 hour shift calculates out to be 2184 hours per year. From the 2184 hours, the amount of benefit time must be factored in and subtracted from the total scheduled work hours. Such benefit time include, vacation time, personal time, sick time, training time,

holiday time and estimated compensatory time. The following are the average benefit time given to Uniform Road Patrol deputies:

<u>Benefit Time</u>	<u>Hours Given</u>
Vacation/Sick	176
Training	54
Holiday	120
Total hours not available per year:	350

If one subtracts the 350 hours from the 2184 scheduled work hours, the result would be 1834 hours available to work. The ratio of scheduled hours to available hours is 2184/1834 or a relief factor of 1.19; meaning for every 10 deputies needed to effectively handle customer generated-calls for service (CG-CFS), the Sheriff's Office would have to have 12 deputies on hand to provide the appropriate level of service for the citizens of Hamilton County. In order to maintain a proper ratio of sworn law enforcement officers to each 1,000 portion of the population, this would require the employment of 45 Additional Officers. If the Relief Factor was included in this figure, than an additional 2 officers must be employed for every 10 Officers bringing the total sworn law enforcement staffing to 54 additional Officers.

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

In addition, to providing excellent law enforcement services, the Hamilton County Sheriff's Office is in charge of staffing and operating the County Jail. Per the TCI, our Jail is rated for 505 inmates, and we consistently, on a daily basis have more than the allowed state rating. With the projected population increase of 5.7 % during the next few years, the inmate population will also continue to grow. The staffing table for Corrections, located on the following pages will show the Hamilton County Jail staffing for 2010 and the previous 3 years.

Corrections:

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

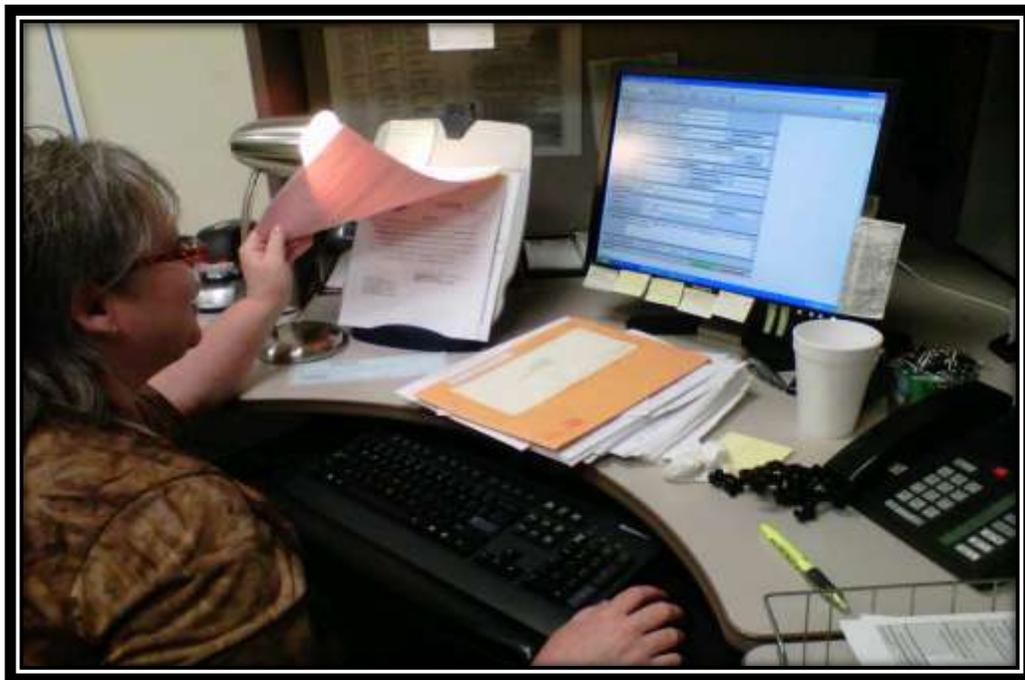
Corrections division has been working at a low level of staffing for sworn corrections officers for many years. In an attempt to better manage the inmate population, the HCSO has recently resorted to staffing each floor of the jail with 2 sworn officers versus 1 sworn officer. This has resulted in a 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.

CIVILIAN SUPPORT STAFF:

In 2004, the Federal Bureau of Investigation published a report referencing crime in the United States and the demographics of law enforcement agencies across the country (DOJ, 2004). The report stated a 30.4 percent of personnel in their study were civilian personnel. As of 31 December, 2010, the Sheriff's Office civilian staff makes up 28 percent of all personnel

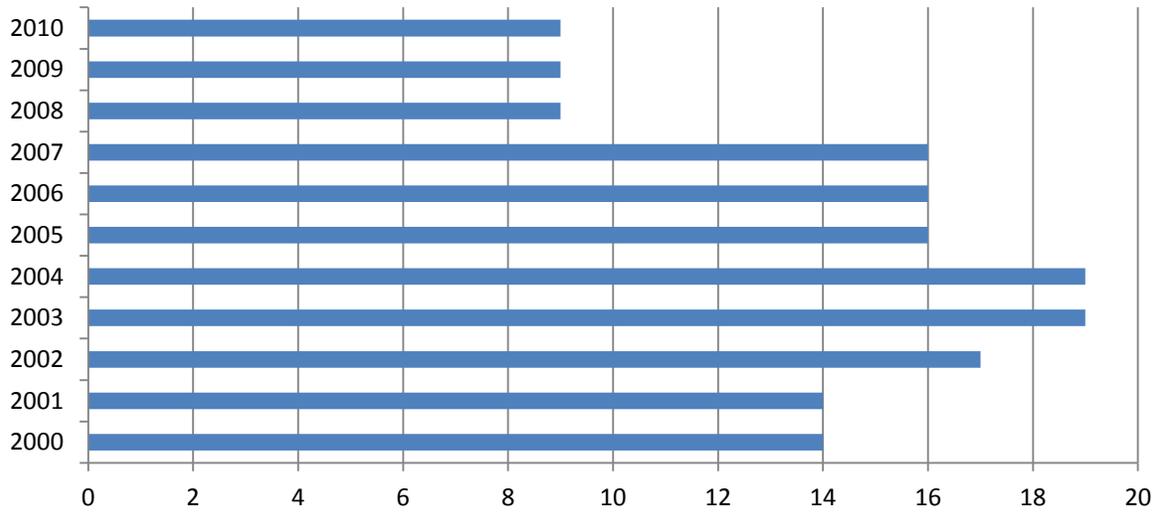
(Hamilton County Sheriff's Office annual report for 2010). In order to maximize the knowledge, skills, abilities, and training of certified law enforcement and correctional officers, whenever possible, the Sheriff's Office will reclassify positions and place the duties and responsibilities under a civilian classification. By doing so, we are assessing the most cost-effective manner in which the Sheriff's Office can provide you excellent service delivery.

Staffing of new positions will require the requesting section to empirically demonstrate the need for a new position, while also showing how the new position will benefit the organization.



**CIVIL PROCESS SUPPORT
STAFF MEMBER AT WORK**

NUMBER OF COURT SUPPORT STAFF



SHERIFF HAMMOND MEETS WITH HIS COMMAND STAFF



GOAL #5:

ENSURE A SAFE AND SECURE SCHOOL ENVIRONMENT FOR OUR YOUTH THROUGH ADVANCED METHODS AND INNOVATIONAL TRAINING PROCEDURES

RATIONALE:

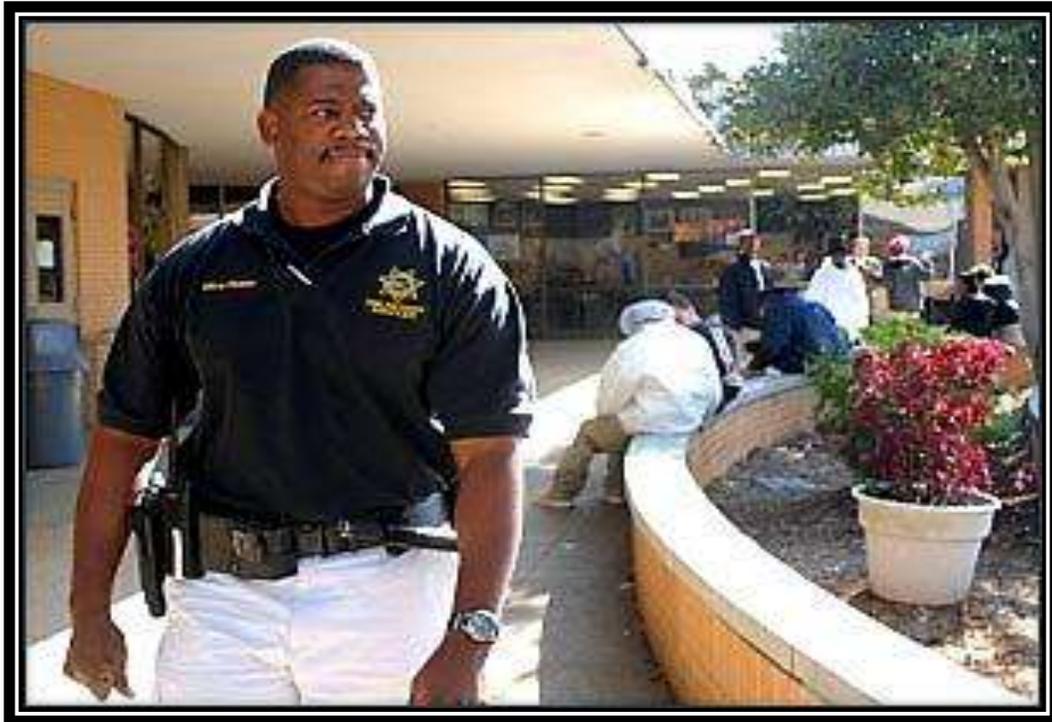
It is of paramount importance to provide a safe and secure environment for all our students, staff, and citizens in and around the Hamilton County Schools. Collectively, the United States Department of Education, Homeland Security and Department of Defense have identified schools as one of several soft 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

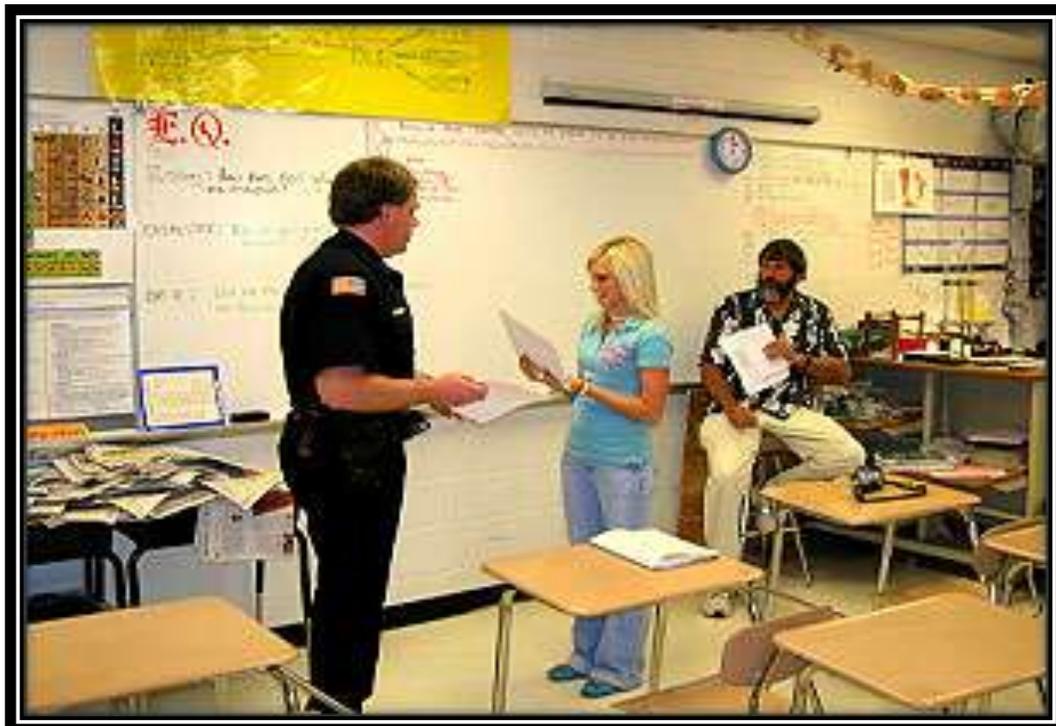
- Provide a campus environment where students and staff can feel safe and secure while arriving, attending, and leaving school grounds.
- Provide highly-trained School Resource Officers capable of early detection and proper handling of potentially dangerous situations.

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.



School Resource Officer Patrolling School Grounds



School Resource Officer Teaching

DIVISION TASKS TO SUPPORT GOAL #5:

UNIFORMED PATROL AND TRAFFIC DIVISION:

- 1. Ensure that the current staffing of twenty three SRO's is increased.**
- 2. Conduct consistent pro-active speed and DUI reduction enforcement throughout the County.**
- 3. Conduct speed and traffic enforcement in and around school zones when schools are in session.**
- 4. Evaluate issues relevant to combating crime in school areas.**
- 5. Conduct law enforcement related education and information sessions with students, administrators, teachers and staff.**
- 6. 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.**
- 7. Encourage students and staff who observe suspicious activities to report information to a deputy or school official.**
- 8. 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.**
- 9. Maintain and disseminate intelligence reports or information relating to schools.**
- 10. Meet with school administrators on an annual basis to ensure the School Safety Officers are being utilized at the appropriate schools.**

INVESTIGATION DIVISION:

- 1. Meet regularly with Uniformed Patrol to strategize crime in school areas.**
- 2. Utilize gang related intelligence received from SRO's.**

SUPPORT SERVICES DIVISION:

- 1. Develop media campaign for the SRO program.**
- 2. Provide annual training for the SRO Deputies.**
- 3. Research and apply for any grants that might assist the SRO Program.**

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.

REPORT OF THE REGULAR GRAND JURY

December 14, 2011

Presented to

The Honorable Don W. Poole

Judge, Criminal Court

Division III

Hamilton County, Tennessee

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

Judge Poole:

The Regular Grand Jury for the September – December, 2011 term presents the following report:

By serving on the Grand Jury, the members were exposed to the real world of law enforcement and the judicial process in Hamilton County. This service was educational, but also somewhat disappointing, as the issues which cause criminal behavior appear to be very difficult to alter or change.

The Jurors recognize and appreciate the role of the law enforcement officers, who put their lives on the line every day, in order to protect the law abiding citizens of Hamilton County.

The visits to the three correctional facilities – Silverdale (CCA), County Jail and Juvenile Detention Center – and the information provided by the administrators at these facilities were very beneficial to the Jury.

We appreciated the legal information provided by Assistant District Attorney, Jerry Sloan. We also appreciated Pamela Wilson, who served as our notetaker, and the service of Robert Smith, who provided excellent, non-biased guidance as the Foreperson.

This report reflects the opinions of the Jury based on the tours of the County Jail and Juvenile Detention Center, and information provided by witnesses who appeared before the Grand Jury.

HAMILTON COUNTY JAIL

Commendations:

- (1) The practice of using opportunities for inmates to work inside the Jail as a privilege assists in controlling inmate behavior.
- (2) Having a medical clinic on the premises provides on-site care, as well as is very cost effective.
- (3) Because inmate labor is utilized in the food service operation, the meal cost is very minimal (\$2.41 per day per inmate) and provides a nutritional menu and quality food.

(4) The staff appears to attempt to treat the inmates in a humane manner, but also to protect the safety of other inmates and the Jail staff.

(5) Even though the County Jail is 35 years old, it appears to be well maintained and clean.

Recommendations:

(1) This Grand Jury, as others, is concerned about the lack of adequate psychiatric care at the Jail, since about thirty percent (30%) of the Jail population has some type of mental illness. The current situation is inadequate and places inmates and staff at risk. Also, increasing the staffing for mental health issues could be cost effective since it would eliminate transporting inmates to other facilities, as far away as Memphis.

(2) Adding additional staffing at the Jail is needed – (A) employ enough officers so that there are never less than three (3) officers per floor per shift and (B) hire a full-time psychiatric nurse practitioner.

(3) The Hamilton County Commission needs to develop a long-range plan to build a new Jail, in accordance with recommendations of staff and architects experienced in prison construction. The current facility has an antiquated physical arrangement, which is labor intensive and not in accord with present theories of correctional facilities. Perhaps, a garden for the inmates to care for and learn how to grow their own food would be beneficial. Also, a new facility should contain a “mental health wing.”

JUVENILE DETENTION CENTER

Commendations:

(1) The facility appeared to be very clean and the staff was concerned about the detainees’ parental, medical and educational welfare.

(2) Giving all new detainees a physical check-up, including dental and vision, helps to detect issues which need to be addressed.

Recommendations:

(1) Reinstate the Intensive Probation Program, which was eliminated due to lack of State funding. This very successful program was a “last chance” for serious juvenile offenders. The program would require at least four (4) additional probation officers.

(2) Establish a Juvenile Resource Center. This would be a "one-stop" facility where juveniles and their families would have access to all local agencies which provide assistance to families, involving medical, emotional, parenting, financial and social issues.

(3) Hire additional probation officers to significantly reduce the current caseload, in order to provide better monitoring of the juvenile offenders.

(4) Only have educational channels on the television, such as Nature and History, available for the detainees to watch.

(5) Utilize programs, such as "Scared Straight", to emphasize to juveniles the consequences of disobeying laws.

CRIMINAL JUSTICE SYSTEM

Commendation:

Continue the Drug Court which is overseen by Judge Rebecca Stern, due to the outstanding results of this program.

Recommendations:

The Regular Grand Jury is concerned about the number of misdemeanor cases heard by the Grand Juries, prior to those cases going to Criminal Court. The large number of these type cases appears to "clog" the Criminal Justice System in Hamilton County. Therefore, the Regular Grand Jury recommends that the State Legislature consider changes needed to require that some/all misdemeanor charges be resolved at the Sessions Court level.

We are all aware of the increasing gang violence in our local community. A number of preventive measures should be considered:

1. Encourage spiritual and moral measures which promote healthy families and good parenting through religious organizations, such as having First Things First being involved as mentors at the County Jail.

2. Publicize the scope and attraction of gangs with speakers at schools and religious groups. Speakers should be from Law Enforcement agencies, District Attorney's Office and the Judicial System. Once awareness is increased, the community will demand that the issues be addressed with increased funding and preventive measures - for example, Court Appointed Special Advocates (CASA) for the Juvenile Court and mentors for inmates at the County Jail.

3. Utilize Big Brothers and Big Sisters to assist with at-risk children.

4. Publicize volunteer opportunities to assist agencies/organizations where there is not enough manpower.
5. Require all middle school students to tour the Hamilton County Jail as a deterrent to illegal behavior. Police and Judges have already been contacted and are on board with this preventive measure.

Repeat offenders for all offenses should be required by State Statute to serve the full sentence, as is required in Federal Court.

Again, this Grand Jury requests that the State Legislature consider stricter restrictions on scrap yards purchasing vehicles ten (10) years or older without legitimate proof of ownership.

Longer sentences and larger fines should be implemented for repeat DUI and Driving on Revoked repeat offenders.

Thirteen (13) parking spaces should be reserved each Monday and Tuesday in the parking garage for the sole use by Grand Jurors.

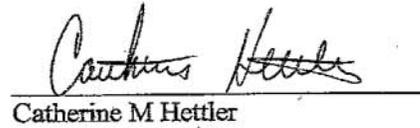
CASES HEARD BY THE GRAND JURY

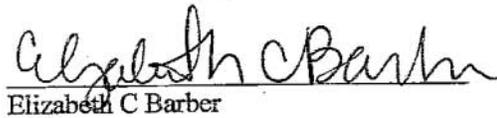
The Regular Grand Jury, serving during the September – December, 2011 term, heard witnesses testify on 501 cases.

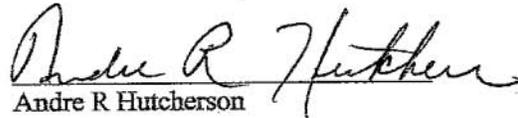
Respectfully submitted,

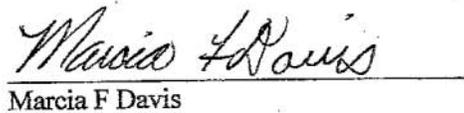
Regular Grand Jury

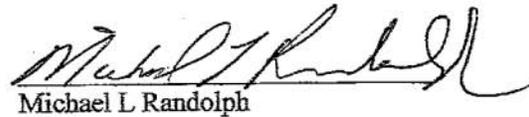

Sadie J Catt

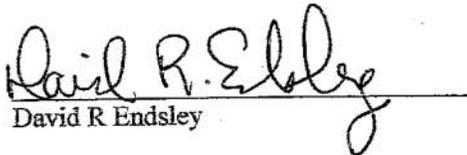

Catherine M Hettler

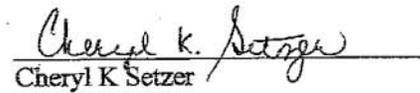

Elizabeth C Barber

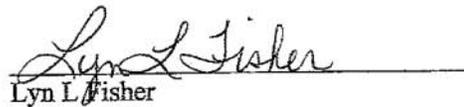

Andre R Hutcherson

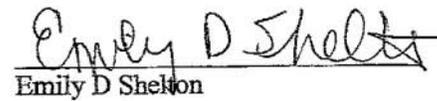

Marcia F Davis

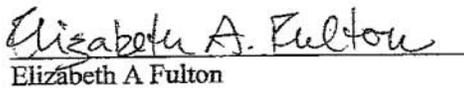

Michael L Randolph

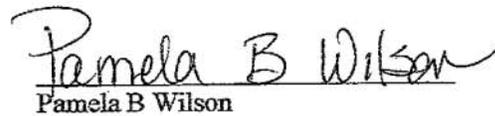

David R Endsley

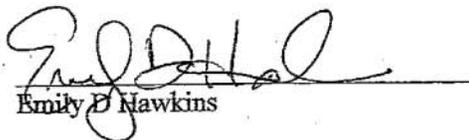

Cheryl K Setzer

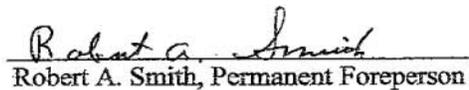

Lyn L Fisher


Emily D Shelton


Elizabeth A Fulton


Pamela B Wilson


Emily D Hawkins


Robert A. Smith, Permanent Foreperson

REPORT OF THE CONCURRENT GRAND JURY

December 14, 2011

Presented to

The Honorable Don W. Poole

Judge, Criminal Court

Division III

Hamilton Country, Tennessee

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

Judge Poole:

The Concurrent Grand Jury for the September-December, 2011 term presents the following report:

As members of the Concurrent Grand Jury we feel honored to have served our community and the court in this manner. It has been enlightening and rewarding to say the least. In order to have a better understanding into our legal system and the lives of our law enforcement we feel every citizen should serve when given the opportunity.

To the various law enforcement officers we wish to express our overwhelming gratitude. Through their testimonies, we were given a glimpse into the dangers that they face while protecting the citizens of this community. We now have a better understanding of what they endure in order to help prosecute criminals.

This Grand Jury is made up of workers from TVA, Blue Cross, Amazon, Komatsu, Rock Tenn. Paper, and small businesses; as well as a teacher, a nurse, and a U.S. Postal worker, and our honored retirees.

We have been charged with reporting on C.C. A. Silverdale and the Community Corrections Program.

We respectfully submit to you our observations and opinions on these facilities.

SILVERDALE (CCA)

We found our tour, guided by Superintendent Tommy Standifer, to be very interesting. He and his staff were very informative and knowledgeable in the daily operations of the facility.

This Grand Jury was impressed at how clean and well maintained the buildings were. From our observations, C.C.A. does a good job of managing the facility. This is apparent being the fact they just secured re-accreditation by the American Correctional Association; an honor few other facilities hold.

The Supervisor of medical services and her staff were very professional and knowledgeable. We commend them for the medical issues, both mental and physical, they deal with.

We were impressed with the educational and behavioral courses that are offered. We feel these courses are a tool to help rehabilitate the inmates to become productive, honorable members of society. We would like to see educational and behavioral courses go from voluntary to required.

Knowing that Silverdale is a “workhouse”, and “2 for 1” is used to alleviate overcrowding, this Grand Jury believes that “2 for 1” should be limited to those inmates that stand out in their work duties. An 11/29 facility houses inmates with such minimal sentences, we wonder if they truly appreciate “consequences” when their sentence can so easily be cut in half.

This Grand Jury, having found studies that conclude “America’s jails and prisons have become our new mental hospitals”, ask that more funds be allocated to assist in this area. Medical staff at both Silverdale and the Hamilton County Jail has stated they are not properly staffed to deal with mental health issues.

Knowing that we don’t fully understand budget or security needs to expedite this, we would like to see better utilization of the kitchen. We believe by using donated items, it could be used to make meals or bread for the Community Kitchen or other non-profit organizations. By using low risk inmates, we feel it would be a form of rehabilitation; giving them a sense of pride and ownership in their community.

We believe that inmates should not receive three hot meals a day. Two hots and a cold should suffice. Why should inmates eat so well, at the taxpayer’s expense, when law-abiding families struggle to put food on their table?

COMMUNITY CORRECTIONS

We thank Mr. Chris Jackson for coming to speak to us about Community Corrections. We believe he gave a good overall view of the program.

We believe these alternative programs are an effective way to keep non-violent offenders from using up space in our already crowded jails.

We believe these programs can be an effective way for a defendant to change the direction of their life when they obey the rules and take advantage of the opportunities they are given.

This Grand Jury is grateful for the savings to the tax payers these program provide.

We commend the employees that run these programs and feel they do a good job with the resources they have. For closer monitoring we feel that more probation officers should be hired.

GENERAL OBSERVATIONS

We were amazed at the number of DUI cases we heard. With so many of them being repeat offenders, and knowing the number of lives that have been lost due to this, we believe more severe penalties should be put in place. Perhaps another way to deal with this problem is to take a more comprehensive approach to the fact that this is an illness.

After hearing so many cases involving gangs and the crimes they commit, District Attorney Bill Cox spoke with us about what is being done to combat the problem in Chattanooga. We agree with his belief that this problem is not only for law enforcement but should be a coordinated effort among our schools, churches, neighborhoods and other local non-profit organizations. We were pleased to hear that an interim committee coordinator, ADA Boyd Patterson, has been appointed.

CASES HEARD THIS TERM

The Concurrent Grand Jury, serving the September – December, 2011 term heard 497 cases.

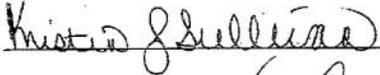
ACKNOWLEDGEMENTS

We wish to thank the following people:

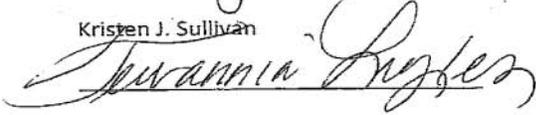
- Judges Poole, Stern and Steelman for coming and sharing their knowledge and more importantly, their wisdom. It is clear they share the same desire for our justice system and our community. We appreciate them for all they do.
- D.A. Bill Cox for his insight into combating our city's gang problem.
- Assistant D.A. Bill West for his legal assistance; often going above and beyond to answer our questions. His explanations were imperative to our service.
- Court Liaison Officers SGT Kevin Akins and SGT Jim Appugliese of the Chattanooga Police Department and Sheriff's Deputies Morris Bice and Kelly Burnette for getting our witnesses in and organized.
- Sheriff's Deputy Morris Bice for escorting us on our facility tours.
- Jury Clerk Stormi Rogers and staff of the Circuit Court Clerk's Office; your hard work and diligence do not go without notice.
- The administration and staff who conducted our tours through CCA Silverdale, County Jail and Juvenile Justice Center. The time they spent with us was greatly appreciated.
- Mr. Chris Jackson of Community Corrections for speaking with us about his program.
- Lt Coppinger for his very informative class on safety in the Jail.
- Jim Hughes and his staff for the lunch served to us in the County Jail. It was very good and much appreciated.
- The Circuit Court Clerk's office for our lunch at Cracker Barrel on one of our tour days.
- Kristin Sullivan for taking our official notes for this term; as well as Chris Doss when needed.

Respectfully submitted,

Concurrent Grand Jury



Kristen J. Sullivan



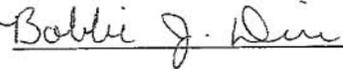
Tewanmia Myles



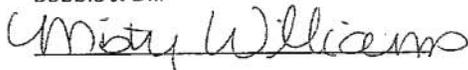
Eva L. Call



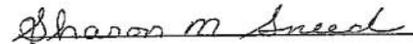
Terra E. Harris



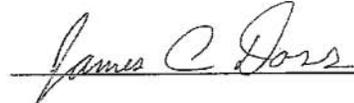
Bobbie J. Dill



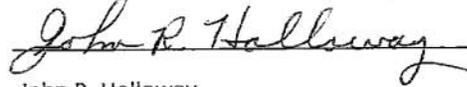
Misty L. Williams



Sharon M. Sneed



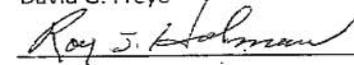
James C. Doss



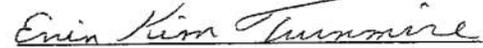
John R. Holloway



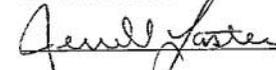
David G. Freye



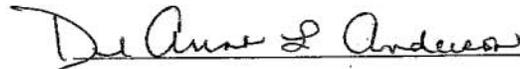
Roy J. Holman



Ervin K. Turnmire



Jerrell A. Laster



DeAnna L. Anderson, Grand Jury Foreperson