

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.



HAMILTON COUNTY, TENNESSEE



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

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

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

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

***“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**

SECTOR OFFICES

The East Sector Office provides service to the communities of East Brainerd, Apison, Ooltewah, Harrison, Birchwood and Georgetown.

EAST SECTOR SQUADROOM



8395 Hickory Valley Road

Chattanooga, Tennessee 37416

The West Sector Office serves portions of Lookout Mountain, Signal Mountain, The Township of Walden, the City of Lakesite, and the communities of Middle Valley, Mowbray, Flattop, Bakewell and Salecreek.

WEST SECTOR SQUADROOM ANNEX



6233 Dayton Blvd.

Hixson, Tennessee 37343



The Sequoyah Training Facility provides added classroom space for specialized training. The Hamilton County Sheriff's Office is contracted to provide first responders to the Sequoyah Nuclear Plant should emergencies occur on site.



SEQUOYAH TRAINING FACILITY

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 479 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.



HCSO Mounted Horse Patrol

“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**

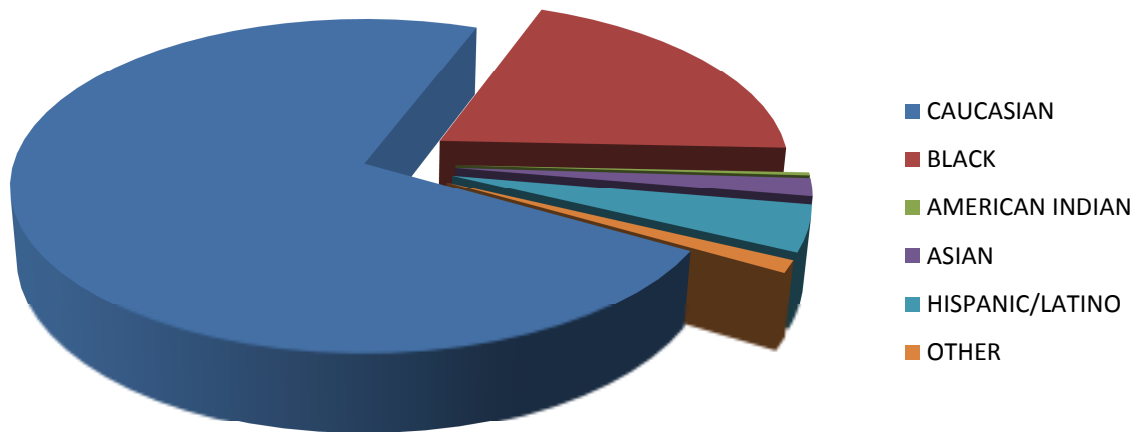
2010 POPULATION ESTIMATES FOR HAMILTON COUNTY

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

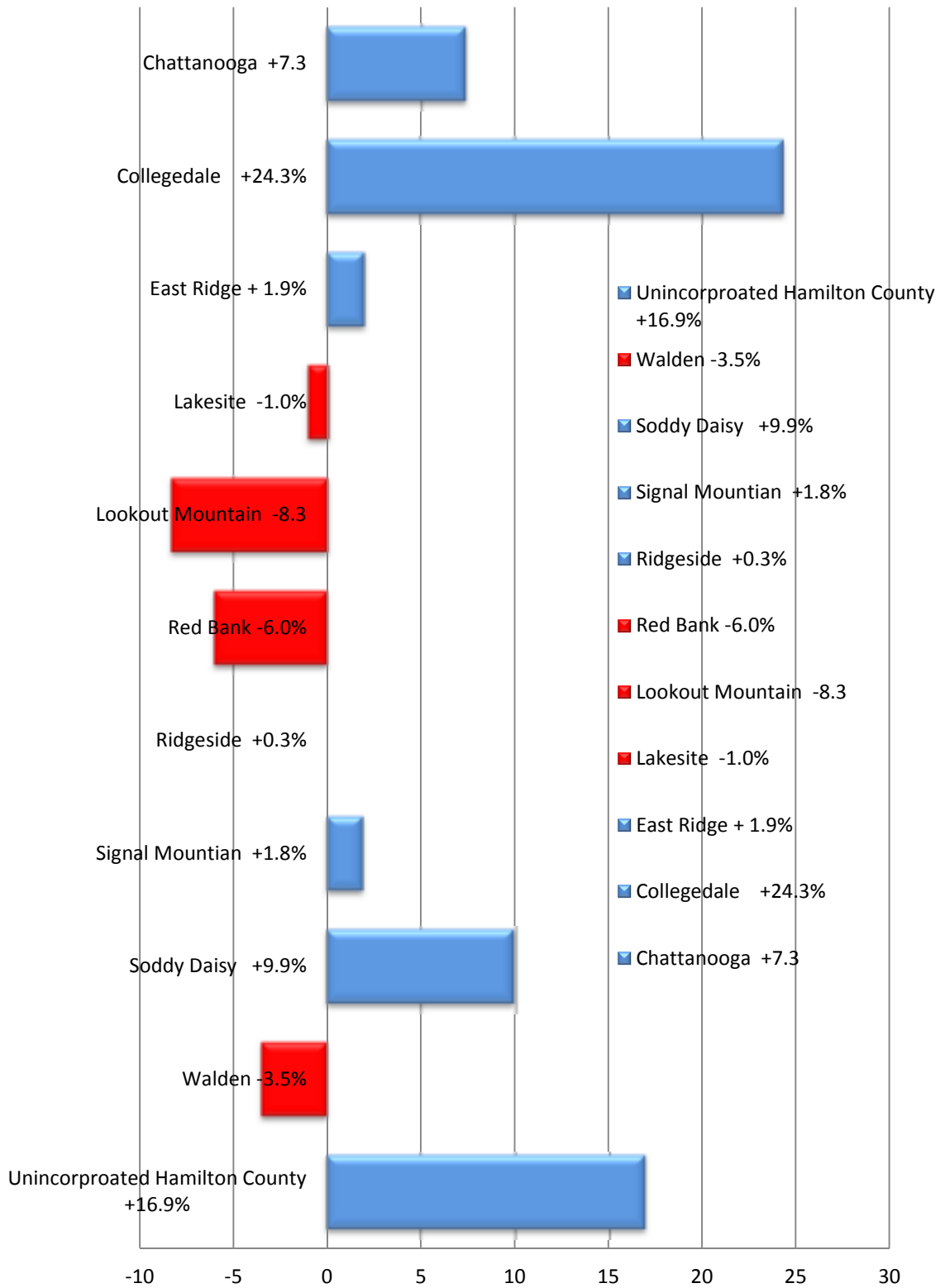
PER MUNICIPALITY/UNINCORPORATED HAMILTON COUNTY

	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%
<i>UNINCORPORATED</i>	<i>86,974</i>	<i>101,663</i>	<i>+14,689</i>	<i>+16.9%</i>



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

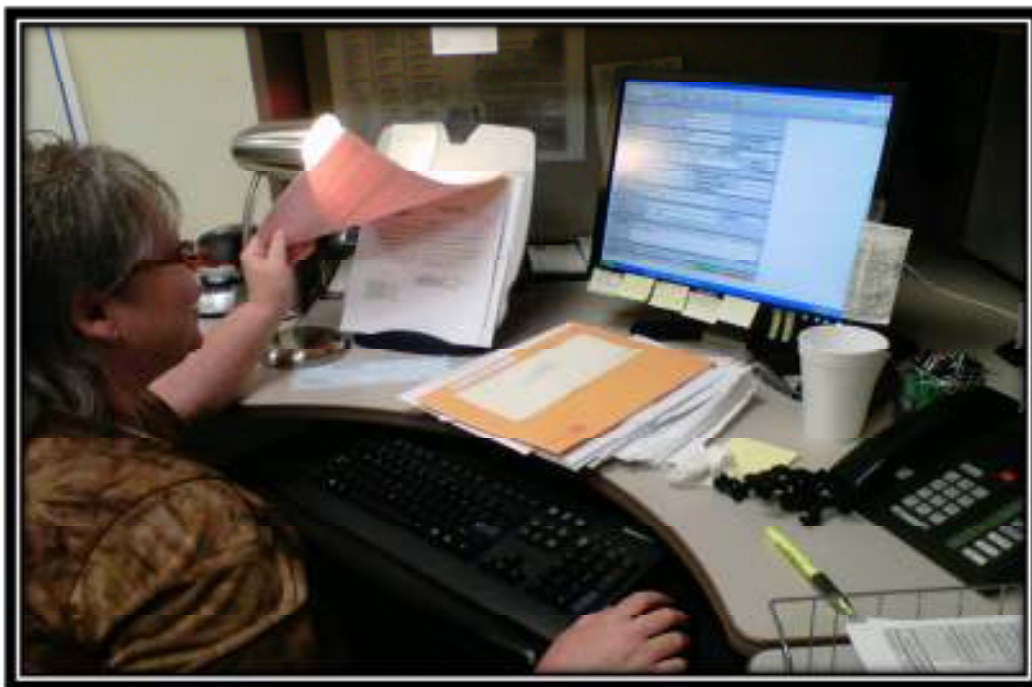
Corrections division has been working at a low level of staffing for sworn corrections officers for many years. In an attempt to better manage the inmate population, the HCSO has recently resorted to staffing each floor of the jail with 2 sworn officers versus 1 sworn officer. This has resulted in a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

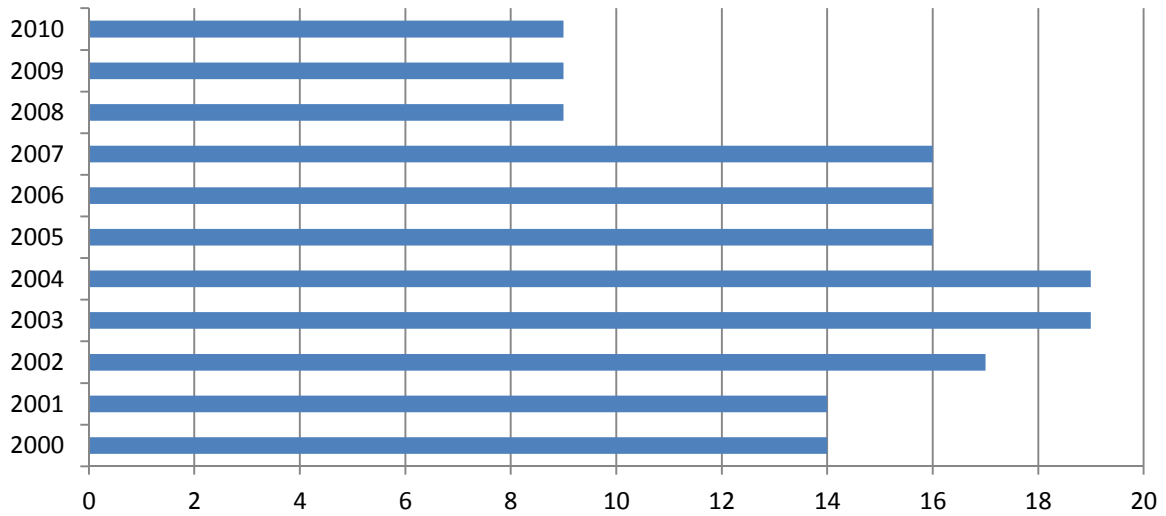
(Hamilton County Sheriff's Office annual report for 2010). In order to maximize the knowledge, skills, abilities, and training of certified law enforcement and correctional officers, whenever possible, the Sheriff's Office will reclassify positions and place the duties and responsibilities under a civilian 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.