

Snohomish County Sheriff's Office

2024 Supplemental Department Questions

Please answer the following questions in a word document and return to Council. The answers to these questions will be provided to council as supplemental information. While not part of the physical budget presentation to Council, departments should be prepared to answer questions Council may have on these supplemental questions. If you feel that you have provided an answer in a previous question, please don't repeat your answer, simply refer to the earlier question/answer.

Strategic Goals

- 1. Provide your 2024 strategic goals; how are they different from 2023? In what way, if at all, are your strategic changes demonstrated in your budget request?**

2024 Goals

- A. Provide High-Quality Professional Services
- B. Foster Employee Growth, Ensure Safety and Enhance Employee Wellness
- C. Promote Community Involvement and Enhance Crime Prevention Strategies
- D. Enhance Public Transparency as well as Internal Collaboration and Communication

2023 Goals

- A. Deliver Professional Service
- B. Employee Development and Safety
- C. Community Engagement and Crime Prevention
- D. Internal Engagement and Communication

Staffing levels and attrition continue to challenge the Sheriff's Office. Decades of understaffing continues to manifest itself in a staff that is tired of doing more with less. The requests for this year's budget are simple; the office simply needs more manpower to service the needs of a growing county and take care of inmate medical issues in the corrections bureau. Our civilian support staff and medical staff continue to leave the office for higher paying opportunities with other law enforcement agencies and the private sector. Exhaustion due to excessive workloads, dissatisfaction with compensation, and evolving police reforms have left a significant impact on our service to the public. Our understaffed records and public disclosure units are frequently closed to the public, resulting in heightened levels of frustration. Consequently, it is imperative for our organization to place a heightened emphasis on retaining our employees. Implementing wellness programs is a crucial step in demonstrating our commitment and appreciation for their dedication. Moreover, we must continue to bolster our workforce to adequately serve the growing population and meet their increasing service demands driven by population growth.

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National, state and local landscape:

- 1. What are the federal, state and local issues facing your work? What risks or opportunities does that create for you in 2024 and beyond? What is your plan to leverage the opportunity or mitigate the risk? What support do you need?**

The terrain of law enforcement duties and the legislative reforms in place are still in a state of flux, with the legislature actively revisiting specific police reform measures. Law enforcement is actively engaging with local lawmakers to examine potential modifications to police pursuit protocols and the controversial Blake decision. This cooperation between law enforcement and the legislative body has opened doors to achieving positive outcomes, as both parties are striving to find intelligent and workable solutions. The Sheriff's Office could greatly benefit from the backing of the executive and county council to effectively communicate the necessary changes, ensuring that our laws remain effective in safeguarding our community. Additional funding is needed to keep up with the mandated pursuit training requirements and this request was made in our 2024 budget requests.

- 2. What, if any, new mandates do you have impacting your work? Are they funded or unfunded? What is the plan for accomplishing the work?**

Numerous mandates affecting law enforcement and corrections have accumulated over the past few years. These legislative changes encompass the Blake decision, alterations in use of force policies, modifications in hiring practices, and adjustments to pursuit policies. As a result, there has been substantial increases in training requirements and an ongoing need to adapt departmental policies to align with the evolving legal landscape.

We adapted to these mandates by adding and maintaining a full time deputy dedication to policy and accreditation and adding personnel to our training unit. Adding additional trainers on top of a new body-worn camera program and new taser platform will help augment the increased focus on de-escalation tactics. We will continue to build our training programs to mirror the new and changing policies that come to law enforcement from the legislature and industry best practices.

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Programs

- 1. List programs, projects and services within your department funded through federal COVID/ARPA funds. What, if any, of those programs are you recommending ongoing funding for and what is the source of ongoing funding?**

The Sheriff's Office secured COVID/ARPA funds (2022 budget), which are being used to cover the expenses associated with acquiring a new corrections transport vehicle designed to ensure a safety transport environment for corrections deputies and inmates. This funding is also being used to finance the installation of a new camera and intercom system at the jail. These projects have been long overdue and are of utmost importance for enhancing the safety of corrections personnel. After their initial implementation, there will be minimal ongoing funding requirements, primarily for routine maintenance.

Also, the Sheriff's Office is using this funding to support the domestic violence coordinator program; a first of its kind program for the Sheriff's Office to support victims of domestic violence and provide victims with help navigating the criminal justice systems and obtaining services. We have requested ongoing funding for this vital program, and this will likely need to come from the general fund.

- 2. For programs funded by COVID/ARPA funds, detail the plan to close out and/or transition those programs to an ongoing funding source in 2025 and beyond.**

We anticipate the completion of the jail security project and the transport vehicle in 2024. There will be ongoing funding needs for these two projects, but likely just for maintenance and repairs.

The Bridge Coordination Services contract (domestic violence coordinators) will likely need general fund backing when the ARPA funding ends in September 2024.

- 3. What new programs are you launching for 2024? What need or efficiency is that new program addressing? How is that program funded for sustainability? What metrics are in place to determine effectiveness?**

The Sheriff's Office launched many new programs and initiatives in 2023. The body worn camera program alone will continue to challenge our technology staff to maintain this program and our public disclosure staff to keep up with the disclosure and redactions requirements associated with this new program. We

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don't anticipate knowing the full workload associated with this program until the end of 2024. At that time, we will likely make a budget request to increase the staffing in the Public Disclosure Unit. The success of this initiative will be assessed based on the volume of citizen complaints received and the expected decrease in complaints and lawsuits filed against the county. The funding for this program will be drawn from the general fund.

The Sheriff's Office wellness program will strive to take a major step forward in 2024. Building off the successes of the nutrition and financial wellness programs in 2023, the office will need to be proactive in managing the physical and mental well-being of the office employees to increase retention and improve office productivity. We continue to observe an unprecedented increase in both short and long-term employee absences, which has exacerbated our already precarious staffing situation. The reasons for these absences vary, encompassing physical ailments and mental health-related stress.

Internal Operations

- 1. What is your department doing to streamline processes or deliver services in a new way? How do your budget allocation requests play into these innovations? Are there ways which a different budget approach, e.g. several departments sharing a resource, could achieve the same or better results in a more cost-effective way?**

The Sheriff's Office continues to use technology to compensate for dwindling manpower in mission critical units. The Crime Prevention Officer program is now fully in place and provides community engagement, business property safety assessments, and resources that were previously provided by patrol deputies. The program aims to alleviate a portion of the workload currently carried by patrol deputies while enhancing the quality of service provided to the public for non-emergency calls. We also continue to use self-service kiosks for public records requests and conceal pistol licenses, which help diminish the need for in-person interactions in these processes.

The new domestic violence coordinator program will provide a level of service to domestic violence victims that we have never been able to provide before. We have requested budget allocation to continue this program past September 2024.

- 2. What, if any, hiring challenges are you experiencing? How is that affecting your level of service or internal operations? How are you mitigating those operational challenges and/or what is your plan for recruitment?**

The Sheriff's Office is currently confronting an unparalleled set of challenges in hiring, with more than 100 vacant positions. In response to this staffing shortage, we have had to make difficult decisions, such as reducing our office hours to the

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public. Almost everything single unit in the Sheriff's Office is operating with a staffing shortage and employees are exhausted with mandated overtime shifts assigned daily. The Sheriff's Office has had success with hiring certain positions, but attrition continues in this profession at a significant rate. The Sheriff's Office is diligently processing every applicant who approaches us. In our efforts to recruit new talent, the Sheriff's Office utilizes a variety of methods, including social media, traditional advertising, online job platforms, and participation in job fairs at colleges and military bases.

- 3. To help inform Council on experiences around hiring and retention, please provide a list of all vacant position titles, position codes, FTE amount (1.0, 0.5, etc.), date vacated, and date first posted. Template spreadsheet attached for convenience and conformity; if already tracking information in another format, that is acceptable as well. Please list each vacancy separately.**

We have attached spreadsheets of vacancies for both the corrections and law enforcement bureaus. The Sheriff's Office has over 100 vacancies and over 50 vacancies are for the position of corrections deputy.

- 4. What effect has the increase of inflation and/or supply chain issues had on your department? What, if any, services, or projects have you had to adjust to accommodate for this? (i.e. moving to outside contracted services, delaying of project starts and/or purchasing, redistribution of workload, etc.)**

The Sheriff's Office has felt the impacts of inflation and supply chain issues. Fuel cost increases alone have contributed to an increase in our budget. We continue to have challenges with trying to fix our patrol cars due to lack of parts and equipment. The current autoworkers strike could potentially exacerbate this supply chain issue, as well as delay receipt of our yearly allotment of patrol cars.

- 5. When was the last time your department implemented a fee increase? Do you have any plans to increase fees?**

The Sheriff's Office is current with all law enforcement and corrections interlocal agreements. All interlocal agreements have ongoing yearly fee escalators.

- 6. Do you have any plans to do a rate/fee study? Are your current fees established based on a full cost recovery model?**

Our ILAs are all based on a full cost recovery model and rates are current.

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Successes

1. Take this opportunity to share one significant success in your department over this past year. What made it a success?

The introduction of the new Domestic Violence Coordinator program holds profound significance for both the Sheriff's Office and the victims of domestic violence within our community. This initiative signifies our commitment to addressing and combatting domestic violence, a critical issue that often goes underreported and unaddressed. The program provides essential resources, support, and expertise to assist victims in breaking the cycle of abuse, ensuring their safety, and aiding in their recovery. By establishing domestic violence coordinators, we enhance our capacity to respond swiftly and effectively to domestic violence incidents, facilitating better coordination among police, social services, and support organizations. Ultimately, the program underscores our unwavering dedication to creating a safe and more supportive environment for victims while contributing to the overall well-being of our community by combatting this pervasive and damaging issue.

SNOHOMISH COUNTY SHERIFF'S OFFICE - L/E VACANT POSITIONS REPORT - Sept

Upcoming Movement

Soft Hold or Backfill Hold

FTE	STATUS	JOB	ORIG VACANCY REASON/NOTES
	Unfunded	Marshal	Project position - no funding
	HOLD	Sergeant	V. Linnell retires / Has Funding-On Hold
	HOLD	Crime Analyst CS	Press to CPO
	Project	Pub Disclosure	new project ends 6/30/24
	HOLD	LES	Stewart, Jon Snohomish LES
1	Vacant	Cadet	Vick resign
1	Vacant	Cadet	New Cadet - Investigations
1	Vacant	CPO	Press resign
		ECO	Ron
	Vacant	ECO	Malkow, L-MacPherson 11/1
1	Vacant	Fiscal Analyst	Sanders, P retire 5/31
		LET	Howard, P
1	Vacant	LET	Freeman resign
1	Vacant	LET	Buell promoted
1	Vacant	LET	Baumbach resign
1	Vacant	LET	Meyer to LES
1	Vacant	LET	Gibson, K resign
1	Vacant	LET	Swanson, Leah
1	Vacant	LET	Newlin, J resign
1	Vacant	LET	Sandhu resign
1	Vacant	PIRS	Shields promoted
1	Vacant	PIRS	Roberts
1	Vacant	Sergeant	Tift promoted
46	Total Vacancies		
Current month hires:			
		Captain	Flood Promoted - Martin 9/1
		Lt	Martin promoted-Dewitt 9/1
		Sgt	Dewitt promoted-Twedt
		Deputy	DeJong, D - Brobbey 9/18
		LET Lead	Warner, Alex resign-Murphy 9/16
		ECO	Badley resign-Buell 9/1
		Deputy	Taylor -Waddell 9/27
Upcoming Separations:			
		Deputy	Brashares resign

Law Enforcement

FTE	STATUS	JOB	ORIG VACANCY REASON/NOTES
1	Vacant	Detective	Detective - SIU
1	Vacant	Deputy	Koziol-SIU
1	Vacant	Detective	Detective - DV
1	Vacant	Deputy	Matson resign
1	Vacant	Detective	Training Unit
1	Vacant	Deputy	Held for SRO
1	Vacant	Deputy	Hold for new Traffic dep; funded salary only
1	vacant	Deputy	Bond resigns
1	Vacant	Deputy	Feurestein resigns
1	Vacant	Deputy	Burnette resign
1	Vacant	Deputy	Lewis Promoted t
1	Vacant	Deputy	Held for SRO
1	Vacant	Deputy	new position
1	resign	Deputy	Matthews resign
1	Vacant	Deputy	Ross promoted
1	Resign	Deputy	Zellner resign
1	Vacant	Deputy	Scharf resign
1	Vacant	Deputy	Kunard resign
1	Vacant	Deputy	Raysbrook terminated
1	Vacant	Deputy	Wilson, Mal resign
1	Vacant	Deputy	Elwell Promoted to Sgt.
1	Vacant	Deputy	Counts resign
1	Vacant	Deputy	Twedt prmoted
1	Vacant	Deputy	Hawthorne retire
1	Vacant	Deputy	Stich promoted
1	Vacant	Deputy	Wilfong resign
1	Vacant	Deputy	Gifford, C resign
1	Vacant	Deputy	McIntyre, E
1	Vacant	Deputy	Deboer resign
1	Vacant	Deputy	Garcia resign
1	Vacant	Deputy	Wirth promoted
31	Total D/S Vacancies		

Upcoming Movement

FROZEN

Soft Hold Per Kane

FTE	STATUS	JOB	ORIG VACANCY REASON/NOTES
0	UNFUND	Corrections Deputy	N. Sanchez to Deputy
0	UNFUND	Corrections Deputy	Prasad resigns
0	UNFUND	Corrections Deputy	Z. Marler to Deputy
0	UNFUND	Corrections Deputy	Postlethwaite retire
0	UNFUND	Corrections Deputy	Sewell resigns
0	UNFUND	Corrections Deputy	Penney prom to Sgt
0	UNFUND	Corrections Deputy	Sanelli resigns
0	UNFUND	Corrections Deputy	Xing resign
	Vacant	Reception	Pilkenton retired
	Funded	Corrections Assistant II	Wang prom to lead-fingerprints-holding for
1	Vacant	ARNP	Miller, D retire
1	Vacant	BSO	Brown to LET
1	Vacant	BSO	Tonne to Classification
1	Vacant	BSO	Saunders to CRO
1	Vacant	BSO Supervisor	Swenson, M RECLOSED 9/1
1	Vacant	Classification Specialist	Pereda 9/11
1	Vacant	CRO	Riggins resign
1	vacant	CRO	Malo to Storekeeper
1	Vacant	Inmate Accounts	Phillips promoted
1	Vacant	MHP	Hearidge resign
1	Vacant	MHP	Harris resign
1	Vacant	MHP Manager	Maxwell demoted-RECLOSED 9/1
1	Vacant	LPN	Capua resign
1	Vacant	Med Assistant	Mora Duarte resigned
1	Vacant	RN	Roach promoted
1	Vacant	RN	Chenault, A
1	Vacant	RN	Thomas resign
1	Vacant	RN	Hussain resigns
1	Vacant	Corrections Deputy	Dalton resign
1	Vacant	Corrections Deputy	Luszey retire
1	Vacant	Corrections Deputy	Hunstiger, W retire
1	Vacant	Corrections Deputy	Ball, K retire
1	Vacant	Corrections Deputy	Fletcher, C retire
1	Vacant	Corrections Deputy	Carrell, Chuck retire
1	Vacant	Corrections Deputy	Cooper, D retire
69	TOTAL VACANCIES		
Current month hires:			
	Vacant	Chief	Kane demoted-Flood 9/1
	Vacant	MHP	Siotia resign-McCullough 9/18
	Vacant	MHP	Hoover resigns-Garvey 9/18
	Vacant	Storekeeper	Kane resign- Malo 9/10
Upcoming separations:			
Pending Reclassifications			

Corrections

FTE	STATUS	JOB	ORIG VACANCY REASON/NOTES
1	Vacant	Corrections Deputy	Geoges, Rikado
1	Vacant	Corrections Deputy	Carroll to TSS
1	Vacant	Corrections Deputy	Brinson promoted
1	Vacant	Corrections Deputy	Carratala resign
1	Vacant	Corrections Deputy	C.Zayas prom to deputy
1	Vacant	Corrections Deputy	Ellis deceased
1	Vacant	Corrections Deputy	Hendrickson terminated
1	Vacant	Corrections Deputy	Porter resign
1	Vacant	Corrections Deputy	Bulfer to Dep Sheriff
1	Vacant	Corrections Deputy	Pierce resign
1	Vacant	Corrections Deputy	Warnkin promoted
1	Vacant	Corrections Deputy	Nguyen terminated
1	Vacant	Corrections Deputy	Cross promoted
1	Vacant	Corrections Deputy	Hilderberand resign
1	Vacant	Corrections Deputy	K.Younger resign
1	Vacant	Corrections Deputy	
1	Vacant	Corrections Deputy	Farrell resign
1	Vacant	Corrections Deputy	Gutierrez to deputy
1	Vacant	Corrections Deputy	Craig resign
1	Vacant	Corrections Deputy	Mitchell resign
1	Vacant	Corrections Deputy	Frederickson to deputy
1	Vacant	Corrections Deputy	Abbitt deceased
1	Vacant	Corrections Deputy	Ramos resign
1	Vacant	Corrections Deputy	Patterson to deputy
1	Vacant	Corrections Deputy	Sherry resign
1	Vacant	Corrections Deputy	Hughes to Dep Sheriff
1	Vacant	Corrections Deputy	Mount to classification
1	Vacant	Corrections Deputy	S.Starmer to records
1	Vacant	Corrections Deputy	Woods prmoted
1	Vacant	Corrections Deputy	Ottulich promoted
1	Vacant	Corrections Deputy	Ottulich resign
1	Vacant	Corrections Deputy	Weatherhold terminated
1	Vacant	Corrections Deputy	Hart retire
1	Vacant	Corrections Deputy	Brunsdon
1	Vacant	Corrections Deputy	Ramos resign
1	Vacant	Corrections Deputy	Brod, Kyle
1	Vacant	Corrections Deputy	Hecht, R retire
1	Vacant	Corrections Deputy	Rathsabandith, K resign
1	Vacant	Corrections Deputy	Fletcher, A retire
1	Vacant	Corrections Deputy	
1	Vacant	Corrections Deputy	
1	Vacant	Corrections Deputy	Cha, K resign
1	Vacant	Corrections Deputy	Miller, Donnie
1	Vacant	Corrections Deputy	Standish resign
	51	Total C/D Vacancies	