

## **Sheriff's Office 2023 Budget Supplemental 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 2023 strategic goals; how are they different from 2022? In what way, if at all, are your strategic changes demonstrated in your budget request?**

#### **2022 Goals**

- A. Recruiting, Hiring and Retention of Sheriff's Office Employees*
- B. Increase Accountability to the Public (BWC Program and Reform Training) and use of Community Engagement Strategies.*
- C. Increase Efficiency of Service Delivery to the Public*
- D. Dedication to Employee Development, Safety and Process Improvement*

#### **2023 Goals**

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

Decades of understaffing and poor pay have caught up to the Sheriff's Office and this was never more evident than what we saw in 2022 in our office. In the last 12 calendar months alone, we lost 59 deputy sheriffs; a record that has never been seen before. The office currently has 100 vacancies. Support staff, medical staff, accounting staff, and corrections staff left the office in record numbers for higher paying opportunities at other law enforcement agencies in the county and in the greater Puget Sound area. Those that have chosen to stay are faced with doing the workloads of three or more people every day. Burnout over the workload, frustration over pay, and changing police reform initiatives have created a trepidatious working environment. Our budget requests have largely centered on adding manpower to our overworked units and placing an emphasis on employee wellness. The public has felt the effects of understaffing and our records unit and district courts are closed to the public more than ever now, causing frustration and anger. The office needs to strategically focus on

employee retention more than ever. Our attempt to provide wellness initiatives will play a major part in showing our employees that we are dedicated and appreciative of their service. The office needs to continue to add staffing to keep up with the ever-growing populations and service needs because of that growth.

### **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 2023 and beyond? What is your plan to leverage the opportunity or mitigate the risk? What support do you need?**

The landscape of law enforcement responsibilities and reforms enacted by the legislature continue to shift as the legislature works to walk back certain police reform standards. Law enforcement continues to work with local legislators to look at adjustments in police pursuit policies. This collaboration between law enforcement and the legislative has created opportunities for success as both entities work towards a smart and viable solution. The Sheriff's Office can use the support of the executive and council to help communicate the changes needed so our laws are effective in helping to keep our community safe.

- 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?**

Many of the mandates that have come to law enforcement and corrections have been cumulative over the past few years. The law changes include the Blake decision, use of force changes, hiring changes, and pursuit policy adjustments. This has resulted in an increased amount of training and constant changes to department policy to reflect the fluctuations in law. This has resulted in the need for another full-time training deputy and maintaining a full-time policy and procedure deputy position. The state provided Snohomish County with over \$3 million dollars in mitigation funds for these changes. The funds have yet to be used for specific impacts and were simply deposited into the county fund balance. The Sheriff's Office has dedicated full-time staff to administer and train on these changes in law enforcement. The Sheriff's Office has developed a new defensive tactics training program and will be deploying new tasers and body worn cameras.

### **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 has/is receiving COVID/ARPA funds to pay for a new COVID safe corrections transport vehicle and to pay for the new camera/intercom system at the jail. These are both critical projects that are long overdue to help with the safety of corrections employees. There will not be a significant amount of ongoing funding needed for these projects other than routine maintenance. The Sheriff's Office has also received COVID/ARPA funds to help fund a marshal position to help with the backlog in the criminal justice system created by COVID. It may need to be continued depending on how long it takes to clear out the backlog of cases.

**2. What new programs are you launching for 2023? 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 will be launching numerous programs in 2023 related to employee safety, wellness, and accountability. The Sheriff's Office has completed the contract to obtain body worn cameras and new tasers (Taser T7). The cameras and tasers will be rolled out systematically through the end of 2022 and the beginning of 2023. We have still been unsuccessful in hiring the public disclosure staff to maintain the body worn camera program but are hopeful to hire enough staff by the end of 2022. The effectiveness of these programs will be gauged by the amount of citizen complaints received and the anticipated reduction in complaint/lawsuits filed against the county. These programs will be funded through the general fund.

**3. If different than #2, what are your areas of significant investment? What are you not doing because of that investment?**

The Sheriff's Office has requested a significant investment in the wellness initiatives for our employees. We have requested a wellness coordinator and corresponding budget to mirror what other departments in our profession are doing to take care of their employees. We have seen an unprecedented amount short/long-term leave from our staff which has further complicated our already tenuous staffing issues. The reasons for the absences range from physical issues to stress and mental health. The Sheriff's Office is trying to mitigate these impacts through a volunteer employee staffed wellness committee but with no budget and staffing, it will be a challenge for our wellness initiative to be effective.

## 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 will be starting a new Crime Prevention Office program in the fall of 2022. This program will hopefully reduce a small amount of the workload that is shouldered by patrol deputies and provide the public better services for non-emergency calls. The Sheriff's Office has also implemented self-service kiosks for public records requests and CPLs. This will help reduce some of the in-person contact needed to accomplish this work.

- 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 has faced unprecedented hiring challenges and has over 100 vacancies. We have closed office hours to the public and have closed precincts to the public because of a lack of staffing. District courts have had to shut down because we cannot keep marshals to staff the courts. The Sheriff's Office has had to disband critical specialty units and return staff to patrol just to make minimum staffing. The Sheriff's Office may be \$1 million dollars over budget on overtime alone this year. The Sheriff's Office is processing every single applicant that comes to our door. The poor compensation in contrast to what our competitors are paying are driving applicants away from the Sheriff's Office. This problem is compounded by the office losing current employees at a historically unprecedented rate to other law enforcement agencies. The Sheriff's Office recruits via social media, traditional advertising, employment websites, and job fairs at colleges and military bases.

- 3. Please provide a list of all vacant position titles, position codes, date vacated, and date first posted. This should be a separate page or spreadsheet attachment.**

We attached spreadsheets of vacancies for both the corrections and law enforcement bureaus. The Sheriff's Office has over 100 vacancies currently. The spreadsheet will not contain a date first posted because our positions are open continuously.

- 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.)**

There have been significant impacts from inflation and supply chain issues. Fuel costs have risen significantly during this year and the Sheriff's Office has hundreds of vehicles in its fleet. We have been unable to fix and repair broken/damaged patrol cars because there are no parts available. We have had to delay some technology projects due to a lack of equipment or delays in shipping.

## **Successes**

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

The Sheriff's Office *Lead the Way* program has been an incredible success story showing the outside the box influence that our office can have in building relationships with youth in our community. There have been three evolutions of the ten-week program serving Snohomish County youth. Unlike other youth programs that have a "scared straight" strategy, *Lead the Way* aims to help decision making by providing mentorship, leadership, and pathways to success. Participants are shown the importance of good decision making and the value that it will hold as they get older and make life/career choices. Sheriff's Office personnel volunteer their time every week during the program to serve as mentors and counselors for the participants. Previous graduates of the program continue to stay in contact with their mentors well after their class has graduated. This program has been successful because of the participation from community members, local leaders, and Sheriff's Office personnel.

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

Upcoming Movement				L/E		
Completed Movement						
Soft Hold or Backfill Hold						
	STATUS	POSITION	PAY RANG	JOB	VACANCY DATE	ORIG VACANCY REASON/NOTES
1	Vacant	SHR4223R	601	Deputy	3/1/2020	Hold for Airport backfill; only 6 mos funded
1	Vacant	SHR4265R	601	Deputy	3/27/2020	Hold for Airport backfill; only 6 mos funded
1	HOLD	SHR4801R	602	Sergeant	6/19/2019	V. Linnell retires / no backfill until funding
1	Vacant	SHR4446R	306	Sheriff Cadet	6/12/2020	Jungman resigns
1	Vacant		310	Accounting Tech	5/9/2022	Drammeh resign
1	Vacant	SHR4449R		Cadet	7/1/2022	New Cadet - Investigations
	Hired	SHR5078R		Crime Prevention	7/1/2022	New position-Leyda, C 10/1
1	Vacant	NEW3031R		Crime Prevention	7/1/2022	New position
1	Vacant	SHR4110R	601	Detective	7/1/2022	Detective - SIU
1	Vacant	SHR4111R	601	Detective	7/1/2022	Detective - DV
1	Vacant	SHR4112R	601	Detective	7/1/2022	Training Unit
1	Vacant	SHR4477R	601	Deputy	12/29/2020	Held for SRO
1	Vacant	SHR4734R	601	Deputy	9/1/2020	Clinko retires
1	Vacant	SHR4874R	601	Deputy	10/1/2020	RELEASED 6/21/21 BC LINK
1	Vacant	SHR4910R	601	Deputy	10/16/2020	Held for SRO
1	Vacant	SHR4922R	601	Deputy	6/1/2021	Hold for new Traffic dep; funded salary only
1	Vacant	SHR4979R	601	Deputy	6/24/2021	Gibson retires
1	Vacant	SHR4988R	601	Deputy	6/30/2021	Malaby retire
1	Vacant	SHR5080R	601	Deputy	7/1/2021	Navarro prom (behind Stemme)
1	vacant	SHR5539R	601	Deputy	9/8/2021	Bond resigns
1	Vacant	SHR5551R	601	Deputy	9/1/2021	Feurestein resigns
1	Vacant	SHR5555R	601	Deputy	8/26/2021	Burnette resign
1	Vacant	SHR5559R	601	Deputy	6/30/2021	Marc Lewis Promoted to Sgt. 8/2/2021
1	Vacant	SHR6740R	601	Deputy	12/2/2020	Held for SRO
1	Vacant	SHR4113R	601	Deputy	1/1/2022	new position
1	Vacant	SHR4114R	601	Deputy	1/1/2022	new position
	Vacant		601	Deputy	5/31/2022	Suazo resign-Stemme, Ja 10/4/22
	Vacant		601	Deputy	5/31/2022	Fрати resign-Schrader returning DATE TBD
1	Vacant		601	Deputy	6/1/2022	Charboneau promoted
1	Vacant		601	Deputy	6/15/2022	Lafrance, Kelly resign
1	Vacant		601	Deputy	8/30/2022	Matson resign
1	Vacant		601	Deputy	6/30/2022	Scharf resign
1	Vacant		601	Deputy	8/1/22?	Kunard resign
1	Vacant		601	Deputy	6/30/2022	Perillo retire
1	Vacant		601	Deputy	7/16/2022	Whalen, C promoted
1	Vacant			Deputy	6/30/2022	Wilson, Mal resign
1	Vacant	SHR4115R	601	Deputy	1/1/2022	new position
1	Vacant		601	Deputy	7/31/2022	Cassady retire
1	Vacant		601	deputy	7/15/2022	Footo resign
1	Vacant	SHR4808R	601	Deputy	7/1/2021	Funded for 6 mos
		30				
1	Vacant		307	LET	9/14/2021	Brown, T to LES
1	Vacant		307	LET	7/28/2022	Freeman resign
1	Vacant		307	LET	3/17/2022	Baumbach resign
1	Vacant		307	LET	7/18/2022	Meyer to LES
1	Vacant	SHR5542R	307	LET	1/16/2022	Geiger promoted
1	Vacant		307	LET	7/12/2022	Raino resign
1	Vacant		307	LET	9/13/2022	Jensen, K resign
1	Vacant		307	LET	7/12/2022	Conard promoted
1	Vacant	SHR4305R		Marshal		Marshal
1	New			Marshal		New project L&I Backlog ends 9/30/24
1	Vacant			Marshal	6/30/2022	Simoneschi resign
1	New	SHR5075P		Pub Disclosure	7/1/2022	New position
1	New	SHR5073R		Pub Disclosure	1/1/2022	new position
	Hired		601	Deputy	8/31/2022	Chaney resign-Christiansen, B START TBD
1	New	SHR5074R		Pub Disclosure	1/1/2022	new position
	Hired	SHR4850R	110	Staff Svc Mgr	10/1/2022	Leyda resign - Payne 10/1
1	Vacant		602	Sergeant	6/1/2022	Gwordske, J promoted
1	Vacant		602	Sergeant	4/11/2022	Gwordske, C promoted
1	New	SHR5123P		Tech Support	1/1/2022	new project ends 6/30/24

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Current month hires:

1	Hired			Pub Disclosure	7/16/2022	Jones resign-Irwin 9/12
1	Hired		601	Deputy	5/5/2022	Hostetter resign-Ventimiglia 9/1
1	Hired	SHR5077R		Crime Prevention	7/1/2022	New position-Press, S 9/16
1	Hired		601	Deputy	4/26/2022	Meadows resign- Wilder 9/20
1	Hired	SHR5053R	307	LET Lead	5/24/2021	Geiger resign-Conard, S 9/16
1	Hired		601	Deputy	8/31/2022	Scott resign-Thorne 9/20
1	Hired		601	Deputy	6/1/2022	Welte resign-Peters 9/20
1	Hired			Tech Support	1/1/2022	new position -Imadhay 9/19

Upcoming:

1				Deputy	10/12/2022	Goldman resign
1	Retire			Sergeant	11/4/2022	Onderbeke retire

# CORRECTIONS

Upcoming Movement						
Frozen						
Other Note						
Soft Hold 2021						
	STATUS	POSITION	PAY	JOB	VAC. DATE	ORIG VACANCY REASON/NOTES
0	UNFUND	COR7306R	834	Corrections Deputy	12/16/19	N. Sanchez to Deputy
0	UNFUND	COR8852R	834	Corrections Deputy	05/12/18	Prasad resigns
0	UNFUND	COR8855R	834	Corrections Deputy	01/13/20	Z. Marler to Deputy
0	UNFUND	COR8903R	834	Corrections Deputy	05/01/20	Postlethwaite retire
0	UNFUND	COR8954R	834	Corrections Deputy	02/22/20	Sewell resigns
0	UNFUND	COR9245R	834	Corrections Deputy	02/01/20	Penney prom to Sgt
0	UNFUND	COR9256R	834	Corrections Deputy	01/26/20	Sanelli resigns
0	UNFUND	COR9504R	834	Corrections Deputy	01/26/20	Xing resign
0	UNFUND	COR6181R	240 Sup.	MHP	01/16/20	Hoover resigns
1	Vacant	COR8944R	312	BSO Lead	07/16/21	Swenson transfer to Admin Asst
1	Vacant	COR9223R	306	Reception	03/01/21	Pilkenton retired
	Funded	COR5109R	250	ARNP - Adult Medicine	01/01/20	Langdon resigns - Wamukoya 10/16
1	Vacant	COR9221R	311	Accounting Tech	03/31/22	Arif resign
1	Funded	COR5266R	309	Booking Support Officer	05/01/20	Albro prom to class spec
1	Vacant	COR8866R	39	Booking Support Officer	07/07/22	Liang resign
1	Vacant	COR5252R	238	Classification Specialist	10/24/21	Albro resigns
1	Vacant	COR5253R	238	Classification Specialist	01/14/22	Mitchell resign
1	Vacant	COR5256R	238	Classification Specialist	02/02/22	Dilley resign
1	Vacant	COR5257R	238	Classification Specialist	03/04/22	Shelton resign
1	Funded	COR9289R	307	Corrections Assistant II	02/01/20	Wang prom to lead-fingerprints
1	Vacant	COR8878R	306	Inmate Accounts	08/10/22	Miner resign
1	Funded	COR2544R	834	Corrections Deputy	04/26/20	Georges resigns
	Hired	COR5027R	834	Corrections Deputy	04/15/22	Pellissier separated - Glenn 10/1
1	Vacant	COR5035R	834	Corrections Deputy	05/01/22	Brunskill promoted
1	Funded	COR5043R	834	Corrections Deputy	01/17/20	Murtic term'd
1	Vacant	COR5094R	834	Corrections Deputy	07/01/22	Brinson promoted
1	Vacant	COR5095R	834	Corrections Deputy	09/08/21	Carratala resign
1	Vacant	COR9827R	834	Corrections Deputy	04/15/22	
1	Vacant	COR9257R	834	Corrections Deputy	07/01/22	Ottulich promoted
1	Funded	COR5128R	834	Corrections Deputy	12/16/19	C. Zayas prom to Deputy
1	Funded	COR5162R	834	Corrections Deputy	04/10/20	Ellis deceased
1	Vacant	COR5214R	834	Corrections Deputy	04/29/22	Hendrickson terminated
1	Vacant	COR5217R	834	Corrections Deputy	09/30/21	Porter resign
1	Vacant	COR5244R	834	Corrections Deputy	09/20/21	Pierce resign
1	Vacant	COR5287R	834	Corrections Deputy	05/01/21	Chesney promoted
1	Vacant	COR5294R	834	Corrections Deputy	09/30/21	Warnkin to Sgt
1	Vacant	COR6033R	834	Corrections Deputy	02/28/22	Nguyen terminated
1	Vacant	COR6037R	834	Corrections Deputy	08/02/22	McIntyre resigned
1	Vacant	COR6040R	834	Corrections Deputy	07/16/22	Cross promoted
1	Vacant	COR7300R	834	Corrections Deputy	05/20/22	Hilderbrand resign
1	Funded	COR7303R	834	Corrections Deputy	11/11/19	K. Younger resigns
1	Vacant	COR7319R	834	Corrections Deputy	03/13/06	
1	Vacant	COR8827R	834	Corrections Deputy	07/17/22	Gutierrez resign
1	Vacant	COR8836R	834	Corrections Deputy	09/20/21	Mitchell, M resign
1	Vacant	COR8837R	834	Corrections Deputy	11/18/21	Abbitt
1	Vacant	COR8838R	834	Corrections Deputy	03/06/22	Fredericksen resign
1	Vacant	COR8844R	834	Corrections Deputy	08/07/22	Ramos resign
1	Vacant	COR8847R	834	Corrections Deputy	10/31/21	Patterson resign
1	Vacant	COR8859R	834	Corrections Deputy	12/15/21	Sherry resign
1	Vacant	COR8900R	834	Corrections Deputy	11/16/21	Mount to Class
1	Vacant	COR8945R	834	Corrections Deputy	02/16/22	S.Starmer demotes
1	Vacant	COR8948R	834	Corrections Deputy	12/01/21	Woods promoted
1	Vacant	COR9291R	834	Corrections Deputy	12/14/21	Weatherholt terminated
1	Vacant	COR9505R	834	Corrections Deputy	01/31/22	Hart resign
1	Vacant	COR9828R	834	Corrections Deputy	12/31/21	Cooper, R resigns
	33	Total				
1	Vacant	COR6180R	242	MHP	06/16/22	Maxell promoted
1	Vacant	COR5336R	855	LPN	10/22/21	Akhubula resigns
1	Vacant			RN	06/30/22	Lusk resign
1	Vacant	COR5005R	861	RN	02/21/22	Thomas resign
1	Vacant			RN	07/24/22	Kostelecky resign
1	Vacant	COR5008R	861	RN	02/08/21	Hussain resigns
50.0	TOTAL VACANCIES (Does not include pending reclass positions)					
1	Funded	COR8875R	309	Booking Support Officer	01/19/20	Crocker to CRO-Macias 9/19
Current month hires:						
PENDING RECLASSIFICATIONS						
1	Funded	COR8818R	238	Technology Support Spec	04/15/20	Noftsger retires/reclassified Tech Supp