



THE CUYAHOGA COUNTY SHERIFF'S DEPARTMENT
SHERIFF CHRISTOPHER PAUL VILAND

October 25, 2021

TO: Cuyahoga County Council
FROM: Cuyahoga County Sheriff Christopher Viland
SUBJECT: 2022-2023 Budget Introduction

Good Afternoon,

To the Chair and all of Council, thank you for the opportunity to present to you today. My name is Christopher Viland and I serve as the Sheriff of Cuyahoga County. It is my honor come before you in that capacity.

I would like to first take a minute to acknowledge Business Services Manager Donna Kaleal as assisted by Laura Simms for their hard work in continuous conversations with the Office of Budget Management and others as this County Executive's proposed budget was finalized.

Next I would like to thank County Executive Armond Budish and Cuyahoga County Council for their consistent and unanimous support of the Sheriff's Department including many of the items I will be addressing.

As you know, both on a national and local level, Law Enforcement and Corrections have been struggling to deal with a number of issues over the last several years: including bias and equity issues, past issues in the county jail, and the unprecedented stagnation in the job market and inability to hire that we see every day in so many fields.

Nevertheless, I am proud to say that during the last six months, since my appointment, the Department has made a number of significant changes in operations in our continuing efforts to provide nothing but the highest levels of service to your constituents.

Our first order of business was to review the entire organizational structure to determine how best to be efficient and focused in providing service in our mission critical areas. New positions and work groups were identified and put into place and a new organizational chart was developed with clear mission driven units. These changes were implemented with the goal of reducing or eliminating any barriers between the Security, Law Enforcement and Corrections work groups as well as to share efficiencies in the internal services provided between these groups, for example in accountability and training.

These changes include the implementation of a Policy Unit solely dedicated to creation and dissemination of policy consistently throughout the Department and fully utilizing all available

tools to operate at best practice level. It also includes creation of a Compliance Unit that includes internal affairs and inspections functions so as to centralize these practices within the Department to effectuate consistent and accountable disciplinary processes and meet the high standards I learned from the Department of Justice in my past career experience. And we have restructured the command level staff, bringing in a third Deputy Captain to focus solely on facility safety and security, including the protective service officers and the various courthouses.

Our current command staff consists of the following:

Sheriff Christopher Viland
Chief Deputy Bryan Smith

1. Division of Corrections – Administrator of Corrections Ronda Gibson
2. Division of Facility Security and Protective Services – Deputy Captain Steven Hammett
3. Division of Law Enforcement – Deputy Captain Donald Gerome
4. Division of Custody, Support and Civil Court Orders – Deputy Captain Richard Peters

All of these internal, structural changes have been made within the current approved budget and without the need to request additional funding.

We have also been able to ensure that 100% of our active sworn deputy staff was able to successfully complete the multi-day equity and procedural justice program created and presented by Cuyahoga Community College. And a significant portion of our staff, including corrections supervisory staff have completed 40 hour Crisis Intervention certification training presented by the ADAMHS (Alcohol, Drug Addiction and Mental Health Services) Board of Cuyahoga County.

Our primary struggle throughout the year, as stated previously, is the recruitment and retention of qualified and competent candidates for employment, especially in the field of corrections; though we are currently below approved staffing levels in every discipline; security, law enforcement and the jail. Any reductions to services or programs provided by the Sheriff's Department during this budget cycle are purely the product of staffing ability and not a part of any plan or design.

2021 Staffingⁱ

	Approved	Current	Hired 2021	Lost 2021	Net shortage
Corrections	796	636	57	177	160
Protective Services	157	119	7	10	38
Law Enforcement	210	190	7	12	20

Despite the universality of hiring difficulty, the Executive, this Council, Sheriff's staff and Human Resources have implemented a number of strategies to increase recruitment including importantly approving a contract amendment with the corrections unit which significantly increased the base rate of pay and incentivized perfect attendance. We also worked diligently with the PRC and Human Resources to, for the first time in the County, host an express corrections one-stop hiring event last Wednesday to significantly reduce the amount of time between application and job offer, in many cases down to one day. This resulted in 126

conditional job offers, significantly more than the average month's recruiting in just one evening. We fully expect that these recruitment incentives will also have some effect on the other bargaining units including corrections supervisors and sworn law enforcement officers that are currently in active negotiations and will serve to encourage applicants in all Sheriff's employment categories.

As to retention of current employees, the pay rate incentives noted above apply to all current employees as well. And we are actively working with various stakeholders to create and promote positive lateral pathways between divisions in the Department from PSO to Corrections to Law Enforcement as career development. We have instituted positions for job coaches in the corrections division to provide services to corrections employees and facilitate meeting employee needs. We are also posting for newly created Corrections Lieutenant positions to provide full supervisory support to individual corrections units to ensure that supplies, training, coaching and accountability are all at their highest for the individual employee. We have created incentives for employees that are not corrections officers to have the ability to make overtime by assisting and the jail. And lastly, while not part of this budget presentation, we are much of the way through actual construction of centralized booking in the jail which will, when complete, provide a more efficient and safer intake process for our employees to work in while at the same time creating pathways for diversion out of the jail facility to keep downward pressure on jail population numbers.

To your specific requests: the Sheriff's Department has no plans to reduce or eliminate any programs, initiatives or services in this budget. As to new programs or initiatives, we look to add a Senior Business Intelligence Analyst as part of our continuing plan to formalize data analysis specifically as it applies to the jail population; and we plan to bring a professional standards software system online to effectively track use of force, discipline, and complaints in 2022. We also have plans in place to increase strategies to deter contraband in the jail.

I believe, and I have been assured by both members of Council and the County Executive personally, that resources will be provided to fill all required staff vacancies. I also believe that this budget is a fair representation of actual expected costs as opposed to aspirational goals. That being said, I have been taught that a budget is not just a static document that is put on a shelf to be compared against at the end of the budget cycle, but is a living document that requires continuous amendment and re-allocations so as to reflect the actual activity, progress and processes of an organization. I trust that these projections, made on historical data are valid conservative estimates of actual expenditure; and I hope very strongly that we do much better than expected in the areas of recruitment and retention. Therefore, it is my absolute expectation to have to come before you at some point during this budget to request additional funds to cover the anticipated successes we aspire to.

Thank you very much for your time, and your continued support. I will answer any questions you may have.

ⁱ Information provided by the Department of Human Resources as of 10-22-21