

**IMPLEMENTATION OF A CITIZEN POLICE FOUNDATION FOR BUILDING  
COMMUNITY RELATIONSHIPS, INFLUENCING AGENCY PRIORITIES AND  
IMPROVING DEPARTMENTAL TRANSPARENCY WITHIN THE SNOHOMISH  
COUNTY SHERIFF'S OFFICE**

**Lieutenant Scott Robertson  
Snohomish County Sheriff's Office (WA)**

**A Staff Study Submitted to the  
Northwestern University Center for Public Safety  
School of Police Staff & Command  
Class # 422  
Burien, WA  
October 25, 2017**

# **IMPLEMENTATION OF A CITIZEN POLICE FOUNDATION FOR BUILDING COMMUNITY RELATIONSHIPS, INFLUENCING AGENCY PRIORITIES AND IMPROVING DEPARTMENTAL TRANSPARENCY WITHIN THE SNOHOMISH COUNTY SHERIFF'S OFFICE**

## **Problem**

The Snohomish County Sheriff's Office has an elected Sheriff, Ty Trenary, and provides law enforcement services to the unincorporated areas of Snohomish County. The Snohomish County Sheriff's Office provides law enforcement services to an area covering over 2,090 square miles (Annex A); and with a population of about 330,000 people (Annex B). The Sheriff's Office has over 736 employees including 275 sworn law enforcement deputies (Annex C).

The Snohomish County Sheriff's Office holds at least one citizen's academy each year. The academy is broken down into sections and runs for 12 weeks consecutively (Annex D). There are approximately 75 attendees in each class. Each attendee lives in Snohomish County and is individually chosen to represent a diverse cross section of the county (Annex E). At the conclusion of the academy, the attendees are awarded a completion certificate and are considered graduates.

Despite having intimate knowledge of the internal workings of the Snohomish County Sheriff's Office, the graduates are not given the opportunity to help develop goals and priorities; positively influence other community members; or aid in the transparency of the organization (Annex D).

In order to implement a community based policing plan including the development of goals and priorities that are in line with the community's needs, positively influence members of the community, aid in the transparency of the organization to other community members, build community trust, drive political agendas, and make our communities safer the Snohomish County Sheriff's Office must organize a citizen based police foundation.

Failure to implement a citizen based police foundation would impact the overall effectiveness of the Snohomish County Sheriff's Office to partner with the community, decrease our ability to develop our goals and priorities based on community inputs and concerns, decrease overall transparency and public trust, reduce our ability to push forward needed political agendas, and ultimately reduce our ability to keep our communities safe.

## **Assumptions**

- Community engagement is important to the Snohomish County Sheriff's Office.
- Citizen academy graduates want to be involved in our organization.
- Direct input from citizen academy graduates will build trust and transparency.
- Citizen academy graduates will improve the Snohomish County Sheriff's Office overall effectiveness.
- Citizen academy graduates can help drive department goals and priorities and, thus, make our communities safer.

## **Facts**

- The Mission of the Snohomish County Sheriff's Office is to provide safe communities through dedicated and professional service (Annex F).
- The Vision of the Snohomish County Sheriff's Office states that it is our promise that Snohomish County will have a Sheriff's Office that is community-minded, progressive and professional (Annex F).
- The Snohomish County Sheriff's Office has over 736 employees with 275 sworn deputies (Annex C).
- The Snohomish County Sheriff's Office serves approximately 330,000 citizens and covers approximately 2,090 square miles (Annex A and B);
- Community engagement is a major goal of the Snohomish County Sheriff's Office (Annex G).
- The Snohomish County Sheriff's Office conducts at least one citizen's academy each year;
- Citizen academy graduates are willing to participate in a police foundation (Annex H).

## **Discussion**

### *Background*

For the past several years, the Snohomish County Sheriff's Office has run at least one citizen's academy every year. The citizen's academy attendees must be Snohomish County residents and are selected to represent a diverse cross-section of the communities that the Sheriff's Office serves (Annex E). The citizen's academies are limited to about 75 participants.

Currently, the Snohomish County Sheriff's Office does not utilize citizen academy participants in any manner after graduation. However, the Sheriff's Office maintains a database for graduate information.

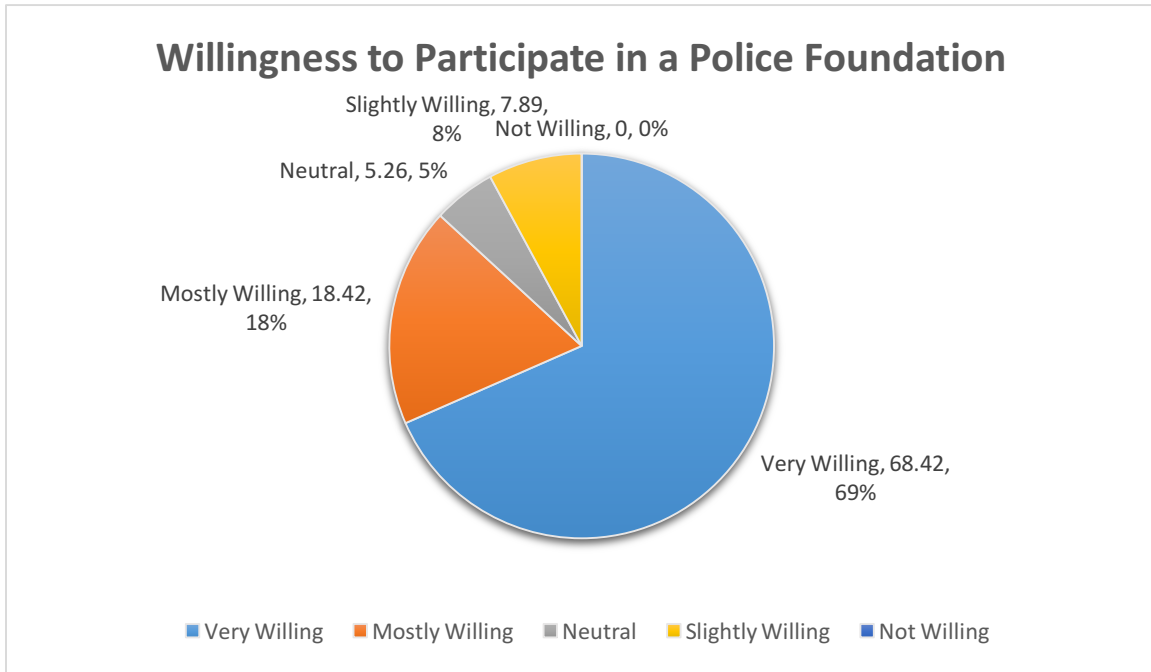
In 2015, the Sheriff's Office launched a voter initiative (proposition 1) to increase manpower by implementing a 1/10<sup>th</sup> of 1 percent tax on sales. Although widely believed that the proposition would pass, it failed by several hundred votes (Annex I). The organization believes that marketing was an issue and that the Sheriff's Office missed the mark by not soliciting the marketing direction from citizens.

Recently, Sheriff Ty Trenary has discussed an option to utilize the citizen academy graduates in a Sheriff Police Foundation (or citizen's advisory board) to help drive departmental goals and priorities; increase the department's overall effectiveness; and to help drive political agendas.

### *Citizen's Academy Graduate Survey*

In September, 2017, a survey was sent to recent Snohomish County Sheriff's Office citizen's academy graduates. The graduates were asked questions about the citizen's academy and participating in a Snohomish County Police Foundation. From the data received, 68.42% of

those responding to the survey stated that they would be very willing to participate in a Sheriff's Police Foundation (Annex H).



*Community Partnership and Police Foundations – A Best Practice*

The benefits in the establishment of a Police Foundation through community oriented policing are vast and well documented in many publications including the Presidential Task Force on 21<sup>st</sup> Century Policing and the U.S. Department of Justice Office of Community Oriented Policing Services study on Building Trust Between the Police and the Citizens They Serve: An Internal Affairs Promising Practices Guide for Local Law Enforcement.

Community oriented policing is a philosophy that promotes and supports organizational strategies to address the causes, and reduce the fear of, crime and social disorder through problem-solving tactics and community/police partnerships. This philosophy requires that citizens and police collaborate to proactively increase public safety within the community (Gayle Fisher-Stewart, 2007).

In today's climate of increased scrutiny of law enforcement, citizens in many jurisdictions are clamoring to have greater visibility into their police or sheriff's departments, and are demanding more robust community policing efforts. One way to achieve both goals is to create a Police Foundation (citizen's advisory board), which is distinctly different from a citizen's review board (Wyllie, 2016).

*Benefits of Developing a Police Foundation*

Unlike a citizen's review board, a Police Foundation (citizen's advisory board) is a group of people who meet regularly with the Sheriff with advice and opinions on a wide range of issues

and exchange ideas. Members of the Police Foundation and the department make joint public appearances. When the Police Foundation is succeeding, it becomes an integral part of the department. The Police Foundation can provide insight into blind spots – activities and attitudes in the jurisdiction that are beneath the surface and invisible (Wyllie, 2016).

During a seminar session at the IACP 2016 in San Diego, Chief John King of the Provo City Police Department stated that the overarching purpose of a Police Foundation is to achieve transparency, increase credibility, gain support, obtain outside opinions, and receive direct feedback (Wyllie, 2016).

Chief King stated that the citizen’s advisory board in Provo was not a formal city organization, and therefore not subject to the rules which can mire down public meetings. Provo’s citizen’s advisory board is structured such that it is a relaxed environment which encourages dialog, not an hour of formal drudgery (Wyllie, 2016).

During the same IACP seminar, a citizen from the Provo citizen’s advisory board, Dr. Dianne McAdams-Jones, spoke about the process and perceived benefits of a citizen’s advisory board. Dr. McAdams-Jones stated the following, “You can educate the public. There are a lot of things that I did not know before joining the citizen’s advisory board. It helps me to understand law, I understand how police approach things... I can fact-check rumors and that’s extremely important. And, once I’m educated, I can educate the people around me.” (Wyllie, 2016)

Another benefit of organizing a Police Foundation is the availability of perspectives which are completely different from Law Enforcement. One example provided at the IACP seminar was a college professor on Provo’s citizen’s advisory board. Through citizen’s advisory board meetings, the professor has introduced classroom concepts of unstructured learning – creative learning – to solve problems with a scenario-based training approach at the department (Wyllie, 2016).

Other studies indicate that when the Sheriff, or police executive, engages in dialog with members of the community regarding their perception of how the organization is adhering to established standards, both the department and community gain a better understanding of the communities perception and can make changes to have a positive impact on that perception (Office of Community Oriented Policing Services, 2008-2009).

In the President’s Task Force of 21<sup>st</sup> Century Policing, it is recommended that law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation (Policing, 2015).

### *Positive Outcomes – Police Community Partnerships*

Police-community partnerships serve a wide variety of purposes, most falling into either the category of enhancing communications or that of responding to problem situations. Enabling those partnerships can lead to:

- Understanding community concerns and identify problems.
- Educate citizens and teach crime prevention techniques.
- Build community support.
- Information sharing (Wells, Community Partnerships, 2009)

Citizen Advisory Boards in Contemporary Practice: A Practical Approach in Policing holds that a Police Foundation can be a critical component to establish an open culture between a public agency and the community. The article warns that a Police Foundation cannot be politically motivated and should be culturally diverse and genuinely represent the community (John G. Reece, 2015).

According to the President’s Task Force on 21<sup>st</sup> Century Policing, joint community and police dialogues regarding procedural justice has led to beneficial results in that communities are often more willing to assist law enforcement when agencies need help during investigations. And when critical incidents occur, those law enforcement agencies already have key allies who can help with information messaging and mitigating challenges (Interim Report of the President's Task Force on 21st Century Policing - Part 2, 2015).

The public’s understanding of why and how law enforcement conducts itself is key to building trust. It is unrealistic to expect law enforcement to develop the best solutions and strategies without the valuable ideas that individuals and community leaders may well provide. The keys for developing public trust are transparency through open, honest, timely communications; and engaging the community in outreach programs, like Police Foundations, to build effective relationships. These outreach programs lead to cooperation and positive relationships and, ultimately, to a higher quality of life and peaceful communities (David J. Mahoney, 2017).

### *Possible Solutions*

The Snohomish County Sheriff’s Office has three options to consider regarding the formation of a Police Foundation which are outlined below:

#### Option I

Continue to run yearly citizen’s academy without the formation of a Police Foundation (Status Quo)

Pros:

- The citizen academy is well organized and will need no further alterations.
- No new policies or documentation is required.
- No additional cost.
- No additional time needed for selection process/meetings.

Cons:

- No direct involvement with processes from citizen academy graduates.
- Continued one-way communication during citizen academy classes in reference to procedural justice, building trust and relationships, and enhanced transparency.
- No method for improved messaging.

- No method for identifying and mitigating challenges in our communities (less safe communities).

Costs:

- None

### Option II

Continue to run yearly citizen's academy without the formation of a Police Foundation while adopting a yearly post graduate survey involving community topics.

Pros:

- The citizen academy is well organized and will need no further alterations.
- Most surveys are free or are of little expense.
- Receive yearly information from academy graduates about a wide range of topics.
- Information and statistics from the surveys can be documented and compared with historical data.
- Academy graduates might feel that they have a voice in the direction of our organization (building relationships and procedural justice).

Cons:

- New policies and or documentation is required.
- More time is needed to develop and process survey (minimal).
- Continued one-way communication during citizen academy classes in reference to procedural justice, building trust and relationships, and enhanced transparency.
- Only a once-a-year method for improved messaging.
- Only a once-a-year method for identifying and mitigating challenges (only marginally safer communities than option I).
- No free flow of information and ideas.
- Only a once-a-year ability to get feedback about direction, intelligence, processes, etc.

Costs:

- Minimal

### Option III

Continue to run yearly citizen's academy while adopting a post graduate survey; and with the formation and adoption of a Police Foundation.

Pros:

- The citizen academy is well organized and will need no further alterations.
- The Police Foundation can be staffed with academy graduates that are from Snohomish County, have a working knowledge of our organization, and can be selected to represent a diverse cross-section of our community.
- A Police Foundation can aid in external and internal procedural justice, building trust and relationships, and enhanced transparency.
- Receive up-to-date information from community members about a wide range of topics to both identify and mitigate perceived challenges in our communities.
- Information and statistics from surveys can be documented and compared with historical data.

- A Police Foundation can increase all communication and can enhance political efforts.
- A Police Foundation will make our communities safer

Cons:

- New policies and documentation is required.
- More time is needed to develop and process survey (minimal).
- More time is needed for staff to attend Police Foundation meetings.
- Some challenges, presented by Police Foundation members, might not be able to be resolved due to RCW, case law or common procedures and or conflict-of-interest.
- Some Foundation members might have unattainable expectations.
- The Police Foundation would expect transparency (are we willing).

Costs:

- If held to command level staffing, the majority of costs would be time.
- Other costs could include food and beverage.
- Paper products for documentation.
- Meeting location rental cost.

## **Conclusion**

The Snohomish County Sheriff's Office runs a yearly citizen's academy. As of this study, the Snohomish County Sheriff's Office has not taken advantage of the academy graduates to enhance our community oriented policing efforts. From examined literature and current trends in policing, failure to implement a citizen based Police Foundation would impact the overall effectiveness of the Snohomish County Sheriff's Office ability to partner with the community, decrease our ability to develop our goals and priorities based on community inputs and concerns, decrease overall transparency and public trust, reduce our ability to push forward needed political agendas, and ultimately reduce our ability to keep our communities safe.

This study has presented three possible solutions to increase the participation of Snohomish County Sheriff's Office citizen's academy graduates. Option I, keeping the status quo, does not change our processes and only provides one-way communication (from us to them). This option does not enhance our ability to change our organization to meet the community's needs and keeps business as usual. Option II, adding a yearly survey, gets information flowing in a limited capacity. The information can be documented and compared to historical data to make changes or adopt policies and procedures. It limits our ability to develop relationships, build trust and transparency, and receive real time data about our communities. Option III, recommended, establishes a Police Foundation with citizen's academy graduates. This option will allow our agency to receive input on real time concerns from members of our community. These members, if selected appropriately, will represent a diverse cross-section of Snohomish County. This option will aid in building trust, enhance transparency, and increase perceived external procedural justice within our communities. It will increase all communications and can enhance political efforts. Most importantly, it will make our communities safer.



**Recommendation**

The implementation of a Police Foundation will dramatically help to support our mission and goals. A Police Foundation will provide real time concerns and mitigate challenges. It will build trust, enhance transparency, improve perceived external procedural justice, enhance political efforts, and make our communities safer. It is recommended that the Department implement Option III, a Police Foundation staffed by citizen’s academy graduates. A proposed implementation schedule is outlined in Annex J.

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Robert Beidler, Undersheriff

\_\_\_\_\_  
Date

Approved  Denied

Comments:

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## **Annexes**

Annex A	Snohomish County Web Site Data-About Snohomish County
Annex B	Snohomish County Washington Web Site Data-Population and Growth Rate
Annex C	Snohomish County Sheriff's Office FTE Report
Annex D	Snohomish County Sheriff's Office Citizen Academy Schedule and Curriculum
Annex E	Snohomish County Sheriff's Office Citizen Academy Participant Roster
Annex F	Snohomish County Sheriff's Office Mission, Vision and Values
Annex G	Snohomish County Sheriff's Office 2017 Goals
Annex H	Snohomish County Sheriff's Office 2017 Citizen's Academy Survey
Annex I	Sales Tax for Proposition 1 Voter Results
Annex J	Snohomish County Sheriff's Office Police Foundation Implementation Plan

## Annex A

### Snohomish County Profile

#### Snohomish County Profile

Location Snohomish County is located on Puget Sound, between Skagit County to the north and King County (and Seattle) to the south. Covering 2,090 square miles, it is the 13th largest county in total land area in Washington. Snohomish County's varied topography ranges from saltwater beaches, rolling hills and rich river bottom farmlands in the west to dense forest and alpine wilderness in the mountainous east. Glacier Peak, at 10,541 feet, is the highest point in Snohomish County and one of the highest in Washington State. Sixty-eight percent of the county land area is forest land, 18% is rural, 9% is urban/city and 5% is agricultural.



**Annex B**  
**Snohomish County Web Site**  
Population and Growth Rate

<https://snohomishcountywa.gov/Faq.aspx?QID=598>

▼ **PDS - Demographics**

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[Show All Answers](#)

**1. What is Snohomish County's current population and growth rate?**

The total population of Snohomish County was estimated to be 757,600 as of April 1, 2015, according to the Washington State Office of Financial Management. This includes a total unincorporated population estimate of 330,260 (44% of total county population) and a total incorporated (city) population estimate of 427,340 (56% of total county population).

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Total population in Snohomish County has increased by 44,265 (6.2%) since the 2010 US Census showed a total population of 713,335 for Snohomish County. This translates into an annual average population growth rate for the county of 1.2% since 2010.

## Annex C

### Snohomish County Sheriff's Office FTE Report

September 15, 2017

Per our FTE report (as of 9/1/17), our numbers are as follows:

Total budgeted positions	736.25
Budgeted Corrections	372
Budgeted L/E	364.25
Corrections FTEs	339
L/E FTEs	344.25
Full Commissioned:	275

For Corrections Deputy and Deputy Sheriff, we have 10 “ghost” positions (each) that are non-funded to allow us to process candidates; so they are “budgeted” positions but are not funded and would never be filled.

The number of fully commissioned staff are LE only and do not count individuals in corrections with a limited commission.



*Community First*

*Caitlin Weaver*

Administrative Law Enforcement Secretary

**Snohomish County Sheriff's Office**

3000 Rockefeller Ave M/S 606

Everett, WA 98201

Ph: (425) 388-3831

**NOTICE: All emails, and attachments, sent to or from Snohomish County are public record and maybe subject to disclosure pursuant to the Public Records Act (RCW 42.56).**

## Annex D

### Snohomish County Sheriff's Office Citizen Academy Schedule and Curriculum

WEEK	TOPIC(S)	PRESENTERS
<b>1</b>		
<b>Citizen's Academy Opening Ceremony</b>		
<b>29-Mar</b>	<b>1800-1900</b>	
	Check-in	
	<b>1900-1910</b>	
	Pledge of Allegiance	<b>Honor Guard/Robertson</b>
	<b>1910-2000</b>	
	Sheriff's Welcome/Dignitary Recognition	<b>Trenary</b>
<b>BREAK</b>	<b>2000-2015</b>	
	<b>2015-2030</b>	
	Ground Rules	<b>Robertson</b>
	<b>2030-2100</b>	
	SCSO Overview, History,	<b>Robertson</b>
<b>BREAK</b>	<b>2100-2115</b>	
	<b>2115-2130</b>	
	Organization	<b>Zelaya</b>
<b>2</b>		
<b>Patrol Operations</b>		
<b>5-Apr</b>	<b>1800-1945</b>	
	Overview of Patrol	<b>Dill/R Lewis</b>
<b>BREAK</b>	<b>1945-2000</b>	
	<b>2000-2130</b>	
	Overview of Traffic Enforcement	<b>WeinBaum/Latimer</b>
<b>3</b>		
<b>Corrections</b>		
<b>12-Apr</b>	<b>1800-1830</b>	
	Welcome & Intro to Corrections	<b>Edwards</b>
	<b>1830-1850</b>	
	Intro to Module Operations	<b>Gilfeather</b>
<b>BREAK</b>	<b>1850-1900</b>	
	<b>1900-1950</b>	
	Module Operations	<b>Gilfeather</b>
<b>BREAK</b>	<b>1950-2000</b>	
	<b>2000-2130</b>	
	Specialty Tactics and Tools	<b>Gilfeather</b>
<b>4</b>		
<b>Prosecutor/Alzheimer's Association/Peer Support</b>		
<b>19-Apr</b>	<b>1800-1930</b>	
	Prosecutor	<b>Adam Cornell</b>
<b>BREAK</b>	<b>1930-1945</b>	
	<b>1945-2030</b>	

## Annex D Continued

	Alzheimer's Association	Hazel Borden
<b>BREAK</b>	2030-2045	
	2045-2130	
	Peer Support	Sorenson
<b>22-Apr</b>	Jail Tour Field Trip - Saturday	Edwards
	Introduction, Roll Call, Group Assignments	
	1330-1350	
	Facility Tour	
	1350-1515	
	Debrief and Roll Call	
	1515-1530	
<b>5</b>	<b>Traffic</b>	
<b>26-Apr</b>	1800-1900	
	DUI Enforcement	Krajcar
<b>BREAK</b>	1900-1915	
	1915-2015	
	Defensive Tactics	Wells
<b>BREAK</b>	2015-2030	
	2030-2130	
	CIU Investigations	Monson
<b>6</b>	<b>Task Forces</b>	
<b>3-May</b>	1800-1945	
	VOTF	J. Barnett/K. Rogers
<b>BREAK</b>	1945-2000	
	2000-2130	
	ATTF	Koster/Yzaguirre
<b>7</b>	<b>Task Forces (cont.)</b>	
<b>10-May</b>	1800-1900	
	K9	Boice
<b>BREAK</b>	1900-1915	
	1915-2015	
	SNOPAC	McQuade/Grubb
<b>BREAK</b>	2015-2030	
	2030-2130	
	SRDGTF	Chitwood/K. Lewis
<b>8</b>	<b>Corrections (Block 2)</b>	
<b>17-May</b>	1800-1850	
	Gangs & Intel	Edwards



## **Annex D Continued**

<b>BREAK</b>	<b>1850-1900</b>		
	<b>1900-1950</b>	Gangs & Intel	<b>Mattson</b>
<b>BREAK</b>	<b>1950-2000</b>		
	<b>2000-2130</b>	Office of Neighborhoods	<b>Huri</b>
<b>9 Criminal Investigations</b>			
<b>24-May</b>	<b>1800-1945</b>	Investigation overview, Prevention	<b>Geoghagan</b>
<b>BREAK</b>	<b>1945-2000</b>		
	<b>2000-2130</b>	Sex Offender Registration	<b>Berg</b>
<b>10 Special Investigations</b>			
<b>31-May</b>	<b>1800-1900</b>	Special Investigations Unit	<b>Cole</b>
<b>BREAK</b>	<b>1900-1915</b>		
	<b>1915-2000</b>	Domestic Violence	<b>Fontenot</b>
<b>BREAK</b>	<b>2000-2015</b>		
	<b>2015-2130</b>	Domestic Violence Victim Services	<b>Laura Mulholland</b>
<b>11 Major Crimes Unit</b>			
<b>7-Jun</b>	<b>1800-2130</b>	Homicide Investigations	<b>Fontenot/Stich</b>
<b>Field Trip #2 - SATURDAY</b>			
<b>10-Jun</b>	<b>Range 1000-1200</b>		<b>Saint-Denis/Wells</b>
	<b>Lunch 1200-1400</b>		
	<b>SAR 1400-1500</b>		<b>Wikstrom/Teske</b>
<b>12 Graduation Day</b>			
<b>14-Jun</b>	<b>1800-1900</b>	SWAT Demo	<b>Martin/Team</b>
<b>BREAK</b>	<b>1900-1915</b>		
	<b>1915-2015</b>	How to stay involved (volunteer)	<b>Flood</b>
<b>BREAK</b>	<b>2015-2030</b>		
	<b>2030-2130</b>	Graduation ceremony	<b>Sheriff Trenary or designee</b>

## Annex E

**2017 Citizen's Academy Participant Roster**



**2017  
SCSO CITIZEN'S ACADEMY**



**Annex E Continued**



# STUDENTS

1

CLASS OF 2017

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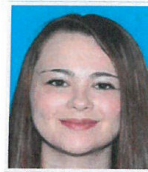
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ARCHIBEQUE, T.



BAKER, C.



BARBER, D.



BARBER, S.



BAROH, R.



BAUGHN, S.



BLUM, T.



BOLANOS-IVORY,  
B.



BORTA, C



BOURNIQUE, K.



BRANIFF, C.



BRIGHAM, E.



CAVE, A.



CEDANO, S.



DANLEY, K.

Annex E Continued

# STUDENTS

2

CLASS OF 2017

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DEBARDI, R.



DUNCAN, M.



EBERHARD, S.



ELLEDGE, D.



ESTRELLA, A.



FORTENBACHER, J.



FORTENBACHER, K.



GANNON, J.



GORGA, M.



GRANAT, G.



GUERRA, R.



HARRIS, G.



HARRIS, P.



HAYDEN, S.



HEYMAN, D.

Annex E Continued



# STUDENTS

3

CLASS OF 2017

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HITCH, A.



HUGHES, C.



HUNTER, C.



IYANKOFF, M.



INIE, R.



JENSON, E.



JOHNSON, E.



KNAPP, R.



LIUM, D.



LYSENKO, O.



MAND, M.



OROZCO, T.



PEAK, P.



PIEPER, V.



PROTO, J.

Annex E Continued

# STUDENTS

4

CLASS OF 2017

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PURHAR, D.



RAMI, P.



RANSON, A.



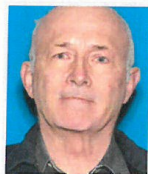
RATHBONE DEL  
RINCON, T.



REBECK, T.



RINDERO, S.



ROCKETT, M.



SAHANOW, S.



SANDHU, J.



SCHROEDER-  
HENNES, C.



SHULKIND, M.



SMITH, G.



SMITH, J.



SMITH, J.



SOLETSKI, D.

Annex E Continued



# STUDENTS

4

CLASS OF 2017

<Student(s)Photograph>

<Student(s)Photograph>

<Student(s)Photograph>

< Photo Caption >

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< Photo Caption >



STEPHAN, B.



STEPHAN, K.



STEPHAN V.



TAYLOR-BICKLER,  
B.



RATHBONE DEL  
RINCON, T..



TRANTER, J.



TULLUCK, C.



VAN INWEGEN, J.



WOLF, L.



WYATT, T.



YAKOVA, B.



YANCEY, C.

## Annex F



## Snohomish County Sheriff's Office Mission, Vision and Values

# 2017

## Mission

To provide safe communities through dedicated and professional service.  
"Community First"

## Vision

It is our promise that Snohomish County will have a Sheriff's Office that is community-minded, progressive and professional.

## Values

***INTEGRITY:*** We adopt an uncompromising approach to the highest ethical standards, being honest, truthful, and worthy of trust.

***DIGNITY:*** We believe in the importance of treating others with respect and in conducting ourselves in a manner which inspires respect.

***COMMITMENT:*** We are dedicated to the Office's Mission, to the development and support of employees and to the highest standards of professional conduct.

***PRIDE:*** As members of this Office we are honored to serve and protect our community.

## **Snohomish County Sheriff's Office 2017 Goals**

# **2017 Goals**

### ***Professional Development***

1. Enhance Safety
2. Accreditation
3. Improve Communication (Internal)
4. Mentorship

### ***Community Engagement Plan***

1. Expand our Marketing Platform
2. Develop Sustainable Community Programs
3. Professional Service

### ***Technology/Innovation***

1. SNOSTAT – Use data to make better use of resources
2. Software/Hardware Evolution

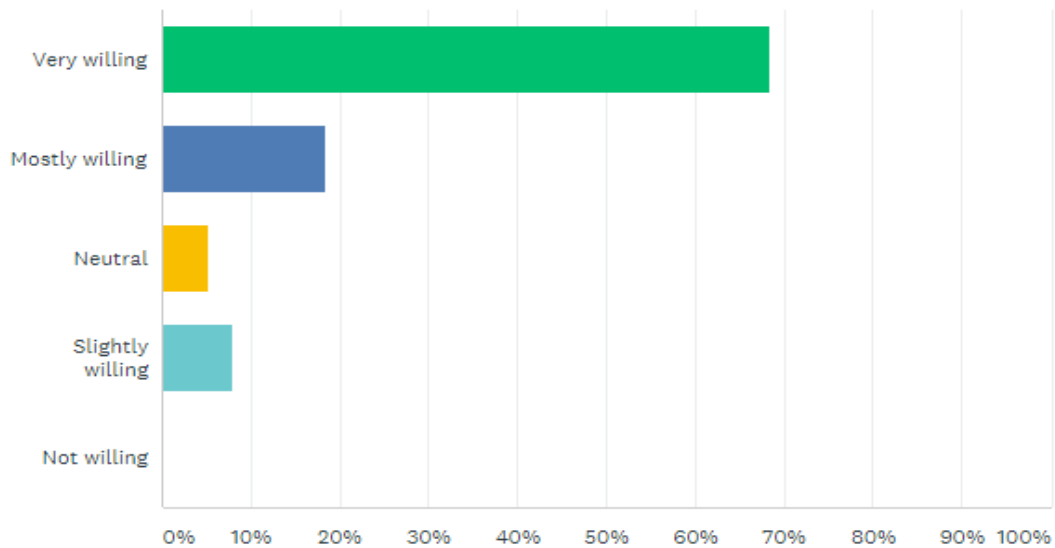
## Snohomish County Sheriff's Office 2017 Citizen's Academy Survey

**Q1**

As a citizen academy graduate, you have completed the 12 week course and have obtained a unique perspective of the Snohomish County Sheriff's Office. This knowledge can help our agency to serve our communities better.

How willing would you be to participate in a police foundation (advisory committee) to help develop and influence the priorities of the Snohomish County Sheriff's Office?

Answered: 38 Skipped: 0



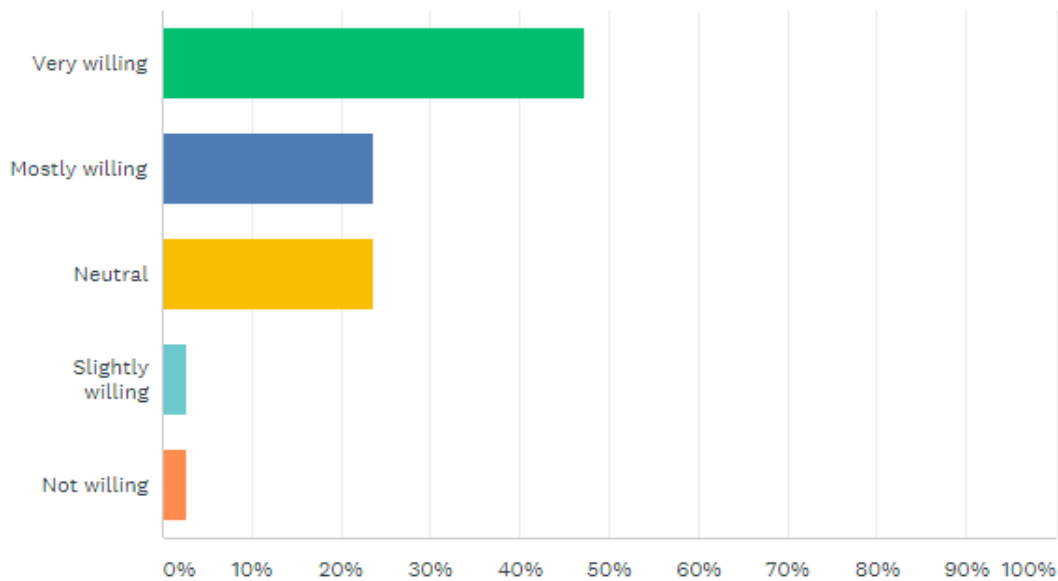
ANSWER CHOICES	RESPONSES	
Very willing	68.42%	26
Mostly willing	18.42%	7
Neutral	5.26%	2
Slightly willing	7.89%	3
Not willing	0.00%	0
<b>TOTAL</b>		<b>38</b>

**Annex H Continued**

**Q2**

In 2015, a proposition was sent to the voters to fund additional police officers and additional resources to help with the opioid epidemic that plagues our communities. Unfortunately, the proposition did not pass. It is possible that we missed explaining the why as part of the propositions failure. How willing would you be to participate in a citizen led police foundation (advisory committee) to help drive political efforts?

Answered: 38 Skipped: 0



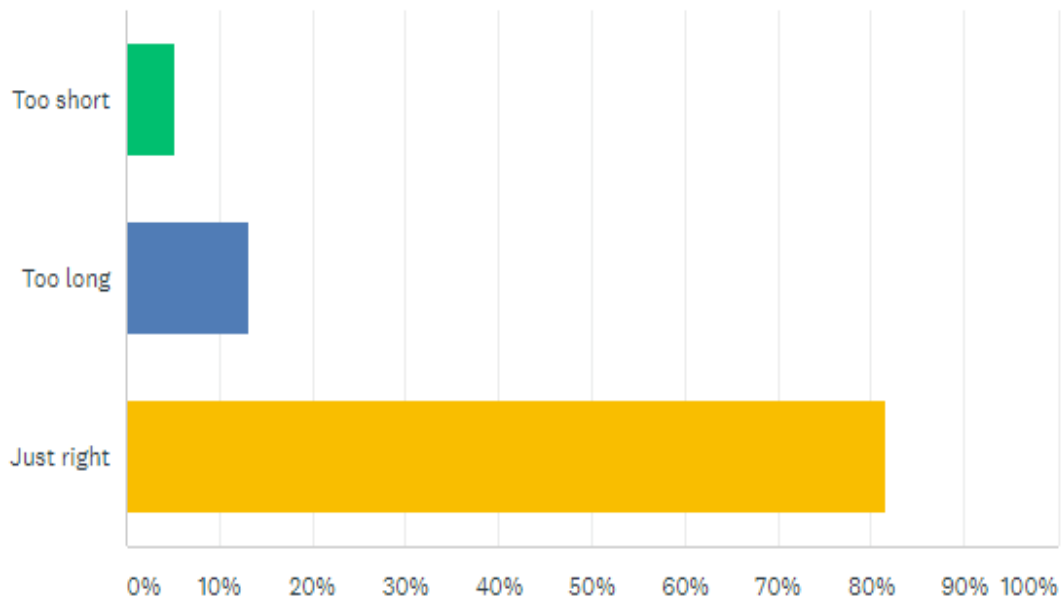
ANSWER CHOICES	RESPONSES	
Very willing	47.37%	18
Mostly willing	23.68%	9
Neutral	23.68%	9
Slightly willing	2.63%	1
Not willing	2.63%	1
<b>TOTAL</b>		<b>38</b>

## Annex H Continued

Q3

What is your opinion of the class length?

Answered: 38 Skipped: 0



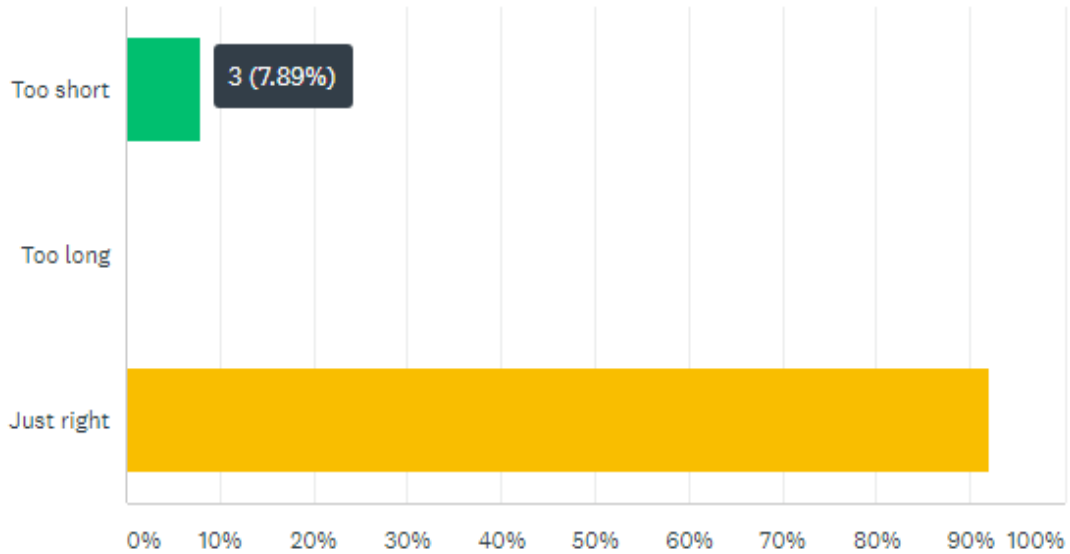
ANSWER CHOICES	RESPONSES	
Too short	5.26%	2
Too long	13.16%	5
Just right	81.58%	31
<b>TOTAL</b>		<b>38</b>

## Annex H Continued

Q4

What is your opinion of the 12 week Citizen's Academy course length?

Answered: 38 Skipped: 0



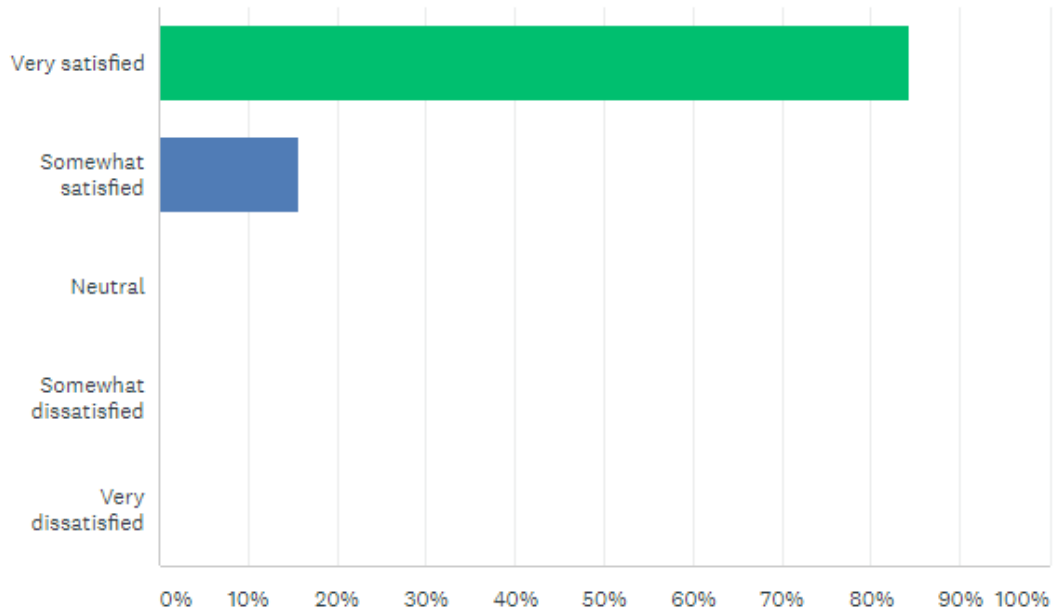
ANSWER CHOICES	RESPONSES	
Too short	7.89%	3
Too long	0.00%	0
Just right	92.11%	35
<b>TOTAL</b>		<b>38</b>

## Annex H Continued

Q5

Are you satisfied with the way the material was presented?

Answered: 38 Skipped: 0



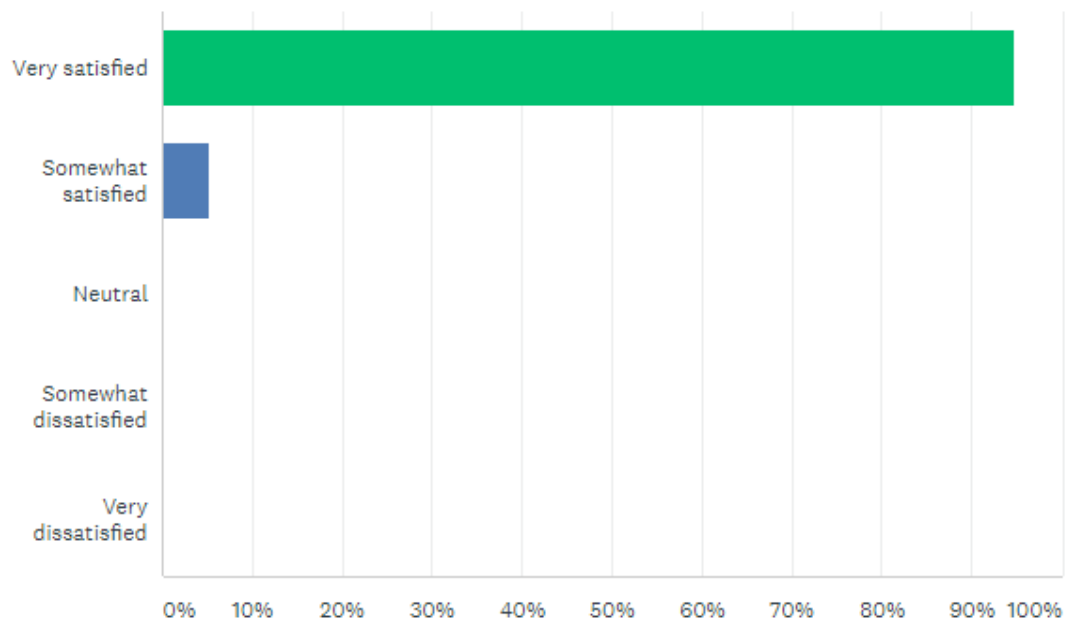
ANSWER CHOICES	RESPONSES	
Very satisfied	84.21%	32
Somewhat satisfied	15.79%	6
Neutral	0.00%	0
Somewhat dissatisfied	0.00%	0
Very dissatisfied	0.00%	0
<b>TOTAL</b>		<b>38</b>

## Annex H Continued

Q6

What is your overall level of satisfaction in regards to the class?

Answered: 38 Skipped: 0





ANSWER CHOICES	RESPONSES	
Very satisfied	94.74%	36
Somewhat satisfied	5.26%	2
Neutral	0.00%	0
Somewhat dissatisfied	0.00%	0
Very dissatisfied	0.00%	0
<b>TOTAL</b>		<b>38</b>



# Annex I

## Sales Tax for Proposition 1 Voter Results

County

Snohomish County Proposition No.1 Criminal Justice Sales and Use Tax		
Measure	Vote	Vote %
Approved 	65,270	49.87%
Rejected 	65,618	50.13%
<b>Total Votes</b>	<b>130,888</b>	<b>100%</b>
<a href="#">Precinct Results »</a>		

## Annex J

### Snohomish County Sheriff's Office Police Foundation Implementation Schedule

<b>Task</b>	<b>Person(s) Responsible</b>	<b>Date Due</b>	<b>Completed?</b>
Meet with Sheriff to discuss staff study; determine how many graduates will participate; set date of first meeting; discuss policy or documentation needs	Lieutenant Robertson, Sergeant Alanis, Sergeant Lewis and PIO Shari Ireton	12/1/17	
Compare citizen's academy graduates from empirical data and make selection based on residence location, race, gender and age	Sergeant Alanis (LES Esposito can help obtain information from S drive)	12/15/17	
Contact Foundation selections and verify willingness to participate in program. Verify approval of media release. Make other selections if needed.	Sergeant Alanis	01/01/18	
Contact Sheriff and provide list of Foundation members. Determine location and agenda for first meeting. Determine if food and beverages will be provided at meeting (Sheriff's choice). Determine Police Foundation meeting department attendance-send email invite through Outlook.	Sergeant Alanis	01/15/18	
Contact PIO Shari Ireton for media release.	Sergeant Alanis and PIO Shari Ireton	01/15/18	
Contact executive secretary Jill Iversen and request agenda and certificates for Police Foundation members	Sergeant Alanis	01/15/18	
If Sheriff selects food option, obtain credit card from fiscal and purchase food and beverage for Police Foundation attendees	Sergeant Alanis	TBD	
Pick up certificates from executive secretary Jill Iverson and confirm PIO media release.	Sergeant Alanis	TBD	
Pick up food and beverage and attend Police Foundation meeting	Sergeant Alanis and TBD	TBD	

## Executive Summary

### **IMPLEMENTATION OF A CITIZEN POLICE FOUNDATION FOR BUILDING COMMUNITY RELATIONSHIPS, INFLUENCING AGENCY PRIORITIES AND IMPROVING DEPARTMENTAL TRANSPARENCY WITHIN THE SNOHOMISH COUNTY SHERIFF'S OFFICE**

#### Problem

The Snohomish County Sheriff's Office holds at least one citizen's academy each year and each attendee is individually chosen to represent a diverse cross section of the county. Despite having intimate knowledge of the internal workings of the Snohomish County Sheriff's Office, the graduates are not given the opportunity to help develop goals and priorities; positively influence other community members; or aid in the transparency of the organization.

#### Possible Solutions

- Option I: Continue to run yearly citizen's academy without a post graduate survey; and without the formation of a Police Foundation. This option will not address the problem; and there are no costs associated with this option.
  
- Option II: Implement a post graduate survey without the formation of a Police Foundation. The information obtained in the survey can be documented and compared to historical data to make changes or adopt policies and procedures. It limits our ability to develop relationships, build trust and transparency, and receive real time data about our communities. The cost to implement this option is minimal.
  
- Option III: Form a Police Foundation and implement a post graduate survey. In addition to the benefits provided by the survey, the Police Foundation represents a diverse cross-section of our community and can aid in external and internal procedural justice, building trust and relationships, and enhanced transparency. Forming a Police Foundation would allow the organization to receive up-to-date information from community members about a wide range of topics to both identify and mitigate perceived challenges in our communities. The cost to implement this option is minimal.

#### Recommendation

The implementation of a Police Foundation will dramatically help to support our mission, vision, and goals. A Police Foundation will provide real time concerns and mitigate challenges. It will build trust, enhance transparency, improve perceived external procedural justice, enhance political efforts, and make our communities safer. It is recommended that the department implement option III, the formation of a Police Foundation and post graduate survey. A proposed implementation schedule is outlined in Annex J.

\_\_\_\_\_  
Ty Trenary, Sheriff

\_\_\_\_\_  
Date

Approved  Denied

Comments: