



Salt Lake County
Sheriff's Office

Oxbow Jail Update

Goals for Fully Opening Oxbow

- **Perform Building Improvements** – (Much of the Jail has been Closed for 16+ Years)
- **Recruit/Hire/Retain the Necessary Staff**
 - Fill Existing Openings
 - Hire 63 Sworn & 34 Civilians for Oxbow
- **Eliminate Jail Bed Contracting**
- **Bring Male CATS Back To Oxbow**

What Will it Take to Fully Open Oxbow?

- **87 Deputy Vacancies Need to be Addressed**
- **It is Necessary We Become Wage Competitive**
 - Staff are leaving for higher wages and better Benefits
 - Our Application Pool is Dwindling Because of Competition and Strong Market

We will Submit a June Budget Proposal
to Address Compression and Wages.

Staffing Facts/Challenges

- 2016 – 2017 Average Turnover Rate – 13% Resulting in 104 Vacancies
- 2016 – 2017 Average Vacancy Rate – 5% or about 25 Unfillable Allocations
- In 2020, We will have 26% of our Workforce Eligible to Retire
- Number of Sworn Necessary Each Year to Replace Turnover – 63
- Annual Hiring Average is 72
- With Our Recruitment and Turnover History, We Will Gain 9 Deputies Each Year

Compounded Staffing Facts/Challenges

- **Law Enforcement Shortages**

- **More than 400** Officers Necessary to Fill Current Vacancies

- Utah State Prison, Salt Lake City PD, West Valley City PD, West Jordan PD, Unified Police Department, UHP, Davis County Jail, Summit County Jail, Tooele County Jail

- Example Wages: SLCPD \$20.00 – \$33.41 UPD \$20.48 – \$31.60 (**Jail Deputy \$19.25 - \$27.39** Average Wage \$22.59)

- **Things These Departments are Offering to Attract our Staff**

- Higher Wages – Better Benefits
- One for One on Experience Offered, Resulting in Higher Wages
- Tier II Offered up to 16% Additional in 401
- Offering Cash Bonus at Completion of 5, 10 & 15 Years of Service

Deputy Recruitment Efforts – Carita Lucey

Staffing the Jail – What's Our Status

Kevin Harris



Salt Lake County
Sheriff's Office

73

Open Deputy Allocations

25

Deputies in Academy or CTO

16

Maximum Overtime Hours
Allowed Per Deputy Each
Month

Oxbow Jail Opening by Unit - Overtime Requirements

**July 1, 2018 with
Turnover Rate and
Hiring Projections**

**Jail Contracting
Can Continue**

**A-Pod-AA
(Unit 1)**

6,087.00

Overtime Hours
Required Each
Month in ADC
and Oxbow

13

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

**A-Pod AB/AC
(Units 2 & 3)**

6,569.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

14

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

**A-Pod AD
(Unit 4)**

7,289.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

16

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

**B-Pod BA
(Unit 5)**

9,629.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

21

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**B-Pod BB
(Unit 6)**

10,111.80

Overtime Hours
Required Each
Month in ADC
and Oxbow

22

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**B-Pod BC
(Unit 7)**

10,831.80

Overtime Hours
Required Each
Month in ADC
and Oxbow

24

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

Physical Structure – Oxbow Repairs

- **Council Funded Capital Projects Completed** (boiler, chiller, HVAC, etc.)
- **Council Funded Repairs/Equipment** (\$268,899)
 - Supplies (clothing, bedding and linen, mattresses, etc.)
 - Equipment (computers, radios, etc.)
 - Building Improvements
- **We are Managing more than 260 Items Critical to Opening Oxbow**
 - Kitchen Repairs
 - Electronic Security Updates
 - Computer Backbone Expansion
 - Medical Equipment Updated – Dental X-ray, Exam Tables, etc.
 - Plumbing, Electrical, HVAC, Etc.

Questions?

Mayor's Office: Council Agenda Item Request Form
*This form and supporting documents (if applicable) are due the Wednesday
before the COW meeting by noon.*

Date Received (office use)	
--------------------------------------	--

Date of Request	March 22, 2018
Requesting Staff Member	Sherry McConkey
Requested Council Date	April 17, 2018
Topic/Discussion Title	Update on the Oxbow Jail
Description	Sheriff Rivera will present to the Council on the status of the facility repairs and provide a staffing update.
Requested Action¹	Presentation/Discussion
Presenter(s)	Sheriff Rosie Rivera, Chief Kevin Harris & Chief Matthew Dumont
Time Needed²	15-20 Minutes
Time Sensitive³	Yes
Specific Time(s)⁴	No
Please attach the supporting documentation you plan to provide for the packets to this form. While not ideal, if supporting documents are not yet ready, you can still submit them by 10 am the Friday morning prior to the COW agenda. Items without documentation may be taken off for consideration at that COW meeting.	

Mayor or Designee approval: _____

¹ What you will ask the Council to do (e.g., discussion only, appropriate money, adopt policy/ordinance) – in specific terms.

² Assumed to be 10 minutes unless otherwise specified.

³ Urgency that the topic to scheduled on the requested date.

⁴ If important to schedule at a specific time, list a few preferred times.



Salt Lake County
Sheriff's Office

Oxbow Jail

Re-Opening Update

Oxbow Opening Goals

- **Building Improvements** – Much of the Jail has been Closed for 16+ Years
- **Acquisition of Supplies/Equipment**
- **Recruit/Hire/Retain the Necessary Staff**
 - Fill Existing Openings
 - Hire 63 Sworn & 34 Civilians for Oxbow
- **Fully Opened July 1, 2018 (368 New Jail Beds)**
 - A – Pod Opened, 184 New Jail Beds
 - B – Pod Opened, 184 New Jail Beds
- **Eliminate Jail Bed Contracting**
- **Bring Male CATS Back To Oxbow**

Physical Structure – Oxbow Repairs

- **Council Funded Capital Projects** (boiler, chiller, HVAC, etc.)
- **Council Funded Repairs/Equipment** (\$268,899)
 - Supplies (clothing, bedding and linen, mattresses, etc.)
 - Equipment (computers, radios, etc.)
 - Building Improvements
- **We are Managing more than 260 Items Critical to Opening Oxbow**
 - Kitchen Repairs
 - Electronic Security Updates
 - Computer Backbone Expansion
 - Medical Equipment Updated – Dental X-ray, Exam Tables, etc.
 - Plumbing, Electrical, HVAC, Etc.

Staffing the Jail – What's Our Status



Salt Lake County
Sheriff's Office

78

Open Deputy Allocations

30

Deputies in Academy or CTO

16

Maximum Overtime Hours
Allowed Per Deputy Each
Month

Oxbow Jail Opening by Unit - Overtime Requirements

**A-Pod-AA
(Unit 1)**

7,212.00

Overtime Hours
Required Each
Month in ADC
and Oxbow

16

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

**A-Pod AB/AC
(Units 2 & 3)**

7,694.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

17

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**A-Pod AD
(Unit 4)**

8,414.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

19

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**B-Pod BA
(Unit 5)**

10,754.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

24

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**B-Pod BB
(Unit 6)**

11,236.80

Overtime Hours
Required Each
Month in ADC
and Oxbow

25

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**B-Pod BC
(Unit 7)**

11,956.80

Overtime Hours
Required Each
Month in ADC
and Oxbow

27

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**Current Status As
of March 16, 2018**



Salt Lake County
Sheriff's Office

73

Open Deputy Allocations

25

Deputies in Academy or CTO

16

Maximum Overtime Hours
Allowed Per Deputy Each
Month

Oxbow Jail Opening by Unit - Overtime Requirements

July 1, 2018 with
Turnover Rate and
Hiring Projections

**A-Pod-AA
(Unit 1)**

6,087.00

Overtime Hours
Required Each
Month in ADC
and Oxbow

13

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

**A-Pod AB/AC
(Units 2 & 3)**

6,569.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

14

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

**A-Pod AD
(Unit 4)**

7,289.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

16

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

**B-Pod BA
(Unit 5)**

9,629.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

21

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**B-Pod BB
(Unit 6)**

10,111.80

Overtime Hours
Required Each
Month in ADC
and Oxbow

22

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**B-Pod BC
(Unit 7)**

10,831.80

Overtime Hours
Required Each
Month in ADC
and Oxbow

24

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED



Salt Lake County
Sheriff's Office

78

Open Deputy Allocations

25

Deputies in Academy or CTO

16

Maximum Overtime Hours
Allowed Per Deputy Each
Month

Oxbow Jail Opening by Unit - Overtime Requirements

January 1, 2019 with
Turnover Rate and
Hiring Projections

A-Pod-AA
(Unit 1)

6,520.00

Overtime Hours
Required Each
Month in ADC
and Oxbow

15

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

A-Pod AB/AC
(Units 2 & 3)

7,002.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

16

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

A-Pod AD
(Unit 4)

7,722.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

17

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

B-Pod BA
(Unit 5)

10,062.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

22

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

B-Pod BB
(Unit 6)

10,544.80

Overtime Hours
Required Each
Month in ADC
and Oxbow

23

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

B-Pod BC
(Unit 7)

11,264.80

Overtime Hours
Required Each
Month in ADC
and Oxbow

25

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

Staffing Facts/Challenges

- 2016 – 2017 Average Turnover Rate – 13% Resulting in 104 Vacancies
- 2016 – 2017 Average Vacancy Rate – 5% or about 25 Unfillable Allocations
- In 2020, We will have 71 Sworn Deputies Eligible to Retire

Additional Staffing Facts/Challenges

- **Deputy Recruitment 2016 - 2017**
 - Total Applicants – 1,123
 - Total that Pass Minimum Qualifications – 199
 - Total Hired – 144 or 72% of Qualified Pool (72 per year)
- **Number of Sworn Necessary Each Year to Replace Turnover – 63**
- **Current Vacancies - 78**
- **With Our Recruitment History, We Will Gain 9 Deputies Each Year**

Compounded Staffing Facts/Challenges

- Law Enforcement Shortages
 - **More than 400** Officers Necessary to Fill Current Vacancies
 - Utah State Prison, Salt Lake City PD, West Valley City PD, West Jordan PD, Unified Police Department, UHP, Davis County Jail, Summit County Jail, Tooele County Jail
 - Example Wages: SLCPD \$20.00 – \$33.41 UPD \$19.88 – \$30.68
- Things These Departments are Offering to Attract our Staff
 - Higher Wages – Better Benefits
 - One for One on Experience Offered, Resulting in Higher Wages
 - Tire II Offered up to 16% Additional in 401
 - Offering Cash Bonus at Completion of 5, 10 & 15 Years of Service

What Will it Take to Fully Open Oxbow!

- **By January 2019, We Need to Hire 38 Additional New Deputies – While Managing 40 Vacancies**
 - Current Vacancies – 78
 - Projected Turnover – 50
 - Projected Hiring – 50 (June/October)
 - Manageable Vacancies – 40
- **It is Necessary We Become Wage Competitive**
 - Staff are leaving for higher wages and better Benefits
 - Our Application Pool is Dwindling Because of Competition and Strong Market
- **We Have to Work on Improving Our Turnover Rate Beyond Wages**
 - Improve Morale – Always something to work on
 - Improve Conditions – Flexible Shifts – More Opportunities – Better Training
 - Improve Supervision – Advanced Supervisory Training – Improved Mentoring

Deputy Recruitment Efforts

- **Advertisement Efforts:**

- Electronic and Poster Billboards along 1-15 and major arteries in Salt Lake County
- Social Media (Facebook, Twitter)
- Movie Theatres (created recruitment video)
- Radio (KBull 97.1, LaGrand and Latino 106.3)
- KSL.Com, Monster, Craig's List, Zip Recruiter, SL County Jobs Website, Indeed, etc.
- Sheriff's Office Website
- Recruitment banner displayed on front of Sheriff's Office Building
- Job Fairs

- **Other Efforts:**

- Staff distribute recruitment business cards to local businesses, civic centers and churches
- Offer \$100 Recruitment Referral Incentive to staff
- Email blast to extensive list of recruitment contacts
- Present at Colleges and Universities
- Currently looking at cost to have recruitment flyer on the Facebook newsfeed of Salt Lake County residents of a specified demographic

Questions?



Salt Lake County
Sheriff's Office

Oxbow Jail Update

Goals for Fully Opening Oxbow

- **Perform Building Improvements** – (Much of the Jail has been Closed for 16+ Years)
- **Recruit/Hire/Retain the Necessary Staff**
 - Fill Existing Openings
 - Hire 63 Sworn & 34 Civilians for Oxbow
- **Eliminate Jail Bed Contracting**
- **Bring Male CATS Back To Oxbow**

What Will it Take to Fully Open Oxbow?

- **87 Deputy Vacancies Need to be Addressed**
- **It is Necessary We Become Wage Competitive**
 - Staff are leaving for higher wages and better Benefits
 - Our Application Pool is Dwindling Because of Competition and Strong Market

We will Submit a June Budget Proposal
to Address Compression and Wages.

Staffing Facts/Challenges

- 2016 – 2017 Average Turnover Rate – 13% Resulting in 104 Vacancies
- 2016 – 2017 Average Vacancy Rate – 5% or about 25 Unfillable Allocations
- In 2020, We will have 26% of our Workforce Eligible to Retire
- Number of Sworn Necessary Each Year to Replace Turnover – 63
- Annual Hiring Average is 72
- With Our Recruitment and Turnover History, We Will Gain 9 Deputies Each Year

Compounded Staffing Facts/Challenges

- **Law Enforcement Shortages**

- **More than 400** Officers Necessary to Fill Current Vacancies

- Utah State Prison, Salt Lake City PD, West Valley City PD, West Jordan PD, Unified Police Department, UHP, Davis County Jail, Summit County Jail, Tooele County Jail

- Example Wages: SLCPD \$20.00 – \$33.41 UPD \$20.48 – \$31.60 (**Jail Deputy \$19.25 - \$27.39** Average Wage \$22.59)

- **Things These Departments are Offering to Attract our Staff**

- Higher Wages – Better Benefits
- One for One on Experience Offered, Resulting in Higher Wages
- Tier II Offered up to 16% Additional in 401
- Offering Cash Bonus at Completion of 5, 10 & 15 Years of Service

Deputy Recruitment Efforts – Carita Lucey

Staffing the Jail – What's Our Status

Kevin Harris



Salt Lake County
Sheriff's Office

73

Open Deputy Allocations

25

Deputies in Academy or CTO

16

Maximum Overtime Hours
Allowed Per Deputy Each
Month

Oxbow Jail Opening by Unit - Overtime Requirements

**July 1, 2018 with
Turnover Rate and
Hiring Projections**

**Jail Contracting
Can Continue**

**A-Pod-AA
(Unit 1)**

6,087.00

Overtime Hours
Required Each
Month in ADC
and Oxbow

13

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

**A-Pod AB/AC
(Units 2 & 3)**

6,569.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

14

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

**A-Pod AD
(Unit 4)**

7,289.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

16

Hours Overtime
Requirement for
Each Deputy
Monthly

OPEN

**B-Pod BA
(Unit 5)**

9,629.40

Overtime Hours
Required Each
Month in ADC
and Oxbow

21

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**B-Pod BB
(Unit 6)**

10,111.80

Overtime Hours
Required Each
Month in ADC
and Oxbow

22

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

**B-Pod BC
(Unit 7)**

10,831.80

Overtime Hours
Required Each
Month in ADC
and Oxbow

24

Hours Overtime
Requirement for
Each Deputy
Monthly

CLOSED

Physical Structure – Oxbow Repairs

- **Council Funded Capital Projects Completed** (boiler, chiller, HVAC, etc.)
- **Council Funded Repairs/Equipment** (\$268,899)
 - Supplies (clothing, bedding and linen, mattresses, etc.)
 - Equipment (computers, radios, etc.)
 - Building Improvements
- **We are Managing more than 260 Items Critical to Opening Oxbow**
 - Kitchen Repairs
 - Electronic Security Updates
 - Computer Backbone Expansion
 - Medical Equipment Updated – Dental X-ray, Exam Tables, etc.
 - Plumbing, Electrical, HVAC, Etc.

Questions?