



Sheriff Kerry J. Forestal's

First 100 Days Report to the Public

Marion County Sheriff's Office

40 South Alabama Street
Indianapolis, IN 46204

Contact.MCSO@indy.gov

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Top 5 Accomplishments in Sheriff Kerry Forestal's First 100 Days

1. Increased competitive hiring throughout MCSO resulting in over 100 new hires through intense and strategic recruitment efforts
2. Obtained much-needed raises for MCSO Deputies and Telecommunicators to increase retention of current employees
3. Implemented many of the recommendations of the KMPG Report, including more aggressive and efficient service of warrants and protective orders
4. Restructured strict compliance checks for sex offenders
5. Reestablished full responsibility for arrestee transportation of IMPD arrests



Report to the Public from Marion County Sheriff Kerry Forestal on His First 100 Days in Office

Overview

Sheriff Kerry Forestal was sworn into office on January 1, 2019. During Forestal's first 100 days in office, many significant changes were put into place throughout the Marion County Sheriff's Office. These efforts were aimed to tackle the most pressing issues facing the MCSO, including critically low staffing levels in the Jail and 911 Center. Implementation of recommendations made by the KPMG financial review of the Marion County Sheriff's Office is a key to the future of the MCSO. The recommendations are intended to improve efficiency in MCSO services. Additionally, throughout each Division of the Marion County Sheriff's Office, other internal efforts have been made that increase efficiency, promote public safety, and minimize cost.

Office of the Sheriff and KPMG Update

Hiring:

When Sheriff Kerry Forestal was sworn into office, staffing levels in the Marion County Jail, the 911 Center, and throughout the Marion County Sheriff's Office were critically low due primarily to the lack of proper funding. Thanks to positive news on the wage front, since January 1, 2019, the Marion County Sheriff's Office has hired 102 new employees, including 52 in the Jail Division and 25 in the 911 Center. This number of new hires in the first quarter of 2019 nearly reaches the total of 103 new hires in all of 2018.

Recruitment and Incentives:

Sheriff Forestal dramatically increased MCSO recruitment efforts by expanding the Recruiting Section to include three Detention Deputies. Since January, the Recruitment Section has made over 2,800 contacts to hundreds of applicants via phone call, text message and email, to guide and encourage them through the application process.

Additionally, Sheriff Forestal implemented an incentive program for MCSO employees who recruit their friends, family and other contacts to work for the Marion County Sheriff's Office. Once a new employee is hired and completes training, the referring MCSO staff person receives \$250, and will receive an additional \$250 when the employee they referred completes one year at the MCSO.

To empower MCSO employees with resources for recruitment, Sheriff Forestal oversaw the implementation of a Recruitment e-Toolbox. The Recruitment e-Toolbox provides employees with recruitment talking points, templates, and social media assets.

In addition to earned media, Sheriff Forestal authorized a radio, television and Facebook media blitz, and implemented efficiencies in the application process, to drive up the number of applicants to the MCSO, and ultimately new hires. The total cost for these combined recruitment efforts was just \$20,000.

Employee Raises:

On January 4, 2019, Sheriff Kerry Forestal announced that he had obtained an agreement, with City-County Council approval, to provide a salary increase for Marion County 911 Operators from \$31,202 to \$34,320 for new hires in 2019, and 2% raises for 2020 and 2021. The earned media from this raise

significantly increased the number of applications received for 911 Dispatchers and led to the 25 new hires for the 911 Center in the first 100 days.

On March 27, 2019, Sheriff Forestal announced that he, in collaboration with Mayor Joe Hogsett, had secured a 6% raise for Deputies and Detention Deputies. Effective August 1st, Deputies and Detention Deputies will see an additional 3% in their pay. The remaining 3% will commence January 1, 2020.

These pay raises help to bring MCSO compensate closer to the market average, which was a recommendation provided in the KPMG assessment of the MCSO. Though there is still a gap between pay for MCSO employees and those of other Indiana Sheriff's Offices, there has been significant progress toward proper pay during the first 100 days of Sheriff Forestal's term.

Detention Deputy Sergeants:

Another KPMG recommendation to the MCSO included creating more pathways to promotion for MCSO employees. To address this, Sheriff Forestal created the position of "Detention Deputy Sergeant." Nineteen candidates went through the first process for this new position.

Arrestee Transportation:

Sheriff Forestal worked out an agreement with the Office of Finance and Management to take full MCSO responsibility for arrestee transportation. Due to lack of proper funding, some of this responsibility had been borne by the arresting agencies. This agreement, according to police representatives, should keep more officers on patrols in the neighborhood.

Securing the Lobby of the Marion County Jail:

Sheriff Forestal took steps to secure the lobby of the Marion County Jail, located at 40 South Alabama Street, by working with the Judicial Enforcement Division, including the Facility Security Specialist program, and the Reserve Division. This effort creates a safer environment for MCSO staff and visitors.

Raising Per Diem Rate for HEA 1006 Inmates:

Sheriff Forestal has worked with the Indiana Sheriffs' Association to help increase the \$35 per diem for HEA 1006 convicted felons. While the bill has not been enacted into law yet, the Senate-passed version raises the per diem to \$40 per day (2019/2020), and \$45 (2020/2021). This increase could benefit Marion County with over a million dollars.

Inmate Worker Program for HEA 1006 Inmates:

Beginning back in January 2016, due to House Enrolled Act 1006, the State of Indiana began sending its inmates with sentences of less than a year back to Sheriffs to serve their terms locally. This placed a strain on Sheriff's Offices across the state due to the larger jail populations and insufficient funding to support the additional inmates. Under Sheriff Forestal's leadership, a new program was created to have these inmates voluntarily enroll in an inmate worker program. This program utilizes their time and labor for outdoor cleaning projects, creating a nicer downtown for those passing the Marion County Jail. Security for these details is provided at no cost to taxpayers by Reserve Deputies.

Consolidation of Civil and Criminal Warrant Sections:

As recommended in the KPMG report, Sheriff Forestal has combined the Criminal Warrants Unit with the Civil Warrants Unit. This effort has grown the number of Deputies serving warrants in the community. The combination has also eliminated the duplication of background research and intelligence needed to successfully serve warrants.

Increase in Federal Inmate Beds:

Sheriff Forestal met with the United States Marshal for the Southern District of Indiana to help address the need for more federal inmate beds in the Marion County Jail. The current federal inmate count stands at 110, which is an increase of approximately 70 beds. This effort could increase the Marion County Sheriff's Office federal revenue by over a million dollars a year.

Other Cost Savings Initiatives:

To offset medical expenses at Eskenazi Hospital, and recoup tens of thousands of dollars a year from Medicaid, new positions of Medicaid Enrollment Specialists were added by Sheriff Forestal to serve as a link between the Behavioral Management Program, Wellpath (the MCSO's contracted medical services provider), Medicaid/HIP 2.0, insurance providers and Recovery Works. A new position will soon be added.

Additionally, Sheriff Forestal brought janitorial services in-house, for a savings of over \$50,000 per year.

Administrative Division

The Administrative Division established a working relationship with the Mexican Consulate. The Consulate has been translating documents for the Marion County Sheriff's Office to better serve Indianapolis' Hispanic community. The Mexican Consulate has also pledged to help the MCSO in its minority recruitment efforts.

The Administrative Division also performed a national search for a Data Analyst to help implement the KPMG recommendation of expanding data collection policies and analyzing demand data.

The Finance Office eliminated a position creating a total cost savings of \$24,000 per year.

Judicial Enforcement Division

In January 2019, the Civil Services Section started an ongoing program to research and target Orders of Protection that have not been personally served by the Sheriff's Office. This new approach has led Deputies to serve protective orders to approximately 80% of respondents, greatly increasing the safety of those who requested the protective orders. It also ensures that respondents who violate the terms of the Order of Protection can be arrested and charged with a crime. Since January 1, 2019, over 97 Orders of Protection have been personally served.

The Judicial Enforcement Division has converted first floor office space in the City-County Building to temporary holding for warrant and outright arrestees, increasing safety to the public and City-County employees.

Criminal Division

The Sexual and Violent Offender Registry (SOR) Unit added three new Deputies to ensure oversight of the over 1,700 sexual and violent offenders living in Marion County. As a result, these Deputies have had more opportunities to be proactive in the community, and above all, have had greater availability to search for non-compliant offenders.

The SOR Unit has also been conducting additional patrols of school properties and bus stops.

The Marion County Sheriff's Office assigns sexual and violent offenders to every Deputy who is issued a county vehicle. To increase efficiency, as suggested by the KPMG report, the SOR Unit has reconfigured these assignments so that Deputies monitor and oversee sexual and violent offenders located close to their home or work location.

Also in accordance with the recommendations of KPMG, the SOR Unit has restructured its annual compliance checks for low-risk offenders. Currently, the MCSO doubles the state-mandated minimum number of required checks. The SOR Unit performs strict compliance checks on Sexually Violent Predators at a rate of four times more than mandated by the State. By restructuring these compliance checks, the MCSO is saving approximately \$73,984 in man power annually, plus the projected savings of fuel and wear and tear on county vehicles.

As recommended in the KPMG report, the MSCO Gang Unit has begun taking on-call duty to assist the Criminal Investigations Unit on a weekly rotation. This merge will allow each units' Detectives to catch up on daily incoming cases, prepare for court, and proactively initiate investigations.

Sheriff Kerry Forestal worked with the U.S. Marshal's Service increased the Marion County Sheriff's Office staffing for the Marshals Fugitive Task Force. This partnership with the US Marshals will allow federally funded overtime and a global reach to obtain fugitives from Marion county.

Jail Division

Since January 1, 2019, there have been 52 new hires in the Marion County Sheriff's Office Jail Division. Due to underfunding and low pay, there were 129 job vacancies in the Jail Division at the end of 2018.

To boost employee morale and retention, the MCSO Jail Division created three new task groups: Employee Appreciation Team, Employee Relations Team, and a group overseeing a new Jail Employee of the Month Program.

The Jail Division has also implemented remote video visitation from home, which offers daily jail visitation to the entire jail population for a small user fee. This increases the ability for the jail population to visit with friends and family who reside out of town, eliminates the need for families to travel downtown and find parking, and leads to improved inmate conduct.

This year, the Marion County Jail was named a satellite clinic of the Marion County Public Health Department for the administration of Hepatitis A vaccinations. 1,587 Hepatitis A vaccinations have been administered in the Marion County Jail since August of 2018.

Sheriff Forestal added the professional services of an experienced correctional Registered Nurse to help oversee quality medical care at both Marion County Jail 1 and Jail 2.

Communications and Homeland Security Division

On January 4, 2019, Sheriff Kerry Forestal announced that he had approved an agreement to provide a salary increase for Marion County 911 Operators from \$31,202 to \$34,320 for new hires in 2019, and 2% raises for 2020 and 2021.

Since the beginning of the year, the Marion County Sheriff's 911 Center has had 25 new hires.

Additionally, the average wait time for 911 calls from January through March of 2019 was just 20 seconds, which is 26% faster than the average wait time for 911 calls from October through December of 2018. The wait time for the non-emergency line dropped by 37% from October through December of 2018 (average 1 minute, 7 seconds) to January through March of 2019 (average 42 seconds).

Reserve Division

In the first 100 days of the year, the Marion County Sheriff's Office Reserve Division Deputies volunteered 7,721 hours of their time, dedicated to enhancing public safety for Marion County residents. Those man hours are valued at a savings to taxpayers totaling \$231,630.

The Reserve Division has played a critical role in staffing the MCSO, especially with the staffing shortage in the Jail Division. The Reserve Division also has supplied staffing for the Warrants Unit, Sex Offender Registry Unit, the Training Academy and more.

The Reserve Division operates jointly with IMPD to ensure public safety at major events including Colts games, Monster Jam, and is preparing for the busy month of May and Indianapolis 500 race weekend.

The Reserve Division has also collaborated with IMPD, the FBI, and the United States Marshal Service to saturate high-crime areas.

Lastly, Reserve Division has provided the manpower to support Sheriff Kerry Forestal's newest initiatives including providing security for the Inmate Worker Program for HEA 1006 Inmates, and filling evening shifts to secure the Lobby of the Marion County Jail.