

FY 17 Budget Presentation



Brief Overview of Responsibilities

Law Enforcement

- PCSO's primary service area includes <u>50%</u> of the county's land and <u>68%</u> of its waterways.
- We are responsible for primary law enforcement to <u>41%</u> of the county's total population, with the other <u>59%</u> divided among <u>10</u> different police departments.
- We have contracts with <u>13</u> of Pinellas County's 24 cities to provide law enforcement services.



Brief Overview of Responsibilities – Pinellas County Jail

- Average Daily Population:
 - Pinellas County Jail: approximately <u>2,800.</u>
 - Safe Harbor: approximately <u>400.</u>
 - Pre-trial release supervision, electronic monitoring, and day reporting: approximately <u>1,200</u>.
 - Misdemeanor probation supervision: approximately 2,500.
- 6,900 people in custody and/or being supervised by PCSO.



<u>Personnel</u>

- Succession planning and leadership development remain a top organizational priority.
- <u>64%</u> of the current law enforcement deputies in patrol have less than <u>3</u> years experience. <u>302</u> of the <u>472</u> Patrol Deputies have been hired in the last <u>3</u> years. This includes time spent in the academy and field training program.
- <u>10</u> of the <u>13</u> Law Enforcement Captains have <u>2</u> years or less in their positions.
- All <u>5</u> Department of Detention and Corrections Captains have <u>2</u> years or less in their positions.



Management Structure Is Flat

- Our management structure is flat. The Department of Detention and Corrections Colonel has <u>1,100</u> employees under his command. The Major of the Patrol Operations Bureau commands almost <u>700</u> employees.
- Patrol North District has <u>116</u> deputies and <u>12</u> sergeants
 - Averages **9.6** deputies per sergeant
- Patrol Central District has **203** deputies and **23** sergeants
 - Averages <u>8.8</u> deputies per sergeant
- Combined there is an average of <u>9.1</u> deputies per sergeant in Patrol
- Given that <u>64%</u> of Patrol Deputies have less than 3 years with PCSO, this is a minimally acceptable span of control.



PCSO Law Enforcement Deputy to Citizen Ratio CY 09 – CY 14

Number of Law Enforcement Officers Per 1,000 Citizens as											
Reporte	Reported by the Florida Department of Law Enforcement***										
2009	2010	2011	2012	2013	2014						
1.8 1.6 1.5 1.5 1.6											

^{*}FDLE reports by number of certifications by agency. These numbers do not include concurrent certifications.

†† This ratio includes Law Enforcement Deputies assigned to the Court Security Division, who are not responding to calls for service or investigating crime.



2014 Officer to Citizen Ratio Local Agencies

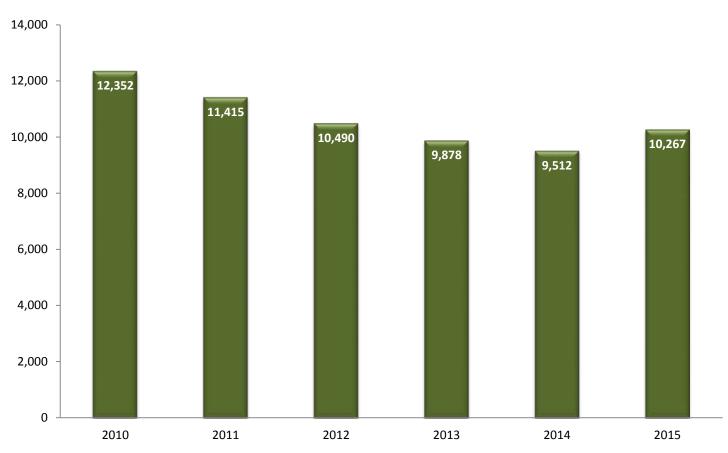
Agency	Ratio Per 1,000 Residents
St. Petersburg Police Department	2.46
Clearwater Police Department	2.48
Largo Police Department	2.14
Tarpon Springs Police Department	1.98
Tampa Police Department	2.88
Pinellas County Sheriff's Office	1.61

^{*}FDLE reports by number of certifications by agency. These numbers do not include concurrent certifications.

PCSO is doing more with less as compared to other agencies.



Total Part I Crimes





- Despite a <u>5</u> year decrease in serious crime, we experienced an <u>8%</u> increase in <u>2015</u>.
- The increase in the overall crime rate is due to a 13% increase in Robberies, a 27% increase in Auto Thefts and a 47% increase in Vehicle Burglaries.
- In **2012**, there were **1,703 Auto Thefts** in Pinellas County.
- In 2015, there were 2,779 Auto Thefts in Pinellas County, an increase of 1,076 or 63%.
- The majority of the Auto Thefts are being committed by young people who use the stolen cars to commit other crime like Robberies and Selling Drugs.



• The current **Auto Theft Task Force** will become a permanent **Violent Crimes Task Force** at the end of May 2016.





- We are initiating a Juvenile Tracking Program effective May 15th, 2016 called Habitual Offender Monitoring and Enforcement (HOME).
- HOME will be comprised of officers and deputies from the Pinellas
 County Sheriff's Office, Clearwater Police Department, St.
 Petersburg Police Department, Largo Police Department, Tarpon
 Springs Police Department, and the Department of Juvenile Justice.
- We are reorganizing internally and redeploying personnel to staff these new units.
- The Sheriff's Office personnel commitment to these and other new units, is approximately **12** deputies and **5** supervisors.



- We <u>have</u> to reverse this crime increase and we are <u>committed</u> to that effort.
- We have reorganized our crime analysis function and are increasing our Proactive Policing Efforts through personnel and technology.
- We <u>must</u> maintain this commitment through sustained staffing levels and leveraging technology to decrease crime.



FY 17 Budget Target

• FY 17 Budget Target

\$270,850,380

• FY 17 Budget Submission

\$278,098,420

Over Target

\$ 7,248,040

OMB reduced our budget target by \$857,600 for fuel. Of this, \$662,200 was done after our budget was prepared.



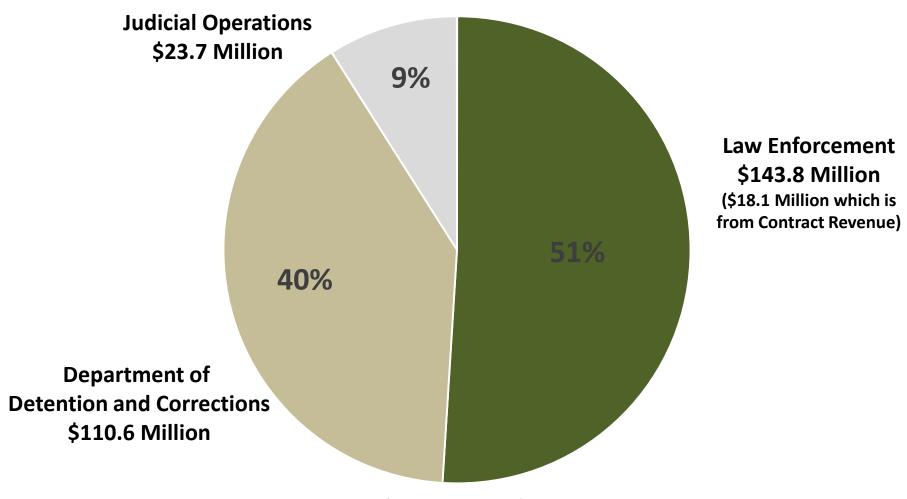
FY 17 Net Request from BCC

 FY 17 Budget Submission 	\$278,098,420
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- Sheriff's Office Generated Revenue \$ 32,041,820
- FY 17 Net Request from BCC \$246,056,600

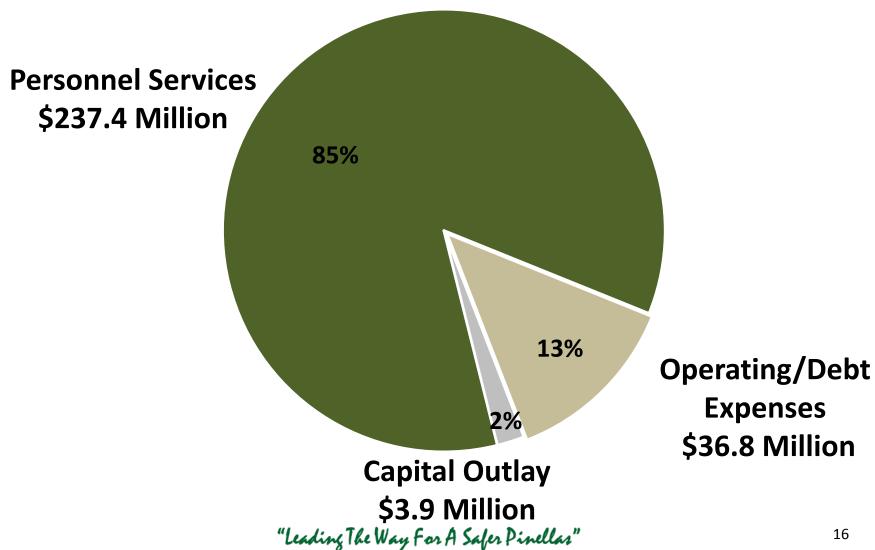


Sheriff's Office FY 17 Budget





Sheriff's Office FY 17 Budget





FRS Contribution

- Our employer FRS contribution increase is:
 - **\$1.6 million** for FY 17.
 - The total FRS contribution for FY 17 is \$28.8 million.
- In the General Fund, PCSO currently has approximately:
 - 1,500 Special Risk participants.
 - **900** Regular Class participants.

Health Insurance

- Our Life and Health Insurance premiums are \$35 million.
- Combined, FRS and Health Insurance account for \$63.8 million of our \$237.4 million



FY 17 Budget

 The FY 17 Submitted Budget exceeds the Board's requested target but meets the essential operating requirements of the Sheriff's Office.

FY 17 Proposed Budget

•	FY 17 Budget Target	\$270,850,380
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- FY 17 Proposed Budget Submission \$278,098,420
- Over Target \$ 7,248,040



The categories comprising the increases in the FY 17 Proposed Budget are:

- Recruit/Academy Positions (\$2.5 million)
- Vehicle Purchases/Debt Service (\$1.8 million)
- Operating/Capital Needs (\$1.8 million)
- Result of fuel decrease and other operating expenses (\$1.1 million)



Attrition Rates

- In FY 14 law enforcement attrition rate was <u>9.7%</u> and our corrections' attrition rate was **7.5**%.
- In FY 15 the law enforcement attrition rate was <u>6.8%</u> and the corrections' attrition rate was <u>6.1%</u>.
- In FY 16 YTD, <u>91</u> deputies have separated from employment and we are a little more than half way through the fiscal year.
- Law enforcement and corrections lose approximately <u>3</u> and <u>4</u> deputies <u>per month</u> respectively, plus those leaving due to mandatory DROP retirements.



Attrition Rates

- Over the next five years, law enforcement will lose about <u>79</u> deputies who are in DROP. We will have <u>208</u> deputies who are not in DROP but are retirement eligible and many will leave during this time.
- Over the next five years, corrections will lose about <u>33</u> deputies who are in DROP. We will have <u>182</u> deputies who are not in DROP but are retirement eligible and many will leave during this time.
- In addition, there are deputies who leave before being retirement eligible.



- We currently have no budgeted positions to hire and train new deputies before the deputies they are replacing leave the agency.
- For a new law enforcement deputy who is required to attend the academy, it takes a minimum of <u>42 weeks (10 ½ Months)</u> of training before that deputy may function independently.
- It takes a minimum of <u>22 weeks (5 ½ Months)</u> for a Detention Deputy
- It takes a minimum of **28 weeks (7 Months)** for a certified Law Enforcement Deputy.



- The salary and benefits cost to PCSO for the <u>42 weeks</u> (10 ½ Months) of training is <u>\$58,014</u> per law enforcement deputy, and the <u>22 weeks</u> (<u>5½ Months</u>) for a detention deputy is <u>\$30,388</u>. The salary and benefit costs to train a certified law enforcement deputy for <u>28 weeks</u> (<u>7 Months</u>) is <u>\$38,668</u>.
 - Averaging <u>25</u> academy recruits per class, a law enforcement class costs <u>\$1.5 million</u> and a corrections class costs <u>\$760,000</u> in unbudgeted funds.
 - Averaging <u>20</u> certified recruits per class, each law enforcement class costs about <u>\$775,000</u> in unbudgeted funds.



- In 2013, we hired <u>173</u> new law enforcement and corrections deputies and it cost us <u>\$6.8 million</u> in unbudgeted positions to pay them while they were in training.
- In 2014, we hired <u>171</u> new law enforcement and corrections deputies and it cost us <u>\$7 million</u> in unbudgeted positions to pay them while they were in training.
- In 2015, we hired <u>53</u> new deputies at an unbudgeted cost of <u>\$1.9</u> million.
- In 2016 we have or will hire **84** new deputies at an unbudgeted cost of **\$2.9 million**.



- From 2013 through 2016 we hired or will hire a total of <u>481</u> deputies at an unbudgeted training cost of **\$18.6 million**.
- We had to "rob Peter to pay Paul" to cover these expenses which meant forgoing operating purchases, like patrol vehicles and technology maintenance.



- For FY 17, we anticipate spending approximately \$2.5 million in unbudgeted funds to hire another 73 deputies. This is due to attrition.
- This means that over a five year period, we are expending \$21.1 million in operating funds where we had to forgo necessary purchases in order to ensure that we have deputies on the street and in the jail.
- We cannot continue "diverting" operating funds to meet personnel services demands and must have funds to hire and train new deputies. This contributes to why we will have \$18.2 million in debt for vehicle purchases and a helicopter, etc.
- The "cost" of <u>not</u> hiring ahead is unacceptable.



LEO Academy/FTO

	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016
Authorized	794	794	794	794	794	794	794	794
Filled	813	809	801	796	807	804	813	809
Total Over/(Vacant)	19	15	7	2	13	10	19	15
+Academy/FTO								
2-14/194								
+Certified								
1-15								
2-15								
1-16								
2-16				15				
3-16						15		
DROP	(2)	(5)	(2)	(1)		(3)	(1)	(1)
Estimated Attrition	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
Total Over/(Vacant)	15	7	2	13	10	19	15	11



LEO Street Ready Start Date Staffing Analysis

	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017
Authorized	794	794	794	794	794	794	794	794	794	794	794
Filled	794	790	782	777	773	788	782	778	774	786	782
Total Over/(Vacant)	0	(4)	(12)	(17)	(21)	(6)	(12)	(16)	(20)	(8)	(12)
+Academy/FTO											
2-14/194											
+Certified											
1-15											
2-15											
1-16					18						
2-16									15		
3-16											15
DROP	(2)	(5)	(2)	(1)		(3)	(1)	(1)		(1)	
Estimated Attrition	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
Total Over/(Vacant)	(4)	(12)	(17)	(21)	(6)	(12)	(16)	(20)	(8)	(12)	0



LEO Academy/FTO

	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016
Authorized	794	794	794	794	794	794	794	794
Filled	813	809	801	796	792	789	783	779
Total Over/(Vacant)	19	15	7	2	(2)	(5)	(11)	(15)
+Academy/FTO								
2-14/194								
+Certified								
1-15								
2-15								
1-16								
2-16								
3-16								
DROP	(2)	(5)	(2)	(1)		(3)	(1)	(1)
Estimated Attrition	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
Total Over/(Vacant)	15	7	2	(2)	(5)	(11)	(15)	(19)



LEO Street Ready Start Date Staffing Analysis

	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017
Authorized	794	794	794	794	794	794	794	794	794	794	794
Filled	794	790	782	777	773	788	782	778	774	771	767
Total Over/(Vacant)	0	(4)	(12)	(17)	(21)	(6)	(12)	(16)	(20)	(23)	(27)
+Academy/FTO											
2-14/194											
+Certified											
1-15											
2-15											
1-16					18						
2-16											
3-16											
DROP	(2)	(5)	(2)	(1)		(3)	(1)	(1)		(1)	
Estimated Attrition	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
Total Over/(Vacant)	(4)	(12)	(17)	(21)	(6)	(12)	(16)	(20)	(23)	(27)	(30)



DCB Academy/FTO Start Date Staffing

	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016	Oct 2016
				_		•	
Authorized	666	666	666	666	666	666	666
Filled	682	679	673	687	683	678	674
Total Over/(Vacant)	16	13	7	21	17	12	8
+Academy/FTO							
87							
88							
89							
90			18				
+Certified							
4-14							
1-15							
1-16							
DROP		(2)			(1)		
Estimated Attrition	(3)	(4)	(4)	(4)	(4)	(4)	(4)
Total Over/(Vacant)	13	7	21	17	12	8	4



DCB Field Ready Start Date Staffing

	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017
Authorized	666	666	666	666	666	666	666	666	666	666	666
Filled	661	661	655	651	666	661	657	653	649	663	658
Total Over/(Vacant)	(5)	(5)	(11)	(15)	0	(5)	(9)	(13)	(17)	(3)	(8)
+Academy/FTO											
87											
88											
89				19							
90									18		
+Certified											
4-14											
1-15											
1-16	3										
DROP		(2)			(1)					(1)	
Estimated Attrition	(3)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)
Total Over/(Vacant)	(5)	(11)	(15)	0	(5)	(9)	(13)	(17)	(3)	(8)	(12)



DCB Academy/FTO Start Date Staffing

	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016	Oct 2016
Authorized	666	666	666	666	666	666	666
Filled	682	679	673	669	665	660	656
Total Over/(Vacant)	16	13	7	3	(1)	(6)	(10)
+Academy/FTO							
87							
88							
89							
90							
+Certified							
4-14							
1-15							
1-16							
DROP		(2)			(1)		
Estimated Attrition	(3)	(4)	(4)	(4)	(4)	(4)	(4)
Total Over/(Vacant)	13	7	3	(1)	(6)	(10)	(14)



DCB Field Ready Start Date Staffing

	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017
Authorized	666	666	666	666	666	666	666	666	666	666	666
Filled	661	661	655	651	666	661	657	653	649	645	640
Total Over/(Vacant)	(5)	(5)	(11)	(15)	0	(5)	(9)	(13)	(17)	(21)	(26)
+Academy/FTO											
87											
88											
89				19							
90											
+Certified											
4-14											
1-15											
1-16	3										
DROP		(2)			(1)					(1)	
Estimated Attrition	(3)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)
Total Over/(Vacant)	(5)	(11)	(15)	0	(5)	(9)	(13)	(17)	(21)	(26)	(30)

The **\$2.5** million is essential to ensure that we have adequate law enforcement staffing, and we don't forego other essential purchases to meet staffing needs.



The categories comprising the increases in the FY 17 Proposed Budget are:

- Recruit/Academy Positions (\$2.5 million)
- Vehicle Purchases/Debt Service (\$1.8 million)
- Operating/Capital Needs (\$1.8 million)
- Result of fuel decrease and other operating expenses (\$1.1 million)



FY 17 Vehicle Replacements

- For FY 17, we must replace <u>145</u> vehicles in our fleet, this includes <u>101</u> patrol vehicles.
- The oldest patrol car currently assigned to a deputy on daily patrol is a 2003 (13 years old) Ford Crown Vic with over 100,000 miles on it.
- The patrol car with the highest mileage that we are replacing is a 2007 (9 years old) Ford Crown Vic with 137,000 miles.
- Of the <u>145</u> vehicles we are replacing <u>85%</u> currently have over <u>100,000</u> miles and the remainder will have well over <u>100,000</u> miles by the time they are replaced next year.
- In fact, several patrol cars will be over <u>10</u> years old and have over <u>160,000</u> miles by the time they are actually replaced.



- The age and high mileage of the patrol vehicles has, and continues to cause, significant repair and maintenance costs.
- Patrol cars routinely break down, including when responding to calls or on the scene of calls.
- Between FY 12 and FY 16 YTD, we have spent \$7.4 million on vehicle repair and maintenance costs.
 - This is only parts and equipment, and does not include the yearly cost of mechanics' salaries, which is about \$1.8 million.



The \$7.4 million in repair costs exceeds budgeted funds by \$2.1 million, which means other needs went unmet to fix these old cars.

- At the seven month mark of the current fiscal year we have already spent <u>75%</u> of our vehicle repair budget.
- Constantly repairing these 10 year old cars is throwing good money after bad.



- We currently have \$11.2 million in outstanding debt service for previous vehicle purchases. (In addition we have \$3.6 million in debt service for a Helicopter.)
 - The FY 17 debt service payment for vehicles is \$3.4 million without adding any additional debt.
- The FY 17 cost to purchase the <u>145</u> vehicles is <u>\$7.1 million</u>.
 - If we lease again, the additional FY 17 debt service payment for these vehicles is \$1.8 million.
- This would bring our total FY 17 debt for vehicles to \$14.6 million and our FY 17 debt payments to \$5.2 million.
- With the helicopter our total outstanding debt in FY17 will be \$18.2 million with a total debt payment of \$5.8 million.



- Our current helicopters are a:
 - 1979 Bell Jet Ranger
 - 1991 Airbus A-Star
 - 2006 Airbus A-Star
- The <u>37</u> year old Jet Ranger is obsolete and out of production.
 - Parts are difficult to find and maintenance is challenging.
 - It does not have the capability to install up to date navigation, mapping, infrared and other required equipment.
- This helicopter has been relegated to <u>training only</u> and <u>is not</u> "mission ready".



- We have had several instances over the last year where <u>all</u> of our helicopters were out of service due to maintenance issues, and we had to rely on Hillsborough County Sheriff's Office and Tampa Police Department for emergency situations.
- We had to replace the Jet Ranger helicopter to keep the Flight Unit operational.
- The **\$1.8 million** that contributes to the **\$7.2 million** over target is the FY17 financing payment for new vehicles.



The categories comprising the increases in the FY 17 Proposed Budget are:

- Recruit/Academy Positions (\$2.5 million)
- Vehicle Purchases/Debt Service (\$1.8 million)
- Operating/Capital Needs (\$1.8 million)
- Result of fuel decrease and other operating expenses (\$1.1 million)



<u>Helicopter</u>

- We are required by the FAA to perform a 12 year inspection and refurbish on one of the A-Star helicopters.
- The avionics and navigation systems also require upgrades.
- The cost to perform this mandated maintenance is \$1.3 million.



EMR/EMAR

- Jail medical staff see <u>thousands</u> of patients each year. Our current Electronic Medical Records (EMR) System is ineffective and totally lacks an EMAR-Electronic Medication Administration Record System.
- Jail medical staff currently use a paper system to track the administration of medication to inmates.
- There are approximately <u>440,000</u> medical visits each year that result in approximately <u>40,000</u> prescription/medication orders by the doctors.



FY 17 Operating and Capital Needs EMR/EMAR

- Of the 2,800 inmates approximately **1,200** are on medication.
- Keeping track of medication administration using a paper system is not only inefficient, it has led to errors and many other issues for jail medical staff.
- We issued an RFP and fully vetted the appropriate EMR/EMAR system and the cost is \$510,000.



 The Helicopter inspection and EMR/EMAR constitute \$1.8 million of the \$7.2 million over target.

<u>Information Technology - IT</u>

- Our IT Bureau manages approximately <u>\$28.6 million</u> in technology assets.
- These assets require constant repair, maintenance, and replacement due to wear and tear, as well as ever evolving technology.



- Further, there are several operating and capital purchases in the proposed budget that are required because we have postponed these purchases for many years and the items are at their end-of-life or technologically obsolete.
- These purchases have been postponed because of the over \$20 million we are spending in unbudgeted funds for hiring deputies and vehicle maintenance.



The categories comprising the increases in the FY 17 Proposed Budget are:

- Recruit/Academy Positions (\$2.5 million)
- Vehicle Purchases/Debt Service (\$1.8 million)
- Operating/Capital Needs (\$1.8 million)
- Result of fuel decrease and other operating expenses (\$1.1 million)



What is comprised in and/or contributes to the \$1.1 million and beyond:

Our initial budget target provided an inflation increase of <u>2.3%</u> or <u>\$562,808</u> for operating. Our FY16 adopted operating budget is <u>\$24.5</u> million, excluding Risk Management allocations and fuel. This <u>\$562,808</u> increase is not sufficient to meet actual increases in existing normal operating costs.

Some examples of operating cost increases:

• \$357,000 Operating costs for corrections and law enforcement academies.



• \$500,000

Judicial Operations Bureau increased contractual services for electronic monitoring due to the courts ordering more defendants released on electronic monitoring.

We currently supervise approximately <u>465</u> people on electronic monitoring at an annual cost of approximately <u>\$830,000</u>. This number has doubled in the past year and continues to grow as the courts require more electronic monitoring.

The increase for electronic monitoring for FY 17 will be approximately \$500,000.



- \$600,000 Department of Detention and Corrections increased contractual services costs.
 - Food service costs increased \$523,000
- \$300,000 Information Technology and other maintenance agreement increases.
- \$300,000 Replacement of outdated Patrol Deputy portable radios.
 (Radios 10 years old or more. Radios cost \$4,800 each.)

These increases alone total **\$2.1 million** and well exceed the **\$1.1 million**, and explains why losing the **\$857,000** in "fuel" money has a significant impact.



The following \$924,390 worth of capital items are needs that are not in the proposed budget and are additional examples of what we have had to forego purchasing because of money being "diverted" for hiring:

- \$70,000 Upgrades to property storage systems. Experiencing failures of the 11 year old shelving systems.
- \$53,000
 To replace 15 year old Vacuum Deposition Metal Chamber.
 Vendor is out of business, equipment breaks and cannot be serviced. Used to develop latent finger prints on processed items.



- \$42,000
- To replace two 16 year old X-Ray machines used at the courthouse entrances. Outdated technology and limited service available.
- **\$350,000** To replace 5 outdated network switches.
- <u>\$37,200</u>

To replace outdated Load Balancers. The normal replacement cycle is 5 years and the equipment is currently 6 years old. The Balancers allow email connectivity and remote connectivity for dispatch with several police departments.



• \$290,100

SAN replacement. The SAN stores about 90% of the servers located at the SAB and involves critical infrastructure. The hardware is 6 years old and should have been replaced on its estimated 5 year lifecycle. Warranty expires this year.

\$82,090

To replace the Backup Tape Library at the SAB. This should be replaced every 5 years and is over its lifecycle and the warranty expires this year.



Future Significant Unbudgeted Needs

- JIMS Replacement (\$2 million but, good news)
- Patrol Vehicles
- Adult Pre-Arrest Diversion Program





"Leading The Way For A Safer Pinellas"