

**ALLEGANY COUNTY BOARD OF LEGISLATORS
COMMITTEE OF THE WHOLE**

March 11, 2019

CALL TO ORDER: The meeting was called to order at 10:30 a.m. by Chairman Curtis W. Crandall

PLEDGE OF ALLEGIANCE TO THE FLAG: The Pledge of Allegiance was led by Chairman Crandall

LEGISLATORS PRESENT: C. Crandall, G. Barnes (*arrived at 10:39 a.m.*), J. Burdick, P. Curran, D. Decker, W. Dibble, K. Graves, B. Harris, D. Healy, J. Hopkins, J. Ricci, D. Root, P. Stockin (Absent: D. Fanton, S. Havey)

OTHERS PRESENT: A. Bigelow, T. Boyde, S. Decker, K. Francisco, S. Grusendorf, K. Hooker, C. Ivers, Don Jacobs (*D.I. Jacobs Consulting*), C. Jones (*arrived at 11:22 a.m.*) C. Knapp, Travis Miller (*D.I. Jacobs Consulting*), K. Monroe, K. Morseman, B. Riehle, T. Ross, R. Whitney

Chairman Crandall stated that the purpose of the meeting was to review the findings from the study of the Sheriff's Office recently performed by D.I. Jacobs Consulting, Inc.

Findings Report: Allegany County Sheriff's Office Study of Overtime

County Administrator Boyde stated that the County engaged D.I. Jacobs Consulting to study the contracts, labor costs, staffing, etc. for the Sheriff's Office.

Don Jacobs began by saying it's important to reiterate that they studied the department, not individual employees. He said you really have to understand the parts of the department to understand the department. They looked at the Jail, Dispatch, and Court Security/Transport. The fact that this is a 24/7 operation makes it more complicated. This is not a simple operation. Mr. Jacobs went on to say how well received they were by all staff of the Sheriff's Office. He said that this report presented today is not the final plan. They will go over the findings of the study and then ask for feedback from you. That feedback will enable us to put a final report together.

Travis Miller (*D.I. Jacobs*) went through a slide presentation outlining the study and their findings. Mr. Miller stated that this is not just an overtime study, but also a study of staffing and management.

Project Objectives

- Overtime
- Staffing
- Management/Collective Bargaining
- Contracts with Providers

Key Findings

Overtime

There has been long standing concern about the level of overtime in the “Jail.” Mr. Miller stated that given the size of the operation, the staffing is appropriate. Overtime is not the problem. Adding positions might get rid of some overtime, but there are other costs (fringe benefits, etc.) with that.

Staffing

Staffing is appropriate in the two largest programs in the Sheriff’s Office (Corrections and Dispatch).

Accounting on Program Basis

Bundling all premium pay and overtime into a single “bucket” exaggerates overtime and makes reporting challenging.

Contracts

Contracts with the federal government are good. The contract for court security is concerning. Changes need to be made to that contract. Revenues for that contract do not cover all costs.

Revenue Reporting

In order to have clearer reporting, all of the revenue collected for the contracts should be reported within each program’s budget.

Manage Use of Leave

Money may be able to be saved on overtime/part-time hours by reducing the number of staff who can be off on a given day.

What May Contribute to Overtime in the “Jail?”

Mr. Miller noted that there is an appropriate level of staffing for the Jail. Within the collective bargaining agreements, premium pay is being used for weekend work. This is highly unusual. In some areas of work, it’s not out of the ordinary to have premium pay for weekends, but in a public safety environment it is highly unusual.

Organizational Chart for ACSO

Mr. Miller stated that there are too many positions lumped into one category. Adding staff isn’t going to get rid of overtime costs. He remarked that one of the biggest challenges is that there are too many expenses lumped into one “bucket.” There are too many things thrown

into premium pay. It's difficult to know where it's coming from. Premium pay includes both overtime and contractual requirements. The focus should be both on the dollars and the number of hours of overtime. He said that the implementation of Telestaff by the Sheriff's Office for scheduling did help with reducing the number of staff coming in when they weren't needed. He remarked that covering Jail shifts only accounts for 33 percent of premium pay. Mr. Miller also noted that there is a female staffing requirement that makes it necessary for at least one female staff member to be there at all times. He also mentioned that the revenue from housing inmates is significant. How this revenue is accounted for in the Budget may paint a better picture.

Recommendations

Accounting

Expand the chart of accounts to show different overtime costs and contractual costs.

Use of Leave

There are certain days throughout the course of the year that are more desirable for people to take off. Too many people off on one day can contribute to the need for additional overtime. Mr. Miller recommends limiting the number of staff allowed off on a particular day. He also recommends distributing female staff in a way that would reduce the need for overtime if a female staff member were to take a day off.

Union Contract

Address some of these issues with the collective bargaining agreement during negotiations.

Outside Contracts

The County is losing money on the court security contract. Matching revenues with associated costs for each area will give a better picture. Mr. Miller stated that currently, management costs are not included for court security. The State is paying for straight time and not the actual overtime costs that are being incurred to cover security. Mr. Miller also remarked that it's the senior most employees who are staffing court security. Those are also the people with the most time off.

Legislator Healy asked if D.I. Jacobs had looked at minimum staffing requirements and what would happen to the budget if we didn't have the federal contract. Mr. Miller stated that the County would lose \$2 million in revenue if we no longer housed federal inmates. Staff would have to be laid off, and the Jail would still have to operate different pods in order to separate inmates as needed. County Administrator Boyde asked Mr. Miller to go over the impact of various work shifts on staffing a 24/7 organization. Mr. Miller stated that staff show up around 85 percent of the time when you consider vacation, sick time, holidays, etc. That percentage goes down with more senior staff. When deciding whether or not to add additional staff you have to weigh the costs of that versus paying overtime to current staff. Unless we

can reduce benefit costs, it makes more sense to use overtime. The actual cost to employ someone is 162 percent of their salary. The cost of overtime is 150 percent of their salary. It costs more to hire new staff than to have our current staff work overtime. Legislator Decker stated, "So we aren't overstaffed or understaffed." Legislator Harris stated there is very little premium pay associated with weekends and holidays for court security, but are there instances where someone could work full-time at court security and then work at the Jail? Mr. Miller stated there is holiday pay for court security and it's certainly possible that someone could work court security and then go to the Jail to work. Legislator Harris stated that it would be unfair for the Jail to take the hit on those overtime costs. Mr. Miller said he would account for it at the generating source of the overtime. He said what's happening now is that the Jail is the labor source for every need. If there's a need at the Courthouse they take someone out of the housing unit to cover security. That cost should be associated with the area causing the need. Legislator Decker said that just because there is overtime doesn't mean it's a bad thing. What's creating the demand is the court system and not the Jail. Mr. Miller said that they are both creating the demand but it's reasonable. Overtime in the Jail is going to occur. If there was no overtime, that would mean the department was overstaffed. People would be tripping over each other on the days everyone is there. Chairman Crandall remarked on the slide showing the overtime trend going down. He said there's only so far that's going to go. Mr. Miller said it will depend on what the State does as far as the legalization of marijuana and how they decide to deal with non-violent crimes.

Chairman Crandall asked how D.I. Jacobs would like to receive feedback. Mr. Miller stated they would like to receive it from a single source within the next week or so. County Administrator Boyde stated his perceptions have changed from when they first began looking at this. It's nice to look at the actual overtime hours. It doesn't look like adding more staff is the answer. County Treasurer Ross discussed with Mr. Miller how things should be accounted for. She said in some cases it is just a coding issue. Some people are being classified differently than they should. Legislator Decker remarked that this has been very enlightening. We've got six businesses operating under one umbrella. The group discussed cashless bail and other issues that are coming about. They discussed the fact that people serving on weekends cost more time and money than those housed for longer periods. There is a lot that goes into checking someone in and out of jail. Chairman Crandall suggested comments and questions should be given to the County Administrator who will pass them on to D.I. Jacobs. Chairman Crandall remarked that it looks like this was a worthwhile study.

ADJOURNMENT:

There being no further business to come before the committee, the meeting was adjourned at 11:42 a.m. on a motion by Legislator Graves, seconded by Legislator Dibble, and carried.

Respectfully submitted,

Sarah M. Decker, Journal Clerk/Deputy Clerk of the Board
Allegany County Board of Legislators