

MCSO Best Practices and  
Staffing Studies  
*Summary of Recommendations*



April 8, 2013

Sandi Wilson, Deputy County Manager

Lee Ann Bohn, Deputy Budget Director

# Background



- œ Oversight and Review Resolution passed by the Board of Supervisors June, 2011 required efficiency and best practice reviews in conjunction with staffing studies
- œ Four areas identified:
  - œ Law Enforcement (Patrol)
  - œ Detention
  - œ Administration
  - œ Information Technology
- œ All studies completed by external consultant, MGT of America

# Cost to Implement



Area	Estimated Net Cost
Law Enforcement	\$6,679,228
Detention	\$1,269,118
Administration	\$505,509
Information Technology	TBD
<b>Total</b>	<b>\$8,453,855</b>

# Law Enforcement Study



78 recommendations under consideration

54 best practices, no additional costs

23 increases in staffing/resources

1 reduction in staffing/resources

# Law Enforcement Staffing/ Resource Needs

---

- ∞ Increase patrol staffing in Districts I and III (\$661k)
- ∞ Increase patrol staffing in District II (or split into two districts) (\$873k)
- ∞ Increase district detective staffing (\$618k)
- ∞ Increase Mountain Patrol/River Squad (\$188k)
- ∞ Increase Civil Division staffing (\$465k)
- ∞ Increase crime analysis staff (\$118K)

# Law Enforcement Staffing/ Resource Needs

---

- ∞ Increase Communications staffing (\$717k)
- ∞ Increase Training Division technical staff (\$111k)
- ∞ Increase patrol fleet (\$2.8 million)
- ∞ Adjust deputy salaries (under review)
- ∞ Cell phone reimbursement for deputies (\$250k)

# Law Enforcement Best Practices

---

## Examples:

- Improve data and reporting capabilities of records management system
- Enhance communication between districts and investigative staff
- Establish performance measures and targets

# Detention Study



35 recommendations under consideration

27 best practices, no additional costs

7 increases in staffing/resources

1 reduction in staffing/resources

# Detention Staffing/ Resource Needs



- ∞ Enhance pre-employment bureau to support detention hiring (\$143k)
- ∞ Increase detention facility staff (\$6.1 million)
- ∞ Reduce detention staffing in program, support and administrative functions (\$4.9 million - savings)
- ∞ Jail Master Plan (\$1 million)

# Detention Best Practices



## Examples:

- Implement new and uniform shift schedules in jails
- Identify causes of increased average length of stay for pre-trial jail population
- Establish a committee to review existing policies and procedures

# Administrative Services Study



35 recommendations under consideration

31 best practices, no additional costs

3 increases in staffing/resources

1 reduction in staffing/resources

## Administrative Services Staffing/ Resource Needs



- ∞ Add staff to Finance Division (\$455k)
- ∞ Add staff for physical inventory (\$51k)
- ∞ Add administrative support staff (\$47k)

# Administrative Services

## Best Practices

---

### Examples:

- Develop a succession plan for key staff
- Improve accountability by making managers throughout agency responsible for their budget/spending
- Maximize use of IT tools currently available
- Enhanced HR training

# Next Steps



- Review the recommendations for the IT staffing/best practices study, and estimate costs
- Work with MCSO to prioritize recommendations requiring funding
- To extent possible, include critical items in FY 2014 budget
- Where best practices may result in efficiencies, implement best practices prior to adding resources