

JSO Funding Ideas

The following is a list of ideas that may or may not be feasible. Further study is required to determine their feasibility as some ideas may require changes in State or local law or union contracts.

REQUIRES POLICY CHANGE

	Funding Idea	Potential Estimated Savings
1	<p>Eliminate duplication of services e.g., human resources, payroll, IT, public buildings maintenance (Elimination of duplicative managers because the City’s general government already has infrastructure to provide these services.)</p> <p><u>Sheriff’s Response:</u></p> <p>These areas were reviewed by the Matrix Group and no changes were recommended.</p>	
2	<p>Hire certified officers with training in order to shorten the 11.5 month training time and save money on salaries and training. Training would be shortened by 5 mos (Annual salary of recruit \$35,568 plus tuition costs of \$2,472/recruit)</p> <p><u>Sheriff’s Response:</u></p> <p>We have tried this approach in the past with disappointing results. We actively recruit and hire certified officers when possible, but an employment system totally reliant on certified officers would reduce the potential pool of qualified candidates and negatively impact our ability to recruit minority candidates.</p>	\$592,800 plus tuition costs of \$98,880 (40 officers)
3	<p>Eliminate college degree requirement. This will save money on education incentive pay and tuition reimbursement. (College degree requirement was implemented based on a grand jury report.)</p> <p><u>Sheriff’s Response:</u></p> <p>Effective October 1, 2006, the Education Incentive was deleted for new hires with a college degree. However, we are opposed to the elimination of the college degree, but would not oppose allowing 4 years of military time in lieu of 4 years of college.</p>	
4	<p>Review policy for computer replacements. Keep computers longer.</p> <p><u>Sheriff’s Response:</u></p> <p>Currently the policy is to replace our laptops every 3 to 4 years because of the wear and tear they experience in the field. Our</p>	

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	policy on desktops is 4 to 5 years.	
5	Evaluate supply inventory levels and reduce unnecessary inventory of supplies. <u>Sheriff's Response:</u> This has been done.	
6	Only replace uniforms based on "use, worn or torn" policy. <u>Sheriff's Response:</u> This is current policy.	
7	Do not give take-home vehicles to employees (Police or Correctional Officers) who are assigned to work in the Police Memorial Building or jail. <u>Sheriff's Response:</u> The Sheriff reviews assigned vehicles and makes adjustments as required. There are currently nine such vehicles.	
8	Pool secretaries and clerical support rather than assign individual secretaries to Directors and Chiefs. (Min. of 4 positions @ \$30,000) <u>Sheriff's Response:</u> This is currently being done. Clerical support was evaluated during the FY 07-08 budget process resulting in the elimination of one Executive Secretary assigned to the Patrol Division, one Clerical Support Aide II in Administration, one Clerical Support Aide II at the Pretrial Detention Facility, and previously one Clerical Support Aide III in Communications which was reclassified to an Emergency Communications Officer. In addition to providing clerical support for Directors and Chiefs, existing secretaries provide clerical support for the entire division or unit in which they are assigned.	\$120,000
9	Use some off-duty assignments as regular work for light-duty employees and charge companies accordingly. <i>This would increase revenues.</i>	

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	<p><u>Sheriff's Response:</u></p> <p>We do not allow light duty officers to work secondary employment because of the liability involved in providing an employee that is not fully functional. Additionally, light duty personnel are prohibited from enforcement action and their take home car privileges are suspended. Light duty employees are placed in areas that allow the employee to utilize their training, but not require physical activity. Ex. We use light duty Police Officers to work in TeleServ answering calls for service that may require a written police report, but a dispatched police officer is not required.</p>	
10	<p>Review and increase fees for such items as fingerprinting, background checks, serving subpoenas, false alarms, etc. (<i>Requires Council approval</i>)</p> <p><u>Sheriff's Response:</u></p> <p>All fees are currently being reviewed.</p>	\$800,000
11	<p>Establish a consequence for not paying false alarm fees such as requiring payment in order to get a business occupational license from the City. Use a collection agency to collect revenues.</p> <p><u>Sheriff's Response:</u></p> <p>Ordinance is currently being drafted.</p>	
12	<p>Reduce cost of Police Athletic League (PAL) by combining operation with City Recreation division. Use Police Officers as volunteers. (Cost of 4 PAL Officers. 1 Sgt, 1 Lt. w/benefits- approx. \$515,162 replaced by 4 Rec. Leader Sr. at approx. \$144,000)</p> <p><u>Sheriff's Response:</u></p> <p>These officers provide a police presence in high crime areas.</p> <p>The Police Athletic League is an important community policing tool and removal of Police Officers would adversely effect the goal of developing a positive relationships between Police Officers and the children participating in PAL activities.</p>	\$371,162
13	<p>Use driving and shooting simulators instead of live fire and driving ranges.</p>	

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	<p><u>Sheriff's Response:</u></p> <p>Simulators are used where feasible and appropriate.</p>	
14	<p>Instead of tearing down drug houses, renovate them and allow a police officer to live there free of rent.</p> <p><u>Sheriff's Response:</u></p> <p>The decision to live in a renovated drug house would have to be a personal decision made by the individual Police Officer.</p> <p>Sheriff's Office funds should not be used for this initiative.</p>	
15	<p>Review process of impoundment of vehicles for potential revenues.</p> <p><u>Sheriff's Response:</u></p> <p>This is not a JSO responsibility and we would oppose the expansion of the JSO into the wrecker storage business.</p>	
16	<p>Bill prisoners for services provided to them including room and board, if legal. Give them a bill when they leave or collect from the cash they possessed when arrested. Currently, an inmate pays a \$5 co-pay to see a doctor if appointment is scheduled or \$10 if not scheduled. Look at increasing the co-pay. Bill insurance companies if inmate has coverage. (Meals – working inmates \$1.213/meal; non-working inmates \$1.159/meal; Medical -\$7.32/day) Total working inmate - \$10.96/day; non-working inmate - \$10.80/day Avg. of 2,196 non-working and 1,212 working inmates/day.</p> <p><u>Sheriff's Response:</u></p> <p>Currently looking at the possibility of additional fees.</p>	<p>Non-working - \$8.6 million (less uncollectible); Working - \$4.8 million (less uncollectible)</p>
17	<p>Sell a higher grade of meals to inmates if they don't want bologna sandwiches.</p> <p><u>Sheriff's Response:</u></p> <p>Current meal content is mandated by FSS to meet minimal nutritional values.</p> <p>The introduction of individual meals would result in disputes among inmates that could lead to fighting and unrest. We already experience this with diabetic inmates that are required to receive an additional snack in the morning and evening.</p>	

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18	<p>Require every Division/Activity in JSO to review their operations for potential revenue increases and/or expense savings.</p> <p><u>Sheriff's Response:</u></p> <p>This has been done and is currently being done through our Continuous Improvement process. This is ongoing process.</p>	
19	<p>Increase use of technology in areas such as traffic enforcement</p> <p><u>Sheriff's Response:</u></p> <p>We support video redlight and video speed enforcement technology.</p>	
20	<p>Evaluate and possibly reduce the Supervisor/Employee ratios in JSO (specifically police and corrections.)</p> <p><u>Sheriff's Response:</u></p> <p>Span of control is well managed and is a best practice as supported by the Matrix Report.</p>	
21	<p>Increase E-911 charges for landlines from \$.44 to State allowed \$.50; thereby, generating an additional \$351,000 of revenues that could potentially offset general fund expenditures.</p> <p><u>Sheriff's Response:</u></p> <p>Duval County is collecting \$.44 per access line per month. This has allowed us to manage the 911 System and provides technology upgrades as required.</p> <p>Eligible expenditures defined in Florida Statute 365.172(9) are very restrictive. Recommend statute be expanded to include expenditures which would support communications, i.e. computer aided dispatch, facilities, radios, aerial photography, etc.</p>	\$351,000 revenues

REQUIRES UNION NEGOTIATION

22	Adjust salary step plans only once during the term of a three-year agreement and rely on step movement to provide increases during the remainder of the term.	
23	Reduce differential between ranks from current 17.5% level.	
24	New Leave Plan – no leave sellback.	

25	New employees pay part of their health insurance. Currently, City pays 100% of Employee coverage and 50% of dependent coverage.	
26	Increase employee pension contribution rate. Currently, Police & Fire pay 7% while General Employees pay 8%. The 7% is per contract with the P&F Pension Fund. Value of 1% = \$854,407	\$854,407
27	Lower entry level salary for new officers. Currently Police Recruit makes \$35,568 and a Police Officer starts at \$38,556.	
28	Give one-time bonus instead of base increases. This saves on future base increases because they are not compounded, plus it saves on pension costs. The current value of a 1% pay increase is approx. \$1.2 million for sworn personnel. Note: <i>This is unpalatable to employees because bonus payments are not pensionable. It would be more acceptable if they were included in pension base.</i>	Value of 1% = \$1,200,000
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29	Restrict private use of take-home vehicles to save fuel and wear on vehicles.	
30	Stop providing uniforms and cleaning allowances for employees who have no contact with public, i.e., Emergency Communications Officers (\$33,000 budgeted in Communications.)	\$33,000
31	Pay incentives and bonuses for meeting and exceeding job goals.	
32	Eliminate free meals to Correctional Officers in the jails. (\$1.741 /meal for 133,005 meals)	\$231,561

MAY REQUIRE CHANGE IN STATE LAW

33	<p>Change State Statute Chapter 365 to provide for a fully funded equipment replacement fund after which E-911 funds could be used to replace such items as computers and radios currently paid from general fund.</p> <p><u>Sheriff's Response:</u></p> <p>Duval County is collecting \$.44 per access line per month. This has allowed us to manage the 911 System and provides technology upgrades as required.</p> <p>Eligible expenditures defined in Florida Statute 365.172(9) are very restrictive. Recommend statute be expanded to include expenditures which would support communications, i.e. computer aided dispatch, facilities, radios, aerial photography, etc.</p>	
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34	<p>Use sale of confiscated or stolen property to support City operations rather than giving to non-profits or special operations. Note: <i>This may require change to state law.</i></p> <p><u>Sheriff's Response:</u></p> <p>Currently legislation prevents the use of funds to supplant regular operating costs. Legislation would be required.</p>	
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