

**Minutes of the Board of Commissioners  
Multnomah Building, Board Room 100  
501 SE Hawthorne Blvd., Portland, Oregon  
Tuesday, December 17, 2013**

**BOARD BRIEFING**

Chair Marissa Madrigal called the meeting to order at 10:07 a.m. with Vice-Chair Diane McKeel and Commissioners Liesl Wendt, Loretta Smith and Judy Shiprack present.

Also attending were Jenny M. Madkour, County Attorney, and Lynda Grow, Board Clerk.

**[THE FOLLOWING TEXT IS THE BYPRODUCT OF THE CLOSED CAPTIONING OF THIS PROGRAM.]**

Chair Madrigal: GOOD MORNING AND WELCOME TO TODAY'S BOARD BRIEFING. LYNDA, WOULD YOU READ THE BRIEFING TITLE?

Board Clerk: INFORMATIONAL BOARD BRIEFING ON THE DEPARTMENT OF COUNTY HUMAN SERVICES STRATEGY BUSINESS PLAN.

Chair Madrigal: GOOD MORNING.

Ms. Myers: GOOD MORNING. GOOD MORNING, CHAIR MADRIGAL AND COMMISSIONERS. I'M SUSAN MYERS AND I'M THE DEPARTMENT DIRECTOR FOR COUNTY HUMAN SERVICES, AND I'M HERE TODAY TO PRESENT OUR STRATEGIC BUSINESS PLAN, WHICH WE'RE CALLING THE ROAD TO EXCELLENCE. ROAD MAP TO EXCELLENCE. I BELIEVE THAT YOU HAVE -- YOU HEAR A LOT ABOUT WHAT WE'RE DOING IN THE COMMUNITY EXTERNAL TO THE DEPARTMENT, AND WHAT I'M GOING TO TALK ABOUT TODAY IS WHAT WE'RE DOING INTERNALLY IN THE DEPARTMENT. JOINING ME IS KEITH FALKENBERG, THE DCHS MANAGEMENT -- DCHS MANAGEMENT ASSISTANT. SO WHY IS STRATEGIC BUSINESS PLAN? AS YOU KNOW, I'VE BEEN HERE ALMOST TWO YEARS. IT WILL BE TWO YEARS IN MARCH. AND THE FIRST SIX MONTHS OF MY TENURE AS DIRECTOR I HAD LISTENING SESSIONS WITH ALL OF OUR VARIOUS STAKEHOLDERS. I MET WITH EMPLOYEES, BOARD MEMBERS, OTHER COUNTY DEPARTMENTS AND OFFICES, CITIZEN ADVISORY BOARDS, AND MANY OF OUR COMMUNITY PARTNERS AND ORGANIZATIONS. MOSTLY WHAT I HEARD WAS GOOD. OUR STAFF ARE CONSISTENTLY SEEN AS COMPETENT, COMPASSIONATE, AND CARING. OUR COMMISSIONERS ARE AS WELL, AND DEMONSTRATE THAT THROUGH FUNDING AND SUPPORTIVE POLICY, WHICH IS VERY MUCH APPRECIATED BY THE COMMUNITY. OUR CONTRACTED PROVIDERS ALSO HAVE POSITIVE COMMENTS ABOUT THE COUNTY STAFF THEY ENCOUNTER REGARDING THEIR ISSUES AND CONCERNS. SO OVERALL I WAS VERY IMPRESSED WITH WHAT I WAS HEARING

ABOUT DCHS AND WAS FEELING VERY PROUD TO BE A PART OF THIS VERY SERVICE ORIENTED ORGANIZATION. AS WITH ANY ORGANIZATION, I DID HEAR SOME COMMON THEMES INDICATING WE HAVE A FEW AREAS IN WHICH WE COULD IMPROVE. MOST OF WHICH REVOLVE AROUND OUR INTERNAL OPERATIONS. WHICH IS WHY THIS IS CALLED A STRATEGIC BUSINESS PLAN. ONE CONSISTENT THEME I HEARD IS THAT OUR SIX DIVISIONS CAN BE VERY SILOED. MANY CLIENTS ARE SEEN BY MORE THAN DIVISION, YET COMMUNICATION BETWEEN THE TWO DIVISIONS NEEDS IMPROVEMENT. FOR INSTANCE, ONE DAY I RECEIVED A CALL FROM A CASE MANAGER FROM ONE OF OUR PROVIDER AGENCIES VERY UPSET OVER A DISCHARGE ISSUE, AND I ASSUMED THE INDIVIDUAL WAS A CLIENT IN OUR MENTAL HEALTH DIVISION. AND HE WAS. THEN I FOUND OUT THE CLIENT WAS ALSO BEING SERVED IN OUR AGING AND DISABILITY DIVISION, WHO ALSO IN CONTACT WITH THE PROVIDER ABOUT THE CASE, AND THEN I FIND OUT THE CLIENT WAS ALSO BEING SEEN BY OUR DEVELOPMENTAL DISABILITIES DIVISION. AND NOBODY KNEW IT. AND SO THIS INCIDENT REINFORCED WHAT I HAD HEARD FROM OUR EMPLOYEE AND OUR CONTRACTED PROVIDERS AND IT BECAME VERY CLEAR TO ME THAT OUR DIVISION BOUNDARIES ARE SOMETIMES TOO RIGID, AND WE NEED TO DO A BETTER JOB OF WHAT'S NOW CALLED BOUNDARY SPANNING. IT USED TO BE CALLED SILO BUSTING, BUT I GUESS THAT'S TOO AGGRESSIVE SO NOW IT'S CALLED BOUNDARY SPANNING. THIS INCIDENTS DID HAVE A GOOD OUTCOME IN THAT WE REINSTATED A COMMITTEE WE ONCE HAD CALLED THE MULTISYSTEM STAFFING TEAM, OTHERWISE KNOWN AS THE MST, WHERE OUR CASE MANAGERS MEET REGULARLY TO DISCUSS COMMON CHALLENGING CASES. IN ORDER TO IMPROVE OUR BOUNDARY SPANNING, WE NEED TO IMPROVE OUR DATA COORDINATION. YOU MIGHT BE SURPRISED TO KNOW WE HAVE TO IMPROVE OUR DATA COORDINATION. YOU MIGHT BE SURPRISED TO KNOW WE HAVE 87 DATA SYSTEMS IN OUR DEPARTMENT. OF MOST OF WHICH DO NOT SHARE INFORMATION WITH ONE ANOTHER. MY VISION IS THAT WHEN JANE DOE ENTERS OUR SYSTEM, NO MATTER WHICH DOOR SHE MAY COME INTO, SHE'S COUNTED AS ONE INDIVIDUAL WHO IS RECEIVING A MULTITUDE OF SERVICE AND WE ALL HAVE ACCESS TO THAT INFORMATION. AND I'LL TALK MORE ABOUT THIS AS WE MOVE ON. REGARDING OUR CONTRACTED PROVIDERS, THEY WERE MOSTLY POSITIVE ABOUT THE COUNTY AND OUR STAFF, WHICH I WAS HAPPY TO HERE. ONE FRUSTRATION I HEARD REPEATEDLY ALSO RELATES TO OUR BOUNDARY ISSUES. FOR AGENCIES WITH HAVE MORE THAN ONE CONTRACT WITH THE DEPARTMENT, I HEARD COMPLAINTS ABOUT OUR LACK OF CONSISTENCY, PARTICULARLY WHEN IT COMES TO CONTRACT MONITORING AND INTERPRETATION OF POLICY. NOT AN UNCOMMON COMPLAINT, BUT ONE IN WHICH I BELIEVE WE CAN IMPROVE. I WILL SAY SOME OF OUR AGENCIES DREAM OF HAVING ONLY ONE CONTRACT WITH THE COUNTY, AND I DON'T SEE THAT IN OUR FORESEEABLE FUTURE, BUT THAT'S CERTAINLY SOMETHING WE CAN EXPLORE. OTHER NEEDS FOR STRATEGIC PLANNING PROCESS REVOLVE AROUND THE CHANGING DEMOGRAPHICS IN OUR COMMUNITY. GEOGRAPHICALLY MORE PEOPLE ARE LIVING IN EAST COUNTY, WE HAVE A

MUCH MORE RACIALLY AND ETHICALLY DIVERSE COMMUNITY, NEIGHBORHOOD POVERTY LEVELS SHIFT AND CHANGE AS PEOPLE MOVE IN AND OUT, AND WE CURRENTLY HAVE THE LARGEST NUMBER OF AGING PEOPLE IN OUR SOCIETY, REALLY EVER SEEN IN THE HISTORY OF THIS COUNTRY BECAUSE OF AGING BABY BOOMERS. IT IS INCUMBENT UPON US TO ADDRESS SOCIAL JUSTICE AND EQUITY ISSUES. THE COUNTY'S EQUITY AND EMPOWERMENT LENS WAS APPLIED THROUGHOUT THIS PROCESS AND IS WOVEN THROUGHOUT THE DOCUMENT. WE NEED TO DO A BETTER JOB OF BEING MORE CULTURALLY COMPETENT AND SERVING OUR COMMUNITY SO EVERYONE HAS ACCESS TO OPPORTUNITIES FOR SUCCESS. THE FINAL NEED FOR THE STRATEGIC PLAN IS TO LAY THE FOUNDATION FOR FUTURE STRATEGIC PLANNING. SERVICE FOCUSED STRATEGIC PLANNING SO THE BOARD, SO WE CAN MAKE RECOMMENDATIONS TO THE BOARD THAT ARE DATA INFORMED SO YOU CAN MAKE DECISIONS REGARDING POLICY AND RESOURCE ALLOCATION. NEXT I WANT TO TALK ABOUT THE PROCESS. AS MANY OF US, I HAVE ENGAGED IN STRATEGIC PLANNING BEFORE WITH THE PROCESS BEING THE ORGANIZATION'S LEADERSHIP TEAM MET FOR MONTHS ON END TO DEVELOP THE PLAN. TYPICALLY THIS INVOLVED A HIRED CONSULTANT AS WELL. MY EXPERIENCE WITH THIS STYLE IS THAT THE WORK FORCE IS DETACHED FROM THE PROCESS AND THEY DON'T HAVE MUCH OWNERSHIP OR CONNECTION TO THE PLAN OR THE WORK. I WANTED SOMETHING DIFFERENT. DURING THESE LISTENING SESSIONS I HAD MY FIRST SIX MONTHS, I HAVE TO SAY I WAS IMPRESSED WITH OUR STAFF. THEY ARE SMART, THEY'RE DEDICATED TO THEIR JOBS, AND THEY REALLY CARE ABOUT THIS COMMUNITY. I WANTED THE PLANNING PROCESS TO BE TRANSPARENT AND INCLUSIVE. I ALSO FELT AS THOUGH WE HAD ENOUGH EXPERTISE IN OUR DEPARTMENT THAT WE REALLY DIDN'T NEED TO HIRE AN OUTSIDE CONSULTANT. WE COULD SAVE SOME MONEY. WHAT I ALSO LEARNED IS THAT WE HAVE PLENTY OF EXPERTISE WITHIN COUNTY AS WELL, SO I WANTED TO TAP INTO SOME OF THAT EXPERTISE. SO OUR H.R. DIRECTOR ALLOWED US TO HAVE ACCESS TO HIS TALENTED STAFF, WAYNE SCOTT AND HIS TEAM WERE TIRELESS FACILITATORS THROUGHOUT THIS PROCESS, WHICH I CAN ASSURE YOU WAS NOT ALWAYS EASY. AND ON BEHALF OF DCHS I WANT TO THANK HIM AND HIS TEAM FOR THEIR EXPERTISE AND PERSISTENCE IN SEEING THIS THROUGH. I ALSO WANT TO THANK SONALI BALAJEE OF THE OFFICE OF DIVERSITY AND EQUITY FOR THE WORK SHE DID WITH US ON THE APPLICATION OF THE EQUITY AND EMPOWERMENT LENS. THOUGH WE DID NOT USE ANY OUTSIDE CONSULTANTS WE WOULD NOT HAVE BEEN AS SUCCESSFUL WITHOUT THE EXPERTISE AND GUIDANCE OF OUR INTERNAL COUNTY CONSULTANTS. SO THANK YOU FOR THAT. ONE THING THAT WAS REINFORCED IS INCLUSIVITY AND TRANSPARENCY TAKES LONGER, BUT IT'S WORTH IT IN THE LONG RUN. I WILL SAY WAYNE ESTIMATED THAT THE PROCESS WOULD TAKE A YEAR, AND I DID NOT BELIEVE THAT, I THOUGHT IT WOULD BE DONE IN MUCH LESS, BUT I'LL JUST SAY HE WAS RIGHT. MY COMMITMENT WAS TO PROVIDE OPPORTUNITIES FOR STAFF TO PARTICIPATE

THROUGHOUT THIS PROCESS -- CONTINUED OPPORTUNITIES TO PROVIDE FEEDBACK, AND I WILL SAY I WAS VERY PLEASED ABOUT THE -- [BROADCAST TECHNICAL DIFFICULTIES] -- CONTINUED OPPORTUNITIES TO PROVIDE FEEDBACK AND I WILL SAY I WAS VERY PLEASED ABOUT THE LEVEL OF STAFF PARTICIPATION. I WILL SAY WE DEVELOPED I BELIEVE A ROBUST PLAN FOR CHANGE, PLUS WE HAD A REALLY GOOD TIME IN THE PROCESS. WE HAVE A LOT OF VERY SMART AND FUN PEOPLE IN OUR DEPARTMENT. SO I THINK WE ALL ENJOYED THE PROCESS. NOW I'LL GO OVER THE GOALS. AND WE HAVE FIVE OF THEM. RACIAL AND ETHNIC JUSTICE, HIGH QUALITY AND ACCOUNTABLE SERVICE DELIVERY, COMMUNITY ENGAGEMENT, ADMINISTRATIVE SIMPLIFICATION AND SUSTAINABILITY, AND THRIVING LEARNING ENVIRONMENT. AND I'M GOING TO GO THROUGH EACH ONE. DID YOU GET THIS IN YOUR PACKET AND WE ALSO HAVE THIS ON OUR COMMENTS PAGE. I'M NOT GOING TO GO THROUGH ALL OF THE STRATEGIES, BECAUSE THERE ARE A LOT OF THEM. BUT I DO WANT TO HIGHLIGHT A FEW TO GIVE YOU A SENSE OF THE WORK THAT WE'LL BE DOING IN THE FUTURE. RACIAL AND ETHNIC JUSTICE. THIS GOAL STRIVES TO ENSURE COUNTY RESOURCES ARE MANAGED EQUITABLY, AND THIS INCLUDES DOLLARS AND PEOPLE. WE FEEL IT'S IMPORTANT FOR YOU TO HAVE AS MUCH DATA AS YOU CAN TO MAKE DATA DRIVEN DECISIONS REGARDING RESOURCES. AND SO WE FEEL LIKE IT'S IMPORTANT TO CONDUCT A PERIODIC DATA-DRIVEN HUMAN SERVICE NEEDS ASSESSMENT THAT ACTIVELY ENGAGES OUR DIVERSE COMMUNITY MEMBERS AND STAKE HOLDERS TO HAVE INPUT IN THAT PROCESS. THEN WE WILL BE ANALYZING HOW THE ALLOCATION OF RESOURCES IMPACTS EQUITY, REFLECTS DISPARITIES, AND IDENTIFIES GAPS IN SERVICES. THIS INFORMATION WILL HELP US TO MAKE RECOMMENDATIONS TO YOU AS TO HOW TO BEST TARGET CURRENT AND FUTURE RESOURCES TO MEET THE GREATEST NEED. WE ALSO WANT TO IMPLEMENT ADMINISTRATIVE POLICIES AND PROCEDURES THAT RESULT IN CONSISTENT AND EQUITABLE PROCESSES FOR ALL PROSPECTIVE PARTNERS. ALL PROSPECTIVE PARTNERS. DEFIBRILLATORS, WE WANT TO DEVELOP MORE ROBUST TECHNICAL ASSISTANCE PROGRAMS TARGETING SMALLER GRASS-ROOTS AGENCIES AND PROVIDE WORKSHOPS ON COUNTY PROCUREMENT, CONTRACTING, AND MONITORING. BELIEVE IT OR NOT, IT IS SOMETIMES DIFFICULT TO UNDERSTAND HOW TO DO BUSINESS WITH THE COUNTY. IN TERMS OF THOSE PARTICULAR AREAS. AND IT'S INCUMBENT UPON US TO ASSURE THAT OUR PARTNER AGENCIES, LARGE AND SMALL, ARE SUCCESSFUL IN MANAGING OUR PUBLIC RESOURCES. AND SO WE HOPE TO IMPLEMENT GREATER PUBLIC TECHNICAL ASSISTANCE PROGRAMS FOR OUR COMMUNITY PARTNERS. REGARDING EMPLOYEES, WE WANT TO DO A BETTER JOB OF DEVELOPING OUR EMPLOYEES, SO WE FEEL WE NEED TO IMPLEMENT AN EMPLOYEE MENTORING PROGRAM. WE DO A GOOD JOB OF RECRUITING AND HIRING A DIVERSE WORK FORCE, BUT WE'RE NOT AS SUCCESSFUL IN MAINTAINING OUR EMPLOYEES IN TERMS OF LONGER-TERM EMPLOYEES. WE FEEL MENTORING WOULD HELP WITH THAT LONGEVITY. WE ALSO WANT TO DEVELOP A SUCCESSION PLAN, AS MANY OF US WILL BE

RETIRING IN THE NEXT FIVE TO 10 YEARS, AND IT'S INCUMBENT UPON US TO ATTRACT AND MAINTAIN A DIVERSE WORK FORCE SO WE -- WE WANT TO SEE EMPLOYEES STAY IN THE ORGANIZATION AND GROW INTO LEADERSHIP POSITIONS FOR CONTINUITY. NEXT GOAL I'LL TALK ABOUT IS HIGH-QUALITY AND ACCOUNTABLE SERVICE DELIVERY. WE NEED TO DEVELOP CONSISTENT QUALITY ASSURANCE AND QUALITY IMPROVEMENT ACTIVITIES THROUGHOUT THE DEPARTMENT. CURRENTLY I WILL SAY EACH DEPARTMENT, EACH DIVISION IN THE DEPARTMENT DOES HAVE A Q.A. AND Q.I. PROCESS, BUT IT'S NOT CONSISTENT. WE'VE HIRED ALREADY A QUALITY IMPROVEMENT COORDINATOR THANKS TO FUNDING WE OBTAINED LAST YEAR, WE HAVE STARTED A WORK GROUP, AND IT'S IN THE PROCESS OF ESTABLISHING A Q.I. FRAMEWORK, SO WE CAN HAVE CONSISTENT PRACTICES. WE ALSO NEED TO INTEGRATE OUR CLIENT DATA SYSTEMS. WE'VE RECENTLY HIRED A BUSINESS PROCESS CONSULTANT TO BE THE DEPARTMENT'S LIAISON TO I.T. WE NEED TO ESTABLISH A GOVERNANCE PROCESS AS WELL AS SET PRIORITIES. CURRENTLY I WILL JUST SAY I THINK THE REASON WE GOT THE 87 DATA SYSTEMS IS BECAUSE A WELL-MEANING SUPERVISOR COULD GO TO I.T. AND SAY, HEY, WE NEED THIS SYSTEM TO HELP US WITH THIS AND THAT. IT'S LIKE, OK, AND IT'S GROWN INTO A VERY INEFFICIENT, INEFFECTIVE SYSTEM. SO WE NEED TO DEVELOP A MORE INTEGRATIVE SYSTEM. WE ALSO WANT TO IMPROVE OUR PROGRAM EVALUATION SKILLS. AND START BY IDENTIFYING SOME COMMON DATA POINTS, AGAIN, IN OUR DEPARTMENT THAT WE HAVE -- WE HAVE OVER 500 PERFORMANCE MEASURES THAT WE COLLECT DATA ON. AND I WILL SAY THAT THEY REALLY DON'T TELL A STORY, THEY DON'T PAINT A PICTURE OF WHAT WE'RE DOING DEPARTMENTWIDE FOR OUR COMMUNITY. FOR INSTANCE, WE NEED TO ESTABLISH SOME DEPARTMENTWIDE KEY PERFORMANCE INDICATORS. ONE AREA THAT I CAN THINK OF, WITH HOUSE. EVERY ONE OF OUR DIVISIONS HOUSES PEOPLE SOMEHOW, SOME WAY, EITHER IN FOSTER HOMES, IN ASSISTED LIVING FACILITIES OBVIOUSLY HOMELESSNESS, WE HELP DOMESTIC VIOLENCE, THE SUN SYSTEM. AND WE'RE NOT TELLING THAT STORY ACROSS THE DEPARTMENT. SOS THAT JUST ONE EXAMPLE OF HOW WE NEED TO DO A BETTER JOB OF EVALUATING WHAT WE DO. WE ALSO WANT TO ENCOURAGE OUR COMMUNITY STAKEHOLDERS TO PROVIDE INPUT ON HOW WE DELIVER SERVICES. WHAT ARE OUR DELIVERY STANDARDS? I COULD THINK EVERY DIVISION DOES A GOOD JOB, EVERY DIVISION HAS CUSTOMER SERVICE SATISFACTION SURVEYS, BUT THEY'RE ALL DIFFERENT. IF WE CAN EVEN HAVE THREE TO FIVE QUESTIONS THAT ARE SIMILAR, WE COULD START GIVING -- TELLING OUR STORY DEPARTMENTWIDE. AND I'VE ALREADY MENTIONED THE MULTISERVICES TEAM. AND WE'LL BE DOING MORE CROSS DEPARTMENTAL CROSS TRAINING. COMMUNITY ENGAGEMENT. OBVIOUSLY A GOOD BIG PART OF WHAT WE DO. AGAIN, EACH ONE OF OUR DIVISIONS ENGAGES IN VARIOUS COMMUNITY ACTIVITIES, AND WE NEED TO DEVELOP GUIDELINES SO WE CAN ENSURE SOME CONSISTENCY AND EFFICIENCIES. WE WANT TO MEET WITH OUR STAKEHOLDERS AND GET INFORMATION ON HOW WE CAN BEST COMMUNICATE WITH THEM SO WE CAN GET THE NEEDS,

UNDERSTAND WHAT THE NEEDS OF OUR COMMUNITY IS. WE WANT TO ENSURE THAT ALL OF OUR COMMUNICATION TOOLS, WHETHER THEY'RE PUBLISHED DOCUMENTS OR ON THE WEBSITE, OR EVEN IN THE MEDIA, WE WANT TO CONSIDER LITERACY LEVELS, LANGUAGE BARRIERS, ACCESSIBILITY NEEDS, AND TECHNOLOGY LIMITATIONS. WE WANT TO HAVE MEANINGFUL CONNECTION WAS OUR COMMUNITY AND IDENTIFY AND COMMUNICATE OPPORTUNITIES FOR ENGAGEMENT. AND ALSO LOOK FOR GREATER OPPORTUNITIES WITH OUR ADVISORY COMMITTEES SO THAT THEY CAN BE A RESOURCE IN COMMUNITY ENGAGEMENT AS WELL. AND OUR FOURTH GOAL IS ADMINISTRATIVE SIMPLIFICATION AND SUSTAINABILITY. WE WANT TO ENSURE THAT ALL DCHS EMPLOYEES UNDERSTAND AND FOLLOW EQUITABLE BUSINESS PRACTICES AS THEY RELATE TO PROCUREMENT, CONTRACTS, FINANCE, AND HUMAN RESOURCES. I WILL SAY THAT OUR OWN BUSINESS SERVICES STAFF SOMETIMES GETS FRUSTRATED WITH OUR VARIOUS DIVISIONS BECAUSE SOME OF THEM -- THEY ALL INTERPRETED POLICY DIFFERENTLY. AND WE NEED TO BE MORE CONSISTENT WITH THAT. SO THAT MEANS PROVIDING EMPLOYEE WAS TRAINING, TECHNICAL ASSISTANCE, AND ACCESS TO ALL THE TOOLS THROUGHOUT THE COUNTY, WHETHER IT'S RELATED TO YOU'RE EMPLOYEES OR OUR NONPROFIT COMMUNITY, I ALWAYS SAY HOW CAN YOU PLAY THE GAME IF YOU DON'T KNOW WHAT THE RULES ARE? AND SOMETIMES IT'S REALLY HARD TO FIGURE OUT JUST WHAT THE RULES ARE, BECAUSE THERE'S A LOT MUCH THEM. THAT LEADS TO, WE WANT TO ESTABLISH A CENTRALIZED AND CONSISTENT APPROACH TO POLICY MANAGEMENT, INCLUDING HAVING A CENTRAL REPOSITORY FOR ALL OF OUR POLICIES. A FEW MONTHS AGO I SENT AN EMAIL TO EMPLOYEES REMINDING THEM OF ELEVATOR ETIQUETTE. IN OUR BUILDING WE HAVE A LOT OF DIFFERENT AGENCIES IN OUR BUILDING, SO SOMETIMES QUESTIONS ARE ASKED OF OTHER AGENCY CLIENTS THAT REALLY ISN'T OUR BUSINESS, SO TO SPEAK. SO WHEN I SENT THAT EMAIL I RECEIVED SEVERAL REPLIES, WE ALREADY HAVE A POLICY, AND WE'RE JUST FOLLOWING THE POLICY. AND I SAID, I DIDN'T KNOW WE HAD A POLICY. WHERE'S THE POLICY? IT WAS SENT IN AN EMAIL OVER FIVE YEARS AGO. WHICH IS FINE, BUT THERE'S NO WAY TO LOOK THAT UP, THERE'S NO WAY TO FIND IT, SO WE NEED TO DO A BETTER JOB OF MANAGING OUR POLICIES. ALSO OUR EMPLOYEES ARE INTERESTED IN USING TECHNOLOGY BETTER, ESPECIALLY OUR NEWER EMPLOYEES WHO ARE MORE TECHNICALLY PROFICIENT. THEY DON'T SEEM TO UNDERSTAND WHY WE CAN'T BE MORE MOBILE IN THE COMMUNITY, WHY CAN'T I JUST HAVE AN IPAD, WHY CAN'T I GO OUT TO THE CLIENTS, WHY DO THEY HAVE TO COME HERE? SO WE WANT AN EMPLOYEE WORK GROUP TO START LOOKING AT OPPORTUNITIES FOR GREATER MOBILITY IN THE COMMUNITY. AND WE WANT TO ENSURE OUR FACILITIES AND WORK SPACES ARE COMFORTABLE AND INVITING FOR EVERYBODY. ANYBODY WHO COMES IN OUR BUILDING, WE WANT THEM TO FEEL COMFORTABLE. REGARDLESS OF CULTURE, SEXUAL ORIENTATION, DISABILITY, EVERYBODY NEEDS TO BE WELCOME IN OUR BUILDINGS. AND WE JUST WANT TO ENSURE THAT. LASTLY, I'M GOING TO TALK ABOUT THE FIFTH GOAL, WHICH IS THRIVING LEARNING ENVIRONMENT.

OUR EMPLOYEES ARE OUR GREATEST RESOURCE, AND WE NEED TO ASSURE WE NURTURE THEM AND THEIR PROFESSIONAL GOALS AND AS INSPIRATIONS. ONE WAY IS THAT WE WANT TO ENSURE EQUITABLE ACCESS FOR ALL OF OUR EMPLOYEES FOR OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT AND PERSONAL GROWTH. YOU THINK THAT WOULD BE AN ASSUMPTION, THAT THEY ALL HAVE EQUITABLE ACCESS, BUT PEOPLE IN ONE DIVISION WONDER WHY PEOPLE IN ANOTHER DIVISION GET TO GO TO MORE TRAININGS THAN THEY DO, AND A LOT OF IT IS ABOUT RESOURCES AND FUNDING, SO WE NEED TO MAKE SURE EVERYBODY HAS ACCESS TO GROWTH. WE UNDERSTAND -- ALSO UNDERSTAND PEOPLE LEARN DIFFERENTLY, THROUGH READING, THROUGH WATCHING, SO DEVELOPING A MENU OF TRAINING OPPORTUNITIES USING VARIOUS METHODS FOR LEARNING, SO EVERYBODY HAS AN OPPORTUNITY FOR SUCCESS. ONE OF THE COMPLAINTS FROM MANY STAFF, PARTICULARLY CASE MANAGERS, IS HAVING TRAINING IS GREAT, BUT I CAN'T GO BECAUSE MY CASE LOAD IS TOO BUSY AND I NEVER CAN GET AWAY. WE NEED TO RECOGNIZE THAT IS A REAL PROBLEM, AND PROVIDE -- HAVE COMMITMENT AT THE LEADERSHIP LEVEL FOR EMPLOYEE GROWTH AND FIGURE OUT WAYS TO GET EMPLOYEES TO TRAINING. THIS IS A POWERFUL STATEMENT I WANT TO READ DIRECTLY. WE WANT TO BUILD AN INTENTIONAL CULTURE OF GRATITUDE AND HOPE FOR THE SOCIAL SIGNIFICANCE OF OUR WORK, TO OURSELVES, OUR CUSTOMERS, AND THE COMMUNITY. IT'S HARD TO RECOGNIZE THIS SOMETIMES BECAUSE THIS IS VERY DIFFICULT WORK. OFTEN TIMES WE'RE DEALING WITH PEOPLE WITH TREMENDOUS NEED. WE CAN'T ALWAYS MEET THE NEED, IT'S REALLY TRUSS TRAITING AND SADDENED TO TELL PEOPLE NO, I'M SORRY YOU'RE NOT ELIGIBLE FOR SERVICES. WE HEAR LOTS OF STORIES AND SOMETIMES THERE'S ALMOST SECONDARY TRAUMA WITH OUR WORK FORCE. SO WE NEED TO DO A BETTER JOB OF TAKING CARE OF EACH OTHER. ONE OF THE THINGS WE THOUGHT OF DOING IS ESTABLISHING LISTENING CIRCLES ON HOW EMPLOYEES ARE EXPERIENCING WORK AND THE ORGANIZATION, AND ON YOU THEIR LIVES RIM PACTED BY THE PEOPLE THAT WE SERVE. AND I'VE BEEN TELLING A LITTLE STORY ABOUT ONE OF THE COUNTIES THAT I WORKED FOR PREVIOUSLY, WE HAD SUICIDE AND CRISIS PREVENTION SERVICES, WE HAD SUICIDE CRISIS HOTLINE IN OUR DEPARTMENT, WE HAD THE RAPE VICTIM ADVOCATE PROGRAM IN OUR DEPARTMENT, AND WE ALSO HAD ANIMAL SERVICES IN OUR DEPARTMENT. AND THE CRISIS CENTER DID A WEEKLY SUPPORT GROUP FOR THE PEOPLE WHO WORKED IN THE ANIMAL SERVICES DIVISION BECAUSE, YOU KNOW, IT'S CHALLENGING TO WORK IN THAT AREA, ESPECIALLY WAY BACK WHEN, WHEN EUTHANASIA WAS MORE OF THE TYPICAL WAY TO HANDLE THE PROBLEM. BUT WE WEREN'T HAVING SUPPORT GROUPS FOR OURSELVES, FOR STAFF WORKING WITH PEOPLE WHO WERE THREATENING SUICIDE, OR PEOPLE WHO HAD BEEN SEXUALLY ASSAULTED. SO WE NEED TO TAKE BETTER CARE OF OURSELVES AND PROVIDING SPACE AND OPPORTUNITY TO DO THAT. WE ALSO WANT TO LOOK AT MODERNIZING HOW WE CONDUCT OUR BUSINESS. CAN WE ENGAGE IN MORE WORK SHARING OPPORTUNITIES, HAVING CREATIVE WORK SPACES, MORE PEOPLE

MOBILE. EMPLOYEES ARE INTERESTED IN THIS. IF WE WANT TO RETAIN OUR EMPLOYEES, WE'VE GOT TO GET IN THIS CENTURY, FRANKLY, AND LOOK AT HOW WE CAN DO BUSINESS DIFFERENTLY. SO AS I SAID, THIS BUSINESS PLAN IS VERY EXCITING TO US INTERNALLY, BUT IT DOESN'T REALLY ADDRESS A LOT OF OUR EXTERNAL NEEDS THAT. WILL BE A NEXT STEP, HOW DO WE DETERMINE THE NEEDS IN THE COMMUNITY AND HOW WE CAN BEST MEET THOSE NEEDS. RIGHT NOW WE'RE GOING TO DO AN ACTION PLAN, LOOKING AT PRIORITIES, TIME LINE, WHO GETS ASSIGNED TO WHAT, AND I THINK THIS FIRST YEAR WE SHOULD HAVE A FEW GOOD WINS. I'VE HAD PEOPLE SAY I'VE GONE BEFORE AND THAT GETS PUT ON THE SHELF. THAT'S NOT MY INTENTION. MY INTENTION IS TO WORK THIS PLAN AND MAKE OUR DEPARTMENT MORE EFFICIENT AND AS EFFECTIVE AS WE CAN BE. AND ALL I REALLY HAVE ASKED OF EMPLOYEES IS TO CONTINUE TO HAVE THE DESIRE TO ENGAGE, AND BE OPEN TO CHANGE. SO THANK YOU, AND I'M OPEN TO ANY QUESTIONS.

>> Chair Madrigal: QUESTIONS? COMMENTS OR QUESTIONS?

>> Comm. Smith: THANK YOU, MADAM CHAIR. THANK YOU, SUSAN FOR GIVING US THAT OVERVIEW OF YOUR VISION OF HOW TO RUN THE DEPARTMENT. I THINK IT'S GREAT. I'M REALLY IMPRESSED BY YOU USING THE IN-HOUSE CONSULTANT WITH THE EQUITY LENS. THAT'S HUGE. AS YOU WERE GOING THROUGH THIS, DID YOU IDENTIFY SOME INITIATIVES AS A RESULT OF THE EQUITY LENS THAT YOU'RE GOING TO PUT IN?

>> ONE OF THEM, YES, IS THE TECHNICAL ASSISTANCE FOR OUR NONPROFITS. I BELIEVE IT'S -- A LOT OF OUR SMALLER NONPROFITS ARE ALSO CULTURALLY SPECIFIC, AND I THINK IT'S INCUMBENT UPON US FOR THESE NONPROFITS TO BE AS SUCCESSFUL AS THEY CAN BE. AND SO AS I SAID, IF YOU DON'T KNOW THE RULES OF THE GAME, HOW CAN YOU PLAY? SO DEFINITELY HAVING MORE TECHNICAL ASSISTANCE FOR NONPROFITS.

>> Comm. Smith: GIVE ME AN EXAMPLE OF WHAT WE'RE TALKING ABOUT.

>> LET'S SAY WE'RE GOING TO HAVE A PROCUREMENT, AND WE WILL BE HAVING SOME IN THE FUTURE. HAVING SEVERAL WORKSHOPS PEOPLE CAN COME TO WHERE WE'LL SAY, THIS IS HOW THE PROCUREMENT WORKS. THIS IS WHAT YOU HAVE TO DO. THIS IS YOUR OPPORTUNITY TO ASK QUESTIONS. AND THEN OF COURSE THERE'S THE CONE OF SILENCE THAT STARTS, BUT PRIOR TO THAT, SHARING INFORMATION. ONCE THERE'S A CONTRACT, THIS IS HOW -- EVEN BEFORE THERE'S A CONTRACT, THIS IS WHAT IT MEANS TO HAVE A CONTRACT WITH THE COUNTY. THIS IS WHAT THE COUNTY EXPECTS. THIS IS WHAT WE EXPECT HOW YOUR FINANCES TO BE RUN. IF YOU DON'T HAVE THAT INFORMATION, HOW DO YOU KNOW? AND SO PROVIDING GREATER INFORMATION. MORE TRANSPARENCY.



>> Comm. Smith: SUCCESS PLANNING. THAT'S GOING TO BE HUGE. WHAT IS YOUR SENSE OF THE NUMBER OF POSITIONS THAT WILL BE ELIGIBLE FOR RETIREMENT?

>> I WISH I HAD THAT ANSWER. I KNOW THAT WE ARE ONE -- WE ARE THE DEPARTMENT WITH ONE OF THE HIGHEST NUMBER OF PEOPLE WHO ARE SOON TO BE -- WHO WILL BE RETIRING IN THE NEXT FIVE TO 10 YEARS.

>> Comm. Smith: ARE YOU GOING TO BE LOOKING AT HOW HIGH SCHOOL INTERNS AND COLLEGE INTERNS CAN BUILD UP A PIPELINE TO FILL SOME OF THOSE POSITIONS?

>> ABSOLUTELY. WE RECOGNIZE THAT WE NEED TO HAVE A MORE ROBUST INTERNSHIP PROGRAM, AND WE ARE WORKING ON THAT. WE ALSO HAVE A POSITION NOW IN OUR HUMAN RESOURCES OFFICE THAT'S DOING OUTREACH. AND SHE'S GOING NOT EVEN JUST IN THE STATE, SHE'S BEEN GOING TO SOME PLACES IN NORTHERN CALIFORNIA TO, TO EVENTS TO RECRUIT AND ATTRACT THE BEST AND THE BRIGHTEST.

>> Comm. Smith: KNOWING THAT, NOT JUST YOUR DEPARTMENT, BUT THE ISSUE OF SUCCESS PLANNING IS HUGE IN LOCAL GOVERNMENT. WE'RE GOING TO BE COMPETING AGAINST CITY OF PORTLAND, GRESHAM, TIGARD, BEAVERTON, AND ALL THOSE PLACES. ONE OF THE CONCERNS I HAVE ABOUT MULTNOMAH COUNTY IN TERMS OF OUR ABILITY TO GET YOUNG PEOPLE IN, THE MAJORITY OF OUR JOBS REQUIRE FOUR-YEAR DEGREE. AND SO I THINK WITH THOSE STANDARDS -- AND YOU KNOW I'VE BEEN A BIG SUPPORTER OF THE SUMMER WORKS PROGRAM, WORKING WITH LOW-INCOME AND MINORITY YOUTH, AND JUST FROM AN ECONOMIC STANDPOINT, A LOT OF THOSE KIDS WILL NOT BE ABLE TO GO TO A FOUR-YEAR COLLEGE. THEY MAY GET A JUNIOR COLLEGE DEGREE. AND WE DON'T HAVE A WAY OF PUTTING THEM INTO THE PIPELINE, SO IT'S ALMOST BEING DISINGENUOUS ON MY PART, TRYING TO BUILD A PIPELINE FROM THOSE FOLKS IF I CAN'T GET THEM TO THE NEXT LEVEL WITH, YOU KNOW, A MINIMUM REQUIREMENT OF A TWO-YEAR DEGREE. IT'S NOT NECESSARILY JUST YOUR DEPARTMENT, BUT COUNTYWIDE. I THINK OUR EXPECTATIONS ARE MUCH HIGHER TO REACH MORE SO IN THE CITY OF PORTLAND, SO THEY'RE GOING TO HAVE AN ADVANTAGE OVER US WHEN THEY'RE TRYING TO RECRUIT FOLKS.

>> AND I AM WELL AWARE THAT CENTRAL H.R. IS LOOKING AT THE DIFFERENT JOB CLASSIFICATION AND WHAT CAN BE CHANGED. I AGREE WITH YOU.

>> Comm. Smith: THANK YOU FOR LOOKING AT THAT.

>> Comm. Shiprack: IF I COULD FOLLOW THAT UP, I'VE BEEN FASCINATED BY THE POSSIBILITY OF WORKING WITH AFFECTS ME TO -- AFSCME TO

ESTABLISH AN APPRENTICESHIP PROGRAM, SO THERE COULD BE A NEXT STEP UP FROM INTERNSHIP THAT IS ALSO A DIFFERENT ENTRY METHOD THAN A FOUR-YEAR DEGREE, AND VERY OFTEN THE EXPERIENCE REQUIREMENTS ALSO REALLY LIMIT THE POOL OF ELIGIBLE APPLICANTS FOR COUNTY JOBS. SO I WOULD REALLY JUST APPRECIATE YOU PUTTING THAT SOMEWHERE ON THE DASHBOARD AND WE CAN TALK ABOUT IT, YOU KNOW, AS 2014 MOVES ON, AND AS YOU MOVE ON WITH THIS ROAD MAP TO EXCELLENCE.

>> ABSOLUTELY, I THINK THAT'S A GREAT IDEA. AS MANY PEOPLE AS WE CAN BRING INTO OUR FIELD, IT BENEFITS ALL OF US. ONE OF THE MAIN ISSUES IS HAVING A SENSE OF COMMITMENT TO THE COMMUNITY. AND THERE ARE -- I SEE THAT A LOT IN NEWER EMPLOYEES WHO REALLY HAVE A SENSE OF COMMITMENT TO THE COMMUNITY WHO WANT TO COME IN AND HELP, AND WE NEED TO NURTURE THAT.

>> Comm. Shiprack: JUST ONE COMMENT BACK, WHILE WE'RE HAVING A CONVERSATION ABOUT THIS. THE FACT THAT THE COUNTY HAS SUCH RAH ROBUST AND JUST EXCELLENT TRIPLE AING DIVISION NOW THAT YOU'VE ALREADY TALKED ABOUT WITH WAYNE SCOTT AND COMPANY, REALLY SUGGESTS WE MAY BE READY FOR AN APPRENTICESHIP PROGRAM.

>> I THINK THAT'S EXCITING.

>> Comm. Wendt: A COUPLE COMMENTS. I REALLY APPRECIATE THE WORK YOU'VE DONE HERE, AND ECHO COMMISSIONER SMITH'S COMMENTS ABOUT USING INTERNAL RESOURCES CREATIVELY. A COUPLE THINGS STRUCK ME, EVEN THOUGH IT'S FOCUSED INTERNALLY, THE THEME THROUGHOUT IS A PERSON CENTERED APPROACH TO DELIVERING HUMAN SERVICES. AND I HOPE THAT CARRIES THROUGH IN THE IMPLEMENTATION. AND PUTTING ON MY FORMER ED OF A NONPROFIT HAT, I CAN'T GET TOO -- I CAN GET VERY EXCITED ABOUT THE TECHNICAL ASSISTANCE, I THINK THAT'S A REALLY IMPORTANT PIECE THAT PARTICULARLY SMALLER AND CULTURALLY SPECIFIC AND KNOWLEDGED FOCUS NONPROFIT GOES INTO THE WORK WITH THE SKILLS AND THE KNOWLEDGE THEY BRING TO IT, BUT NOT NECESSARILY HOW TO COMPETE FOR GOVERNMENT DOLLARS. AND SO SOMETIMES WE MISS AS GOVERNMENT SOME KEY PARTNERS TO THE WORK. SO I LOOK FORWARD TO LEARNING MORE AND HEARING MORE ABOUT THE TECHNICAL ASSISTANCE PIECE. I THINK THAT'S TREMENDOUS. AND FINALLY, I HEARD A STORY ON NPR YESTERDAY THAT SENIORS ARE ONE OF THE FASTEST GROWING GROUPS IN ADOPTING TECHNOLOGY. SO YOUR COMMENT ABOUT MODERNIZING I THINK GOES TO ALL AGE RANGES, AND I THINK IS A CHALLENGE TO ALL OF US IN DOING THIS WORK. BUT I'M GLAD IT'S A FOCUS WITHIN THE PLAN.

>> I APPRECIATE THAT NEW INFORMATION.

>> THANK YOU FOR THIS PRESENTATION. THIS IS GREAT. AND I REALLY APPRECIATE THE APPROACH THAT ALL MY COLLEAGUES, THE APPROACH YOU'VE TAKEN IN TAKING A LOOK AT THIS. YOU KNOW, A FEW THINGS THAT STOOD OUT FOR ME, I ALWAYS REALLY LIKED THAT YOU USED EXPERTISE WITHIN THE COUNTY, BECAUSE WE HEARD THAT IN A REPORT THAT WAS DONE NOT SO LONG AGO, THAT WE HAD A LOT OF EXPERTISE WITHIN THE COUNTY, AND WE NEEDED TO LOOK INTERNALLY TO USE THAT EXPERTISE. I ALSO LIKE THAT YOU'RE TAKING A LOOK AT HOW THE WORK FORCE WORKS IN THIS DAY AND AGE. ASKING FOR GREATER MOBILITY, AND HOW DO YOU ADAPT TO THAT. I ALSO LIKED IN YOUR WORLD CAFE THAT ONE OF YOUR RULES WAS HAVE FUN. I THINK THAT'S SO IMPORTANT IN ALL OF OUR WORK. WE HAVE TO HAVE FUN WITH THE WORK. AND CERTAINLY THE APPROACH TO YOUR EMPLOYEES IN TAKING -- AND TAKING CARE OF YOUR EMPLOYEES. I HAVE A DAUGHTER IN SOCIAL WORK AND I KNOW HOW IMPORTANT THAT IS. IT'S VERY HARD WORK. AND IT'S SO IMPORTANT TO TAKE CARE OF YOURSELVES AND TO TAKE CARE OF EACH OTHER. SO REALLY APPRECIATE THAT APPROACH AS WELL. SO THANK YOU. THIS IS GREAT WORK.

>> THANK YOU.

>> Chair Madrigal: I WANT TO THANK YOU AS WELL. I THINK THIS IS SUCH AN EXCELLENT EXAMPLE OF INTENTIONAL PLANNING AND REALLY LOOKING DEEP AND BEING HONEST ABOUT THE STRENGTH AND WEAKNESSES OF THE ORGANIZATION AND JUST GOING INTO IT WITH EYES OPEN SAYING, YOU KNOW, WE WANT TO IMPROVE THINGS, AND THIS ISN'T PERSONAL AND IT ISN'T -- WE DON'T NEED TO HIDE FROM THINGS. THE GOAL IS EVEN THOUGH THE FOCUS IS INTERNAL, REALLY, ALL THE THINGS YOU TALK ABOUT ARE GOING TO MAKE THE SURFACE FOR OUR EXTERNAL CLIENTS BETTER. AND I'M ESPECIALLY EXCITED ABOUT THE BOUNDARY SPANNING, OR SILO BUSTING, OR WHATEVER WE'RE CALLING IT. I THINK FOR OUR CLIENTS, THAT'S GOING TO MAKE SUCH A HUGE DIFFERENCE. BECAUSE PEOPLE DON'T UNDERSTAND WHEN THEY CALL WHY THEY COULD TALK TO ONE PERSON AND ANOTHER PERSON IN THE COUNTY CAN'T PULL UP THEIR INFORMATION OR DOESN'T FIND THEIR FILE BECAUSE THAT'S NOT HOW THE WORLD WORKS ANYMORE. WE GO ON FACEBOOK AND THEN NO MATTER WHERE WE GO ON THE WEB, THEY KNOW WE WERE SHOPPING FOR WINE GLASSES. SO TRYING TO -- PEOPLE HAVE COME TO EXPECT THAT, ONCE THEIR INFORMATION IS IN, IT'S IN, AND CAN BE ACCESSED. I REALLY APPRECIATE THE FOCUS NOT JUST ON VICK EMPLOYEES TALK TO EACH OTHER, BUT WORKING ON THE DATA SYSTEMS TO MAKE SURE THAT THAT INFORMATION IS AVAILABLE TOO. SO THIS IS REALLY EXCELLENT WORK. THANK YOU VERY MUCH. AND YOUR STAFF TOO, I KNOW THIS IS A WHOLE DEPARTMENT LEVEL EFFORT.

>> THANK YOU. AND I DO WANT TO THANK OUR WHOLE ENTIRE STAFF WHO REALLY PARTICIPATED IN THIS PROCESS, AND AGAIN, ARE REALLY SMART

AND REALLY FUN, AND REALLY COMMITTED TO WHAT WE DO. SO I WANT TO THANK ALL OF THEM AGAIN.

>> BOARD BRIEFING ON OVERTIME AUDIT.

>> GOOD MORNING, CHAIR AND COMMISSIONERS. THANK YOU FOR ALLOWING US TO PRESENT THE -- OUR OVERTIME AUDIT FINDINGS, AND WITH ME IS CRAIG HUNT, WHO WILL LEAD OFF, I'LL LET HIM INTRODUCE HIMSELF, AND MARC ROSE. IF THERE ARE QUESTIONS DURING THE PROCESS, PLEASE GO AHEAD AND ASK THOSE AND THEN WE HAVE SOME TIME AT THE END AND IF THERE ARE QUESTIONS SPECIFIC TO THE SHERIFF'S OFFICE, I NOTE DREW BROSH IS IN THE AUDIENCE AVAILABLE TO ANSWER QUESTIONS SPECIFIC TO THE SHERIFF'S OFFICE. WITH THAT I'M TURN IT OVER.

>> GOOD MORNING. CRAIG HUNT, COUNTY AUDITORIES OFFICE. GO AHEAD AND GET STARTED HERE. WE BEGAN THIS AUDIT BY LOOKING AT ALL OVERTIME IN THE COUNTY. WE WANT TO GET A BROAD VIEW OF THE ROUGHLY \$10 MILLION ABOUT 3% OF TOTAL PERSONNEL COSTS THAT THE COUNTY PAYS FOR OVERTIME EACH YEAR. WE CENTERED OUR ATTENTION ON THE SHERIFF'S OFFICE, PRIMARILY BECAUSE THEY ACCOUNT FOR ABOUT THREE-QUARTERS OF THE OVERTIME HOURS. WITHIN THE SHERIFF'S OFFICE, WE LOOKED AT THE CORRECTIONS AND THE PATROL UNITS. AND ALL OTHER DEPARTMENTS, WE LOOKED AT OUTLIERS. OUTLIERS ARE EMPLOYERS -- OUTLIERS ARE EMPLOYEES WHOSE HOURS WERE SIGNIFICANTLY GREATER THAN THEIR COWORKERS. WE'RE GOING TO TALK ABOUT CORRECTIONS FIRST, THEN PATROL, AND END WITH A BRIEF LOOK AT OUTLIERS. STARTING WITH CORRECTIONS, WE FOCUSED ON CORRECTIONS DEPUTIES. CORRECTIONS DEPUTIES INCLUDES BOTH DEPUTIES AND SERGEANTS, DEPUTIES IS INCLUDING BOTH OF THOSE. THAT'S ABOUT 440 FULL-TIME EMPLOYEES. IN PARTICULAR, WE FOCUSED ON THOSE WORKING IN THE JAILS, AND THE COURTHOUSE, THAT GROUP IS ABOUT 358 FTE. WE APPROACHED THE AUDIT FROM A COST PERSPECTIVE. THE SHERIFF'S OFFICE REALLY -- ARE THE ONES WHO MUST CONSIDER THE IMPACT OF OVER TIME ON MORALE AND SAFETY. FROM OUR STANDPOINT, AS LONG AS THERE'S A DEMAND FOR VOLUNTARY OVERTIME, AND THERE ARE NOT SAFETY CONCERNS ABOUT DEPUTIES WORKING TOO MUCH OVERTIME, INCURRING OVERTIME INSTEAD OF HIRING ADDITIONAL STAFF CAN HELP THE SHERIFF'S OFFICE CONTROL TOTAL PERSONNEL COSTS. OUR PRIMARY OBJECTIVE IS TO UNDERSTAND HOW OVERTIME AFFECTS TOTAL PERSONNEL COSTS. OK. TO GET -- HELP UNDERSTAND OVERTIME, I WANT TO TAKE A QUICK LOOK AT WORKLOAD IN THE JAIL. JUST A BRIEF LOOK AT IT. WORKLOAD IN THE JAIL FALL NOOSE THREE CATEGORIES. THE FIRST CATEGORY IS POST, AND THAT'S WHERE MOST OF THE WORKLOAD IS. A POST IS A POSITION IN THE JAIL SUCH AS CONTROL POST, OR A DORM, THAT MUST BE STAFFED IN ORDER TO MEET THE OPERATIONAL AND SAFETY DEMANDS OF THE JAIL. HOSTS ARE SET EACH SHIFT, THEY DON'T FLUCTUATE. GENERALLY THEY

DON'T FLUCTUATE. OCCASIONALLY THEY'LL CLOSE A POST, BUT MOST OFTEN POSTS ARE THE SAME EACH DAY.

>> Comm. Smith: MADAM CHAIR, I NEED A QUESTION. SO A POST, GIVE ME AN EXAMPLE OF WHAT A POST POSITION IS.

>> A POST POSITION, ONE THAT I CAN MEDIATELY THINK ABOUT IN THE JAIL ASSIST A CONTROL POST. MARK AND I WENT ON A TOUR OF THE JAILS AND THE CONTROL POST, THERE'S PROBABLY -- THE CHIEF COULD PROBABLY --

>> Comm. Smith: WHAT DO THEY DO?

>> THEY'RE SITTING AT A SCREEN, AND THEY'RE CONTROLLING DOORS THAT ARE OPEN --

>> Comm. Smith: GOING IN AND OUT OF THE JAIL?

>> AND THEY HAVE TO BE THERE. SO I OK.

>> IN ADDITION TO POSTS, THERE'S ADDITIONAL WORK. ADDITIONAL WORK WE'VE HEARD OF RECENTLY ARE SUICIDE WATCHES, HOSPITAL TRANSPORTS, AND OTHER TYPES OF REQUIRED WORK. THE NUMBER OF THOSE, THE NUMBER OF THE SUICIDE WATCHES, THE AMOUNT OF ADDITIONAL WORK, UNLIKE POST, THEY'LL VARY EVERY DAY. SO ONE DAY YOU MAY HAVE A BUNCH OF SUICIDE WATCHES, AND THE NEXT DAY YOU WOULD HAVE RELATIVELY FEW. FINALLY, TRAINING IS A TYPE OF ADDITIONAL WORK. THE SHERIFF HAS A LITTLE MORE CONTROL OVER THIS BECAUSE THEY CAN SCHEDULE GENERALLY SCHEDULE WHEN IT HAPPENS. THE NUMBER OF HOURS DEPUTIES HAVE AVAILABLE TO ACCOMPLISH THE WORKLOAD I JUST DESCRIBED DEPENDS ON THE LEVEL OF ABSENCES AND HOW THEY WORK IN A 24/7 ENVIRONMENT. WHEN A DEPUTY IS ASSIGNED TO THE POST, HE'S ABSENT, IT MUST BE COVERED. THAT MUST BE COVERED. THERE'S NOT THAT MUCH OF A CHOICE. SOMEBODY IS GONE, IT'S GOT TO BE TAKEN CARE OF. WHEN DEPUTIES ARE NEEDED FOR ADDITIONAL WORKLOADS, SUCH AS THE SUICIDE WATCHES OR TRANSPORTS THAT I WAS TALKING ABOUT EARLIER, THAT TAKES AWAY -- THAT MEANS FEWER CORRECTIONS DEPUTIES ARE AVAILABLE TO WORK POSTS. AND NOW THE LEVEL OF ABSENCES INCREASE AS THE TENURE OF DEPUTIES INCREASES. THE NEXT SLIDE LOOKS AT VACATION TIME. AS YOU CAN SEE FROM THIS CHART, OVER 60% OF THE DEPUTIES RECEIVE FIVE OR SIX WEEKS OF VACATION TIME A YEAR, BECAUSE THEY HAVE OVER 15 YEARS OF SERVICE. AND THERE'S A GOOD GROUP IN THE 10 TO 15-YEAR CATEGORY AS WELL. THAT'S ALLOWED UNDER THE CORRECTIONS CONTRACT. THIS WILL LIKELY NOT CHANGE. FOR SOME TIME TO COME, BECAUSE YOU HAVE 20% IN THAT FOUR-WEEK CATEGORY, AND A SIGNIFICANT AMOUNT IN THE 15 TO 20-YEAR CATEGORY. IN ADDITION TO THE LEVEL OF ABSENCES, THE BEHAVIOR OF

ABSENCES AND ADDITIONAL WORKLOAD IMPACT COSTS. BY BEHAVIOR I MEAN VARIABILITY OF ABSENCES OR THE PREDICTABILITY. HOW PREDICTABLE ARE THOSE ABSENCES? FINDING THE EXACT MATCH OF STAFF-TO-WORKLOAD REALLY WOULD BE EASY IF YOU DIDN'T -- IF ABSENCES AND ADDITIONAL WORKLOAD WERE PREDICTABLE. POST AND STAFFING ARE CONSTANT, BUT THE ABSENCES AND ADDITIONAL WORKLOAD VARY EACH SHIFT, AND AS I MENTIONED EARLIER, THERE'S A LOT OF VARIABILITY EACH -- EACH SHIFT, THERE'S THREE SHIFTS, EACH SHIFT THERE'S A LOT OF VARIABILITY. MOST OFTEN THE DEPUTIES, THE NUMBER MUCH DEPUTIES REALLY MATCHES THE WORK THAT NEEDS TO BE DONE, ON THOSE DAYS WHEN THERE ARE FEWER DEPUTIES. THEN THERE IS WORK, THERE'S OVERTIME. AND WHEN THERE'S MORE DEPUTIES THAN THERE ARE WORK, THERE ARE EXTRAS THAT ARE NOT REALLY ESSENTIAL TO HAVE ON THE SHIFT.

>> A QUESTION. SO IF YOU CAN GO BACK TO THAT SLIDE. ONE OF THE QUESTIONS THAT I HAVE, AND IT RELATES TO THE CONVERSATION WE HAD LAST WEEK AROUND OVERTIME. IF ONE OF THE SIGNIFICANT DRIVERS IS AN INCREASE IN SUICIDE WATCH, FOR EXAMPLE, AND THAT CHANGES DAILY, SO IT MIGHT NOT BE SOMETHING YOU CAN PLAN FOR, IS THERE A WAY TO, SAY, OVER THE LAST THREE MONTHS, SIX MONTHS, NINE MONTHS, HERE'S THIS TREND WE'RE SEEING, SO IT'S NOT NECESSARILY A DAY-TO-DAY WEEK-TO-WEEK DECISION THAT CAN'T NECESSARILY BE PLANNED FOR? IS THERE SOME SORT OF RECOMMENDATION AROUND A DATA SYSTEM OR A WAY TO BE MORE INTENTIONALLY OR PLANFUL ABOUT SOME TRENDS THAT ARE EMERGING RATHER THAN REACTING TO THEM AFTER THE FACT?

>> ONE OF THE RECOMMENDATIONS IN OUR REPORT IS ABOUT THE DATA THAT NEEDS TO BE COLLECTED, AND THAT'S ONE OF THE AREAS WHERE THE DATA COULD BE BETTER. CERTAINLY THE WORKLOAD, THE ABSENCE DATA IS GOOD. BUT SOME OF THE WORKLOAD DATA, THE SUICIDE WATCHES, WE COULDN'T GET TO IN THE AUDIT, WE COULD ONLY LOOK AT WORKLOAD AS A GROUP AND SAY, WHAT WORKLOAD HAD DONE, BUT WE COULDN'T DRILL DOWN INTO SUICIDE WATCHES, OR TRANSPORT, OR THAT TYPE OF THING. AND I'M HOPING THE SHERIFF'S OFFICE WILL BE DOING THAT IN THE FUTURE.

>> LET ME CHIME IN. I THINK FROM WHAT THE INFORMATION PRESENTED BY THE SHERIFF'S OFFICE FOR THE -- AT THE END OF THE FIRST QUARTER REGARDING OVERTIME, AND THEY WERE STARTING TO TRACK THAT DATA MUCH BETTER. WE WOULD LIKE TO SEE THAT TRACKING MAKE ITS TRANSITION ALL THE WAY INTO SAP, SO THAT INFORMATION WE READILY AVAILABLE BOTH TO THE SHERIFF'S OFFICE TO THEIR RESEARCH UNIT TO THEIR PERSONNEL UNIT, AND ALSO TO US AND TO THE BOARD SO THAT ALL WE'D HAVE TO DO IS GO INTO SAP AND BE ABLE TO EXTRACT THAT DATA AND THEY BE WE WOULD WORK -- CERTAINLY TRY -- IF WE CAN PREDICT ANY

TRENDS IN THOSE -- IN THAT DATA, THAT WE WOULD RELAY THAT INFORMATION TO ALL THE FOLKS THAT ARE APPROPRIATE TO.

>> RIGHT. WHAT I'D LIKE TO DO, WE'RE TALKING ABOUT THE BEHAVIOR OF ABSENCES. AND LOOKING AT THE DAILY VARIABILITY OF THOSE ABSENCES, THIS CHART, THE BLUE LINE IS THE STAFFING LEVEL. CORRECTIONS EXPECTS ABSENCES OR ADDITIONAL WORKLOAD, AND SO MORE STAFF ARE ASSIGNED TO A SHIFT THAN THERE ARE POSTS. THEY'RE TRYING TO SAY, OK, WE THINK ON AVERAGE WE'RE GOING TO HAVE IN THIS CASE 15 ABSENCES TO DEAL WITH. OK. SO WE START OUT WITH 65 PEOPLE TO COVER 50 POSTS. THEN YOU HAVE THE ABSENCES OCCUR. SOME PEOPLE ARE ABSENT, SOME PEOPLE ARE SICK, SOME PEOPLE ARE IN TRAINING? PEOPLE ARE WORKING SUICIDE WATCHES OR HOSPITAL TRANSPORTS. SO WE'VE STARTED WITH 65, THE BLUE LINE, WE SUBTRACTED OUT THOSE THAT ARE ABSENT, WORKING ON ADDITIONAL WORK, AND THAT'S WHAT THE GREEN LINE REPRESENTS. YOU CAN SEE IT'S VARYING EACH DAY. NOW, THOSE AREAS WERE THE STAFFING LEVEL IS BELOW THE RED LINE, THAT REPRESENTS OVERTIME OR TOO FEW OF STAFF 0 A SHIFT. AND THOSE PLACES WHERE IT'S ABOVE THE RED LINE, THAT MEANS YOU HAVE EXTRA STAFF THAT ARE NOT ESSENTIAL TO THE SHIFT. HERE'S THE CATCH. BOTH EXTRAS AND OVERTIME ARE EXPENSIVE. BUT EXTRAS ACTUALLY COST MORE THAN DOES OVERTIME. BECAUSE WITH AN EXTRA YOU HAVE TWO DEPUTIES WORKING, AND ONE IS DOING THE POST AND ONE IS NOT ESSENTIAL TO THE SHIFT.

>> I HAVE A QUESTION ABOUT VACATION AND MAYBE THIS IS SOMETHING THAT DREW CAN ANSWER, IS HOW MUCH CHOICE DO EMPLOYEES HAVE WHEN THEY TAKE VACATION AND HOW IS THAT MONITORED AND APPROVED SO -- DO YOU HAVE LIKE A SET NUMBER OF PEOPLE THAT CAN TAKE VACATION AT A CERTAIN TIME, OR -- COULD YOU EXPLAIN?

>> YES. DREW BROSH FROM THE SHERIFF'S OFFICE. SO EMPLOYEES ARE GRANTED VACATION LEAVE BANKS IN TERMS OF YEARS OF SERVICE. EMPLOYEES HAVE THE OPPORTUNITY TO TAKE VACATION TIME BASED ON SENIORITY IN A SIGN-UP, SO IN A GENERAL SENSE SENIOR EMPLOYEES HAVE MORE OPPORTUNITIES WITH SOME OF THOSE MORE CHOICE MONTHS THAN NEWER EMPLOYEES. THERE IS A MATHEMATIC FORMULA THAT CALCULATES THE AMOUNT OF -- THAT CALCULATES PER SHIFT IN THE JAILS, FOR EXAMPLE, THE AMOUNT OF LEAVE AVAILABLE TO STAFF THAT NUMBER GETS APPLIED TO A FORMULA THAT ALLOWS A CERTAIN NUMBER OFF ON EACH SHIFT. SO WE'VE GOT POLICIES IN PLACE OUTSIDE OF EMERGENCY SITUATIONS WE ONLY ALLOW SO MANY TO BE ON VACATION OR PERSONAL HOLIDAY ON A GIVEN SHIFT.

>> THANK YOU.

>> MAY I ASK A QUESTION? ON THIS CHART, SO -- I THOUGHT I UNDERSTOOD -

- THIS IS CLARIFICATION. I THOUGHT I UNDERSTOOD YOU TO SAY ABSENCE DATA IS GOOD. DID I UNDERSTAND THAT RIGHT? DATA ON ABSENCES --

>> THE ABSENCES, IN OTHER WORDS, IF THEY'RE GONE FOR THE DAY, IF THEY'RE ON VACATION OR THEY'RE SICK, THAT DATA IS GOOD. IF THEY'RE ASSIGNED TO A SUICIDE WATCH OR ASSIGNED TO TRAINING, OR SOME OTHER ASSIGNMENT OTHER THAN THE POST, THAT DATA IS NOT AN SAP. IT IS NOT GOOD DATA FOR US.

>> I'M LOOKING AT THE NUMBER OF STAFF SCHEDULED TO WORK, AND THEN THE POSTS AND THE STAFFING LEVEL. SO IS THAT 15 PEOPLE BASED ON DATA? IS THAT WHY THEY'RE STAFFED AT 15 PEOPLE --

>> THIS EXAMPLE IS HYPOTHETICAL TO TRY TO -- SO WE CAN ILLUSTRATE THE POINT. THE STAFFING LEVEL I THINK WAS BASED ON A 2007, I THINK IT WAS DONE IN 2007 POST FACTOR STUDY. SO THAT AVERAGE IS BASED UPON A STUDY THAT WAS CONDUCTED IN 2007.

>> THANK YOU.

>> SO THIS CHART REALLY IS INTERESTING. I WANT TO MAKE SURE I'M INTERPRETING IT CORRECTLY. STAFF SCHEDULE TO WORK, SO ON ALL OF THE DAYS LISTED HERE, THERE'S 65 STAFF SCHEDULED TO WORK IN THIS HYPOTHETICAL EXAMPLE?

>> YES.

>> SO THE STAFFING LEVEL AFTER ABSENCES, THE GREEN LINE, IS THAT HYPOTHETICAL BASED ON DATA THAT YOU EXAMINED, OR THAT WAS EXAMINED DURING THIS POST STUDY? SO THAT'S REAL DATA?

>> IT'S MEANT TO ILLUSTRATE THE ABILITY DAY-TO-DAY THAT YOU HAVE WITH ABSENCES, AND THAT YOU HAVE WITH THE OTHER WORKLOAD. IN FACT THERE'S A CHART IN THE REPORT THAT SHOWS -- IT'S SEASONAL AND IT VARIES DAY BY DAY AS WELL.

>> I GUESS WHAT IT LOOKS -- WHAT THIS APPEARS TO BE IS THAT STAFF SCHEDULED TO WORK ARE MORE THAN ADEQUATE TO HANDLE THE POSTS WHICH FALL 15 STAFF POSITIONS BELOW STAFF SCHEDULED TO WORK. IS THAT AN ACCURATE READING OF WHAT THE CHART IS SHOWING?

>> WELL, ON ANY GIVEN DAY YOU CAN HAVE -- YOU CAN HAVE A LOT OF -- YOU COULD HAVE A LOT MORE WORKLOAD THAN YOU EXPECT. I MEAN --

>> I'M ONLY JUST READING THIS OFF YOUR CHART. SO I MEAN, IS THAT --



>> -- ANTICIPATION OF ABSENCES. AND THAT ADDITIONAL WORK, AND SOME DAYS YOU'RE GOING TO HIT IT AND SOME DAYS YOU AREN'T. WHEN THE STAFFING LEVEL IS CONSTANT AS HOW IT IS IN THE -- HOW TO OPERATE -- HOW IT OPERATES IN THE JAILS.

>> MAYBE THIS WILL BE HELPFUL. WE LOOKED AT SICK TIME, AND VACATION TIME LIKE ON A DAY-TO-DAY BASIS.

>> I'M ONLY TALKING ABOUT THE CHART. I UNDERSTAND -- I UNDERSTAND THIS COULD GET VERY EXTENDED IN TERMS OF AN EXPLANATION. I JUST WANT YOU TO EXPLAIN THIS CHART TO ME, WHICH APPEARS TO BE 65 STAFF PEOPLE SCHEDULED TO WORK. 50 POSTS TO COVER. WHICH TELLS ME THAT WE'RE BEING CONSERVATIVE AND CAREFUL ABOUT MAKING SURE THAT WE'RE COVERING THE POSTS. AND THE INTERESTING THING TO ME ABOUT THE GREEN ABSENCE LINE IS THAT IT NEVER RISES OVER THE LEVEL OF THE BLUE LINE STAFF SCHEDULED TO WORK. SO I'M JUST WONDERING, MAYBE YOU USED A CHART THAT IS NOT EXPLAINING THE PROBLEM THAT YOU ARE GOING TO EXPLAIN OR MAYBE I'M JUST MISUNDERSTANDING YOUR CHART. SO -- LET ME TELL YOU WHAT I'M VIEWING HERE. THE STAFFING LEVEL AFTER ABSENCES HYPOTHETICALLY ON DAY ONE IS 45. THE POSTS ARE 50. THE STAFF SCHEDULED TO WORK, DOES THAT MEAN IT'S POSSIBLE THAT A THIRD APPROXIMATELY --

>> 20.

>> 20 IS ALMOST A THIRD OF 65, I'M NOT A MATH MAJOR, I'M AN ENGLISH MAJOR. I REALLY MISS DEBORAH. THERE MAY BE OTHER ENGLISH MAJORS IN THE ROOM. IT APPEARS A THIRD OF THE STAFF ARE ABSENT ON THAT DAY. IS THAT --

>> ABSENT BEING SICK OR VACATION, OR BEREAVEMENT, OR ALL THE OTHER CATEGORIES OF ABSENCES, OR YOU HAD A LOT OF SUICIDE WATCHES, YOU HAD A LOT OF HOSPITAL TRANSPORT, AND YES, IT CAN BE THAT MUCH. THAT IS CORRECT. THEY CAN BE THAT MUCH.

>> ABSENCE NOT IN THE TRADITIONAL SENSE THAT YOU THINK THEY WEREN'T THERE. SOME OF THEM MAY HAVE BEEN ASSIGNED TO OTHER NECESSARY DUTIES AND THUS YOUR NUMBER OF DEPUTIES AVAILABLE TO COVER THE POST OF 50 ISN'T ADEQUATE.

>> THAT IS CORRECT.

>> SO EVERY GAP WHERE THE GREEN LIGHT FALLS BELOW THE RED LINE IS AN INSTANCE WHERE OVERTIME WOULD NEED TO BE UTILIZED. AND THAT'S WHAT THIS GRAPH IS DEMONSTRATING TO US.

>> YES. AND IT'S ALSO SAYING WHERE THE GREEN LINE FALLS ABOVE THE RED LINE, YOU HAVE EXTRAS. OR STAFF THAT'S NOT ESSENTIAL TO THE SHIFT.

>> AND ALSO WHAT THIS IS SHOWING ME IS THAT WE'RE EXPECTING AT LEAST 10 ABSENCES PER SCHEDULE. AT LEAST 10 ABSENCES PER SCHEDULE. AND THAT TELLS ME THAT OUR PLANNING IS NOT IN SYNC WITH REALITY. IF WE'RE -- IF WE PLAN ON HAVING 65 STAFF SCHEDULED TO WORK, AND IN REALITY THE BEST WE'RE DOING IS 55, THAT SEEMS LIKE AN UNACCEPTABLE VARIATION FROM THE PLAN, WHICH IS PROBABLY WHY THE SHERIFF'S OFFICE ENDS UP IN TROUBLE WITH BUDGETED TIME. I'M TRYING TO DRAW SOME CONCLUSIONS HERE FROM THE AUDITORIES REPORT SO THAT WE CAN BE MORE SUCCESSFUL AS WE CARRY ON INTO THE FUTURE. BUT THIS APPEARS TO DESCRIBE A MANAGEMENT ANTICIPATION OF STAFF NEEDS PROBLEM THAT IF IT WERE REFLECTED IN THE BUDGET, WOULD BE -- WOULD RESULT IN SOME DISAPPOINTMENT.

>> I THINK THE -- WHAT THIS DOESN'T SHOW -- THIS WAS ONLY USED TO ILLUSTRATE THE QUESTION OF WHEN OVER TIME OCCURS. AND THAT'S WHEN YOU HAVE LESS -- YOU HAVE LESS THAN 50 AVAILABLE FOR THE MINIMUM NUMBER OF POSTS FACTOR. IT DOES NOT CAPTURE THE ACTUAL VACATION TIMES, SICK TIMES, OR THOSE OTHER ASSIGNMENTS IN THIS CHART. WE DON'T SHOW THE OTHER ASSIGNMENTS. SO IF SOMEONE SHOWS UP FOR WORK AND MAYBE -- LET'S ASSUME ALL OF THEM SHOWED UP FOR WORK, BUT THAT ONE DAY THERE WERE 20 SUICIDE WATCHES. JUST FOR A WILD EXAMPLE. YOU WOULD STILL NEED FIVE MORE FOR OVERTIME. SO THIS DOES NOT GET TO THE QUESTION OF, WERE PEOPLE OVERASSIGNED, UNDERASSIGNED, OR -- THE OTHER VACATION AND SICK AND THOSE OTHER FACTORS. THIS IS GIST LOOKING AT THE OVERTIME QUESTION AT THIS POINT.

>> I SEE THAT. WHAT IT SHOWS ME IS THAT WE NEED TO DO SOME WORK, AND MAKE THESE LINES -- IF WE'RE GOING TO USE THE POST FACTOR TO ANTICIPATE WHERE OUR BUDGET NEEDS ARE, I CAN SEE WHERE IT'S DIFFICULT TO BUDGET UNDER THIS EXAMPLE.

>> AND WHY IT'S IMPORTANT TO CAPTURE ALL THE DATA AND SO WE KNOW WHAT OTHER WORK FACTOR IS PUSHING THE TOTAL HOURS, WHICH WE CONCLUDED WERE -- WAS THE REAL DRIVER HERE.

>> Comm. Smith: I HAVE A QUICK QUESTION. IF I LOOK AT THIS TABLE, IT WOULD APPEAR TO SAY, BECAUSE WE DON'T HAVE ALL THE DATA ABOUT THE SUICIDE WATCH AND OTHER THINGS, JUST LOOKING AT THIS DATA, IT SAYS WE HAVE 65 FOLKS SCHEDULED TO WORK, AND THAT'S ON A DAILY BASIS. JUST LOOKING AT THIS, IT WOULD APPEAR WE WOULD NEED TO GO TO 60 OR 55 FOLKS WORKING BECAUSE WE DON'T HAVE THE OTHER INFORMATION.

LIKE THE SUICIDE WATCH IN THE VACATION TIME, IT WOULD BE HELPFUL TO HAVE THOSE LINES IN THERE, AND WE CAN SEE WHY IT'S NEEDED TO HAVE 65 FOLKS WORKING AS OPPOSED TO 55.

>> WE AGREE TOTALLY. WE LOOKED FOR THE DATA, THE DATA IN TELESTAFF, WHICH IS THEIR STAFFING SYSTEM, ISN'T ALWAYS UPDATED, SO WE WEREN'T ABLE TO VERIFY WHERE EVERYONE WAS WORKING ON A GIVEN DAY AND COME UP WITH DATA FOR THE PAST YEAR. THAT DATA MAY BE BETTER NOW, BUT AFTER WE'VE GONE IN -- FOR THE PAST THREE YEARS, AND WE PARTICULARLY LOOKED AT THE MOST RECENT FISCAL YEAR, THE DETAILED DATA THAT WOULD ANSWER ALL THOSE QUESTIONS WAS NOT AVAILABLE.

>> Comm. Smith: OK.

>> I WOULD JUST COMMENT I'M A LITTLE STUCK ON THE ABSENCES ALL BEING ROLLED TOGETHER. THE VACATION, THE SICK TIME, THE REASSIGNMENT. BECAUSE I THINK VACATIONS SHOULD BE RATHER PREDICTABLE BECAUSE YOU HAVE A SET LIMIT, WHEREAS THE SUICIDE WATCHES AND OTHER THINGS AREN'T AS PREDICTABLE. SO IT'S DIFFICULT TO JUDGE WHAT'S ACTUALLY GOING ON.

>> THANK YOU.

>> YES. IN THIS SENSE WE WERE USING ABSENCE FROM THE SPECIFIC POST, SO IT'S AN AMALGAMATION OF DATA.

>> THANK YOU. THAT'S REALLY HELPFUL. TO MY QUESTION, BECAUSE IT SEEMS TO ME OUT OF THESE -- SO OUT OF THESE 65 STAFF SCHEDULED TO WORK, MAYBE FIVE OF THEM ARE ON VACATION. WHICH IS KIND OF INCONSISTENT WITH SCHEDULED TO WORK, 65 WHO WOULD ORDINARILY BE - - THE GAP BETWEEN THE BLUE LINE AND THE GREEN LINE IS REALLY TROUBLING ME, AND I'M LOOKING FOR AN EXPLANATION FOR WHY THERE'S SUCH A BIG GAP BETWEEN THE BLUE LINE AND THE GREEN LINE. AND IT SEEMS LINGERING THERE'S A LOT OF OPPORTUNITY IN THAT GAP, THAT WE SHOULD BE TAKING ADVANTAGE OF.

>> JUST ONE EXAMPLE. FOR INSTANCE, AN MCDL ON THE DAY SHIFT, THERE'S EIGHT VACATION SLOTS EVERY DAY. THAT'S ALLOCATED ACROSS 365 DAYS EVENLY. PART OF THE PROBLEM IS, FROM JULY TO DECEMBER, ALL THOSE EIGHT SLOTS I CAN PRETTY MUCH GUARANTEE WILL BE USED. FROM JANUARY TO JUNE, YOU MIGHT HAVE FOUR PEOPLE ON VACATION. SO WHEN YOU'RE MAKING A SCHEDULE, YOU CAN'T MAKE A SCHEDULE BASED ON DAY-TO-DAY. THAT'S NOT THE WAY THE SCHEDULING WORKS. YOU CAN'T SCHEDULE SEASONALLY UNFORTUNATELY. SO THAT DOES PRESENT A BIT OF A PROBLEM THAT YOU'RE GOING TO HAVE LESS PEOPLE OFF DURING THE

SECOND HALF OF THE FISCAL YEAR. AND THAT CREATES A PROBLEM IN TRYING TO DEAL WITH THIS PROBLEM.

>> OK. MOVING ALONG --

>> I'M SORRY, I'M GOING TO HIGH CENTER ON THAT FOR A SECOND. AND JUST SAY I UNDERSTAND WHAT YOU SAID, IF I'M UNDERSTANDING IT CORRECTLY, IS THAT STAFF PREFERENCES ARE DRIVING THIS. I TAKE MY VACATION WHEN I WANT TO TAKE MY VACATION, AND I WANT TO TAKE MY VACATION BETWEEN JULY AND DECEMBER.

>> I WOULD SAY IT'S A PRODUCT OF THE CONTRACT THAT ALLOCATES SO MANY VACATION SLOTS ACROSS THE YEAR AND IT DOESN'T MEAN YOU HAVE TO TAKE A VACATION TIME. SO SOME OF THOSE -- THE PEOPLE THAT WANT TO TAKE VACATION TIME, AS I UNDERSTAND IT, WILL TAKE IT AS LONG AS THEY CAN FILL THOSE SLOTS. BUT COME THE SECOND HALF OF THE YEAR, MAYBE PEOPLE ARE GOING TO BANK THEIR VACATION TIME. AND THEY DON'T TAKE VACATION. SO EVEN THOUGH THE SLOT IS THERE, IT ISN'T USED. SO THAT CREATES A DIFFERENT -- ANOTHER DYNAMIC, BUT IT'S OUTSIDE THE CONTROL OF MANAGEMENT AT THIS POINT, AS I UNDERSTAND IT, IT'S PART OF THE WORKING CONDITIONS COVERED UNDER THE CONTRACT.

>> DO YOU REQUIRE FOLKS TO REQUEST VACATION, DO THEY HAVE TO DO IT A FEW WEEKS AHEAD OF TIME, OR A MONTH AHEAD OF TIME SO YOU HAVE PREDICTABILITY AND ARE ABLE TO PLAN?

>> YES. WE HAVE A COUPLE OF METHODOLOGIES IN PLACE. ONE IS AN ANNUAL SIGN-UP, WHERE PEOPLE D. STAFF MEMBERS REQUEST THEIR SCHEDULED VACATION FOR THE ENTIRE CALENDAR YEAR. WE ALSO HAVE A POLICY OF IF YOU'RE GOING TO CANCEL VACATION, YOU HAVE TO GIVE 20 DAYS' NOTICE. SO WE CAN PLAN ADEQUATELY FOR THE VACANCIES. AND I THINK I JUST -- WOULD IT BE OK TO ASK A QUESTION? [LAUGHTER]

>> OF COURSE.

>> SURE.

>> AS LONG AS WE'RE HERE, I SENSE A LOT OF DISCUSSION AND CURIOSITY ABOUT THE GAP BETWEEN THE 50 POSTS WE HAVE AND THE 65 STAFF SCHEDULED TO WORK. WHEN I THINK THAT THIS EXAMPLE COMES FROM -- THIS EXAMPLE IS HYPOTHETICAL, I BELIEVE, IT'S MEANT TO SHOW THE DYNAMIC BETWEEN OVERTIME AND EXTRAS, AND DOESN'T HAVE A PARTICULAR CONNECTION TO OUR ACTUAL SCHEDULES THAT WE'RE OPERATING THIS YEAR. FAIR TO SAY?

>> THAT IS CORRECT.

>> OK.

>> CONTINUE, SORRY.

>> TO GET BACK ON TRACK, WHAT IT WAS IS WHAT ACHIEVE THE CHIEF JUST SAID, IT WAS TRYING TO LOOK AT EXTRAS, WHICH IS ABOVE THE RED LINE, AND OVERTIME, WHICH IS BELOW. AND POINT OUT THAT WHEN YOU HAVE EXTRAS, OVER THE WHOLE YEAR THE CUMULATIVE NATURE OF THOSE EXTRAS ARE REALLY MORE EXPENSIVE THAN OVERTIME. SO THE NEXT CHART SHOWS THAT YOU BASICALLY WANT TO HAVE FEWER STAFF -- THE SHERIFF'S OFFICE POINTS OUT THAT SOMETIMES WHEN YOU HAVE EXTRAS, IT'S A GREAT OPPORTUNITY FOR TRAINING. AND THAT YOU WANT TO BUILD SOME OF THOSE EXTRAS INTO THE SYSTEM BECAUSE THEN OFFICERS CAN TRAIN IN OTHER POSITIONS. SO THAT'S ONE THING THIS IS NOT GOING INTO, THIS IS JUST MEANING TO ILLUSTRATE YOU MOVE THE STAFFING LEVEL DOWN, YOU HAVE FEWER EXTRAS, HOWEVER, YOU HAVE MORE OVERTIME. OK. SO I WANT TO GET INTO THE COST OF OVERTIME. IF YOU MOVE IT DOWN YOU'RE GOING TO HAVE MORE OVERTIME, BUT OVERTIME OUR AUDIT FOUND, COST ABOUT THE SAME AMOUNT AS A STRAIGHT SHIFT. IF YOU LOOK AT YOUR BASE PAY, THAT'S JUST YOUR RATE TIMES YOUR NUMBER OF HOURS WORKED. BUT ABSENCES IS WHERE A LOT OF THE EXPENSE COMES IN. AND IN FACT, IN A 24/7 ENVIRONMENT THAT WE'RE WORKING IN, THERE ARE -- THEY'RE A LARGE DRIVERS OF THE COST, BECAUSE WHEN SOMEBODY IS ABSENT, THEY HAVE TO BE COVERED. AND THAT COVERAGE COSTS MONEY, SOMETIMES IT'S ON STRAIGHT TIME, SOMETIMES IT'S ON OVERTIME. OK. SO AT THIS POINT STRAIGHT -- THE STRAIGHT TIME COLUMN IS STILL A LITTLE BIT BETTER THAN THE OVERTIME COLUMN. IF YOU ADD IN YOUR VARIOUS PERS, LIKE TRI-MET, THOSE TYPE OF THINGS THAT COME ALONG WITH EVERY -- BOTH OVERTIME AND STRAIGHT TIME, WE'RE DOING -- WE ADD THOSE COSTS IN, AND THEN WE ADD IN FIXED HEALTH INSURANCE. NOTICE THAT YOU DON'T HAVE TO PAY FOR FIXED HEALTH INSURANCE, ABSENCES OR COVERAGE OF ABSENCES ON THE OVERTIME SIDE. SO WITH OVERTIME YOU DO GET A LITTLE BIT MORE WORK FOR WHAT YOU PAY FOR. WHEN YOU ADD UP BOTH COLUMNS, YOU HAVE STRAIGHT TIME, THE STRAIGHT TIME COLUMN AND THE OVERTIME COLUMN, ARE REALLY ABOUT THE SAME. REALLY ABOUT THE SAME COST.

>> I HAVE A QUESTION.

>> Chair Madrigal: COMMISSIONER SHIPRACK.

>> Comm. Shiprack: I'M LOOKING AT THE 98 --

>> ABSENCES?

>> Comm. Shiprack: I DON'T KNOW WHERE THE DECIMAL IS. THERE ARE NO DECIMALS. IT APPEARS TO BE 98,132. THAT NUMBER. IN PAID ABSENCES UP AGAINST THE BASE PAY NUMBER, IF I'M ABSENT FROM WORK AND MY TIME IS CALCULATED IN THE BASE PAY, BECAUSE YOU'RE EXPECTING THAT I WOULD BE THERE, ON DAYS THAT I'M ABSENT FROM WORK I DON'T GET PAID DOUBLE. I GET PAID MY BASE PAY.

>> THAT'S CORRECT.

>> Comm. Shiprack: SO WHY IS THERE AN ADDITIONAL BASE PAY FOR ABSENCES?

>> THE ABSENCES ARE SUBTRACTED. THEY'RE NOT INCLUDED IN THE BASE PAY. THAT WOULD BE DOUBLE COUNTING.

>> Comm. Shiprack: ALTHOUGH IT WOULD -- IT SEEMS TO ME IT WOULD BE CONDITION THE COVERAGE OF ABSENCES BECOMES THE DOUBLE -- THERE'S A DOUBLE -- IT APPEARS THAT TO ME, I'M GOING TO NEED AN EXPLANATION AGAIN, THAT THERE'S A DOUBLE COUNTING HERE, AGAIN, BECAUSE IF STRAIGHT TIME IS REALLY 211,715, AND WE'RE USING A LEVEL PLATFORM HERE, AN ABSENCE FROM THAT THAT NEEDS TO BE FILLED WITH OVERTIME IS CALCULATED IN THE 127,515 FIGURE. BUT I DON'T GET PAID ADDITIONAL TO BE ABSENT SO I DON'T UNDERSTAND THE -- SO I DON'T UNDERSTAND THE 98132.

>> THE 98132 ARE YOUR NORMAL ABSENCES. IN OTHER WORDS, WHEN YOU HAVE A PERSON, A PERSON -- A DEPUTY GENERALLY WORKS OH, I'M HOPING I'M GETTING THIS NUMBER, ABOUT 1600 HOURS. YOU HAVE 2,080 HOURS A YEAR, AND THEY GENERALLY WORK APPROXIMATELY 1600 OF THOSE. WELL, DID THE SIX OTHER -- THE DIFFERENCE BETWEEN THE TWO ARE THE PAID ABSENCES. SO THE BASE PAY PLUS THE PAID ABSENCES WILL BE -- WILL ACCOUNT FOR A DEPUTY'S HOURS. WHEN A DEPUTY IS ABSENT, ANOTHER DEPUTY HAS TO BE THERE. SO IT TAKES ABOUT FOR A POST THAT IS AN EIGHT-HOUR POST, IT TAKES ABOUT 1.82 DEPUTIES, THAT'S THE POST FACTOR THAT IS CURRENTLY USED BY THE SHERIFF'S OFFICE, IT TAKES 1.82 DEPUTIES TO --

>> Comm. Shiprack: I UNDERSTAND. I THINK I'M UNDERSTANDING, THAT THE WAY YOU'RE CALCULATING IT HERE INVITES THIS MISUNDERSTANDING, BECAUSE WHEN YOU CALCULATE BASE PAY, IF WE'RE TALKING ABOUT PAY AND POST FACTOR COVERAGE, YOU WOULD BE LOOKING AT WHAT DOES IT COST IN PAY TO COVER THE POST? ABSENCES ARE SOMETHING THAT'S DIFFICULT TO ANTICIPATE. WHEN YOU'RE ABSENT, COVERAGE OF ABSENCES IS OVERTIME, AND THAT WOULD BE THE PAY FOR THE COVERAGE OF ABSENCES. STRAIGHT TIME IS THE PAYMENT THAT YOU ANTICIPATE IF THERE

ARE -- IF I'M NOT ABSENT. I MEAN, THAT IS WHAT SEEMS LOGICAL TO ME. SO THE WHOLE CONCEPT OF PAID ABSENCE IS -- IS CONFUSING, AND I DON'T THINK IT CONTRIBUTES HERE. I THINK OVERTIME IS WHAT IT IS THAT WE'RE DISCUSSING AS PAID ABSENCE, IT'S REALLY NOT A PAID ABSENCE, IT'S AN ADDITIONAL EXPENSE THAT THE COUNTY INCURS FOR ABSENCE.

>> YOU REMEMBER THAT LAST CHART WE --

>> Comm. Shiprack: I DO.

>> WE STILL REMEMBER THAT. YOU REMEMBER THE GAP THAT WE HAD BETWEEN THE POST AND THE ADDITIONAL DEPUTIES. WE HAD A GAP THERE. THAT GAP WAS TO FILL THESE ABSENCES. TO FILL BEHIND THESE ABSENCES, TO ANTICIPATE THEM AND FILL BEHIND. SO SOME OF THOSE PEOPLE ARE TO COVER ABSENCES. WHEN YOU DON'T HAVE ENOUGH TO COVER THE ABSENCES, YOU DO HAVE TO COVER THEM ON OVERTIME. BUT YOU'RE ANTICIPATING SOME OF THOSE, SO SOME OF THOSE ARE COVERED WITH STRAIGHT TIME AS WELL AS OVERTIME.

>> Comm. Shiprack: YOU LOSE ME, BECAUSE I THOUGHT WHAT WE WERE DOING WAS COMPARING STRAIGHT TIME TO OVERTIME. WHEN YOU ADD SOMETHING OTHER THAN OVERTIME INTO THE DISCUSSION, I THINK YOU JUST INVITE CONFUSION. AND WHAT WE'RE TRYING TO DO HERE IS UNDERSTAND SOMETHING THAT IS ALREADY CONFUSING ENOUGH. SO YOU'VE ADDED A NEW CALCULATION WHICH I DON'T BELIEVE IS ANYWHERE IN OUR BUDGETED NUMBERS OR IN THE SHERIFF'S BUDGET, BUT MAYBE I'M WRONG, AND THAT IS, PAID ABSENCES. I DON'T RECALL SEEING IN THE SHERIFF'S BUDGET A LINE FOR PAID ABSENCES. THERE'S OVERTIME, THERE'S STRAIGHT TIME.

>> LET ME TAKE A STAB AT IT. JUST LET ME CLARIFY. PAID ABSENCE ISN'T PART OF A BASE PAY OR IS IT? SO IF A DEPUTY IS -- MAKES 60,000 A YEAR, ARE YOU COUNTING THAT 60,000 AS BASE PAY OR ARE YOU COUNTING THAT 60,000 PLUS SOME PAID ABSENCES?

>> THE BASE PAY WOULD BE, LET'S JUST SAY THE BASE PAY WOULD BE 1600 HOURS. AND THEIR ABSENCES WOULD BE THE TIME THAT THEIR HOURS THAT THEY ARE ABSENT.

>> AND THE PAID ABSENCES ARE THE -- DEFINE THE NEXT LINE.

>> PAID ABSENCES IS THE AMOUNT OF TIME YOU JUSTH GET PAID FOR WHEN YOU'RE AWAY.

>> OK. SO -- WHEN YOU'RE ABSENT. WHEN YOU HAVE A VACATION.

>> SO THE BASE PAY IS WHEN SOMEONE IS WORKING, THEY'RE AT REGULAR PERIOD OF TIME ON REGULAR COSTS, IT'S NOT THE ADDITION OF THEIR TOTAL SALARY FOR THE YEAR. IT'S STRAIGHT TIME HOURS UP ABOVE. AS BASE PAY. THEY ALSO HAVE TIME OFF. SO PART OF THAT TIME OFF IS CONSIDERED PAID ABSENCES. NOW. TO FILL THOSE ABSENCES, YOU NEED COVERAGE. THE COVERAGE OF THOSE ABSENCES IS SOMETIMES PAID WITH OVERTIME COSTS AND SOMETIMES PAID WITH ANOTHER DEPUTY WORKING STRAIGHT TIME. SO YOU HAVE SORT OF THREE CATEGORIES.

>> AND I GUESS MY POINT HERE IS, THAT IS NOT HELPFUL TO WHAT IT IS THAT WE'RE TRYING TO DISCUSS HERE. BECAUSE WHAT WE'RE TRYING TO DO HERE IS SEPARATE OUT OVERTIME FROM STRAIGHT TIME. SO I JUST BOUGHT A CAR. AND I'LL TELL YOU, THIS REMINDS ME AN AWFUL LOT OF CAR DEALING, AND IT DOESN'T NEED TO BE SO COMPLICATED.

>> YOU'RE EXACTLY RIGHT. IT WAS A STEP WE USED TO ARRIVE TO THE BOTTOM LINE, AND THE BOTTOM LINE IS THE IMPORTANT LINE. SO --

>> BUT -- YES, AND AGAIN, THANK YOU FOR HELPING ME DEFINE MY PROBLEM. BECAUSE IF THE WAY WE ARRIVE AT THE BOTTOM LINE IS QUESTIONABLE, AND I'M QUESTIONING IT AND I'M NOT BEING SATISFIED BY THE ANSWERS, HOW ARE WE TO HAVE CONFIDENCE IN RELYING ON THE BOTTOM LINE? IT'S HELPFUL THAT WHAT YOU'RE SHOWING HERE IN THE STRAIGHT TIME CALCULATION ONLY HAS THREE NUMBERS. AND I APPRECIATE THAT. BUT ONE OF THEM SEEMS TO ME TO BE EXTRANEIOUS TO A HELPFUL DISCUSSION BECAUSE WHEN WE CALCULATE STRAIGHT TIME COSTS FROM OUR PERSPECTIVE, WE INCLUDE BENEFITS. SO THE ONLY OTHER THING THAT WOULD MAKE THIS MORE COMPLICATED WOULD BE LIKE IF YOU SEPARATED OUT THE HEALTH INSURANCE ADDITIONAL COST FOR SOMEBODY WHO WAS ABSENT BECAUSE THEY WERE SICK. I JUST -- I FIND IT VERY EXTRANEIOUS TO OUR DISCUSSION.

>> I UNDERSTAND. WHAT WE WERE LOOKING AT WERE THE NECESSARY HOURS TO COVER THE POST. AND THE NECESSARY HOURS AVAILABLE, AND IF YOU HAVE TIME OFF, OR -- SO YOU HAVE PAID TIME OFF, ISN'T AN AVAILABLE NECESSARY STRAIGHT TIME HOUR. AND SO IT IS A COMPLICATED SUBJECT, AND I WILL BE -- WE'LL BE HAPPY TO COME AND WALK THROUGH WITH YOUR FOLKS AGAIN. BUT BASICALLY THIS IS BASED ON ACTUAL STRAIGHT TIME HOURS VERSUS ACTUAL BASE PAY. -- ACTUAL OVERTIME HOURS. SO NOT -- FOR OVERTIME, THERE AREN'T THOSE OTHER COSTS. I HOPE THAT'S --

>> THAT BRINGS UP A QUESTION FOR ME. SO IN COMPARING THESE, ARE WE COMPARING APPLES TO APPLES? WHEN I LOOK AT THIS I THINK OK, SO THERE'S A THEORETICAL STRAIGHT-TIME DEPUTY MAKING X AMOUNT PER



HOUR, AND PER YEAR. AND WE'RE CALCULATING THAT THAT POST USING THAT STRAIGHT TIME, ARE WE USING THAT SAME PERSON AT THAT SAME SALARY TO CALCULATE THE OVERTIME?

>> WE'RE USING ACTUAL AVERAGES FROM THE DATA FROM THE PAST YEAR. SO WE TOOK ACTUAL OVERTIME COSTS, ACTUAL STRAIGHT TIME COSTS, TO COVER A POST FOR THE YEAR, AND COMPARED THOSE TWO. SO FOR STRAIGHT TIME COSTS, THERE ARE SOME ADDITIONAL COSTS THAT YOU DON'T HAVE WITH OVERTIME. OVERTIME IS ONLY THE STRAIGHT TIME OVERTIME HOURS. IF IT WAS ALL COVERED WITH STRAIGHT TIME, IF ALL THOSE HOURS WERE COVERED WITH STRAIGHT TIME, YOU WOULD HAVE SLIGHTLY HIGHER COSTS.

>> REALLY, THAT'S -- THAT IS WHAT THIS ILLUSTRATION, AND I APOLOGIZE FOR IT BEING SO COMPLEX, BUT REALLY WHAT IT'S TRYING TO SHOW IS THAT YOU HAVE SOME COSTS OF STRAIGHT TIME THAT YOU DON'T HAVE WITH OVERTIME. YOU GET MORE WHAT YOU PAY FOR WITH OVERTIME. AND THAT'S WHAT MAKES THEM SO CLOSE. THAT'S WHY THEY COME OUT SO CLOSE TOGETHER. I THINK WE'LL MOVE ON, IF THAT'S OK. OK. TOTAL PERSONNEL COSTS, WE FOUND TOTAL CORRECTIONS PERSONNEL COSTS DID INCREASE. WE LOOKED AT ALL CORRECTIONS, DEPUTIES FOR 2011, 2012, 2013. AND WE FOUND THAT THE OVERTIME -- THE TOTAL PERSONNEL COSTS INCREASED FROM 59.3 MILLION TO 61 MILLION. BUILT FROM THE PREVIOUS CHARTS, IT'S NOT BECAUSE OF OVERTIME, AND THE SHERIFFS DIDN'T REALLY RUN ANY EXTRAS EITHER. THEY DIDN'T HAVE A LOT OF EXTRAS, THEY DIDN'T HAVE A LOT OF -- IN THE COST CALCULATION, IT'S NOT OVERTIME. SO WHY DID IT OCCUR, AND WHEN WE WERE LOOKING AT -- TOTAL PERSONNEL COSTS INCREASED LARGELY BECAUSE THE NUMBER OF HOURS INCREASED. AND FISCAL YEAR 2011, WE HAD 803,000 HOURS. IN FISCAL YEAR 2013 WE HAD 829.5,000 HOURS, AND THAT IS WHILE THE NUMBER OF BEDS AND THE NUMBER OF POSTS STAYED CONSISTENT. SO THERE'S ADDITIONAL WORKLOAD THAT HAPPENED FROM 2011 TO 2013. AND LIKE WE'VE ALREADY TALKED ABOUT, WE COULDN'T PINPOINT THE WORKLOAD THAT WAS DRIVING THOSE INCREASE, WE COULDN'T DETERMINE WHAT THAT WAS. SO MARK IS GOING TO TALK ABOUT THE DATA A LITTLE LATER. WE'VE ALREADY DISCUSSED IT SOME TOH TO THIS POINT. WHAT I'D LIKE TO DO NOW IS SUMMARIZE A LITTLE BIT ABOUT WHAT WE'VE GONE OVER AND THEN GIVE IT OVER TO MARK TO TALK ABOUT A COUPLE OF SITUATIONS, AND PATROL. OK. TO SUMMARIZE, SO FAR THE LEVEL OF VARIABILITY OF ABSENCES AND ADDITIONAL WORKLOAD ARE -- AND ADDITIONAL WORK ARE SIGNIFICANT DRIVERS OF COSTS, EXTRAS COST MORE THAN OVERTIME, WE WANT TO MANAGE THE ADDITIONAL WORK BY MINIMIZING EXTRAS. OVERTIME COSTS ABOUT THE SAME AS THE STRAIGHT SHIFT. YOU GET MORE WORK FOR WHAT YOU PAY FOR WITH OVERTIME, AND GIVEN THOSE THREE ITEMS THERE, GIVEN THOSE THREE POINTS, REALLY WE WANT TO SHIFT OUR ATTENTION TO TOTAL PERSONNEL COSTS AND TOTAL WORK HOURS INSTEAD OF FOCUSING AS

MUCH AS WE DO ON OVERTIME. I'M GOING TO TURN IT OVER TO MARK FOR THE NEXT COUPLE PIECES. WE WANT TO TOUCH BRIEFLY ON A COUPLE ISSUES, OVERTIME ISSUES, WE'VE RECEIVED A LOT OF ATTENTION.

>> I'M CURIOUS, I HAVE A QUESTION, A PROCEDURAL QUESTION. THAT IS, HOW DO WE MEASURE OUR -- I WANT TO GO DOWN -- WE'RE LOOKING AT THE TOP LEVEL HERE, DOWN AT THE -- DOWN ON THE TRACK WHEN WE'RE RUNNING AROUND, HOW DO WE MEASURE OURS?

>> THE WAY I GOT TOTAL HOURS WORKED IS RIGHT OFF SAP, AND THE TOTAL HOURS WORKED, YOU HAVE THE TOTAL HOURS ABSENT. AND THEN THE REST OF THEM PRETTY MUCH HAVE TO BE THE TOTAL HOURS WORKED.

>> WHOSE THE TIMEKEEPER HERE? WHO'S CONTROLLING THE CLOCK?

>> THE HOURS ARE RECORDED BY THE SHERIFF'S OFFICE, AND PUT INTO SAP BY THEM.

>> THIS IS SOMETHING WE'D RECOGNIZE, THE SAME FORMAT WE USE WHEN WE MEASURE HOURS WORKED. IS THERE A TRIGGER FOR ADDITIONAL HOURS VERSUS OVERTIME HOURS, OR IS ANY HOUR OVER LIKE EIGHT-HOUR SHIFT, OR 10-HOUR SHIFT, OR, YOU KNOW, WHATEVER YOUR SHIFT IS? IS IT -- IS THAT.

>> SO IN TERMS OF WHEN SOMEBODY GETS PAID OVERTIME VERSUS WHEN THE EMPLOYEE GETS -- IS GETTING THEIR REGULAR PAY, WE HAVE -- IT USED TO BE THAT ANY HOURS WORKED OVER EIGHT HOURS IN A DAY, OR ANY HOURS WORKED IN EXCESS OF 40 HOURS IN A WORKWEEK WOULD BE PAID AS OVERTIME. HOWEVER, WE NEGOTIATED A FEW YEARS AGO THAT IF THERE WAS -- IF THE FSLA WORKWEEK, IF THERE WAS A SICK DAY IN THAT -- IN THOSE FIVE DAYS TO GET TO THAT 40 HOURS, THAT OVERTIME WOULDN'T BE PAID UNTIL THE ACTUAL 40 HOURS HAD BEEN WORKED. SO YOU HAD TO WORK ANOTHER SHIFT BEFORE YOU GOT INTO THE OVERTIME. BUT ANY AMOUNT OVER EIGHT HOURS OTHER THAN THE SHIFT BRIEFING, WHICH IS PART OF THE CONTRACT WE PAY STRAIGHT TIME FOR THAT, WHICH IS 15 MINUTES BEFORE THE SHIFT STARTS. I ALSO, ONE OTHER THING ON THIS POINT AS WE'RE MOVING FORWARD, TO POINT OUT IN TERMS OF TRACKING HOURS, WE HAVE A MECHANISM NOW THAT WE'RE USING WITH OUR TELESTAFF SYSTEM TO TRACK SPECIFIC WORK HOURS WHERE THEY'RE HAPPENING, WHICH WE DIDN'T HAVE THAT DATA FOR THIS AUDIT, BUT THAT WAS ONE OF THE AUDIT RECOMMENDATIONS WE'RE WORKING ON NOW. THE THING THAT SAP DOESN'T ALLOW US TO DO BECAUSE THE SYSTEM DOESN'T ALLOW IT IS FOR US TO ASK SAP WHERE DID THESE HOURS GET WORKED. SAP PAYS YOU WHERE YOU LIVE. IF YOU'RE ASSIGNED TO THE CHAIR'S OFFICE, IT PAYS YOU FOR THAT, IF I'VE GOT A DEPUTY ASSIGNED TO MCDIC, THAT DEPUTY GOES TO THE RANGE AND GETS OVERTIME THERE OR GOES

TO FILL A POST AT MCIJ, HIS SAP IS STILL SHOWING UP AT MCDC BECAUSE THAT'S HOW SAP IS PROGRAMMED. TO MY KNOWLEDGE, THERE'S NO WAY AROUND THAT. SO WE'RE GOING TO HAVE TO MOVING FORWARD RELY MORE ON OUR TELL I STAFF WHICH REPORTS HOURS, NOT MONEY, SAP REPORTS MONEY.

>> OK. SO I'M MARC ROSE FROM THE COUNTY AUDITOR'S OFFICE. WE ASKED SEVERAL QUESTIONS IN REGARD TO ADDRESSING CONCERNS ABOUT HIGH INDIVIDUAL OVERTIME AS PART OF THE AUDIT. AND HIGH INDIVIDUAL ORE TIME SEEMS TO LEAD TO SPECULATION THAT DEPUTIES TAKE ADVANTAGE OF THE SYSTEM, OR MANIPULATE THE SYSTEM. AND WE FOUND NO INDICATION OVERTIME DISTRIBUTION IS INEQUITABLE OR MANIPULATED. WHILE THE SIGN-UP PROCESS FAVORS SENIOR OFFICERS, WE ALSO FOUND DEPUTIES OF RELATIVELY LITTLE TENURE COULD WORK HIGH OVERTIME. WE FOUND THAT THE MAIN REASON SOME INDIVIDUALS HIRE OVERTIME, BECAUSE THEY HAD A WILLINGNESS TO WORK WHEN ASKED. AS THIS CHART ILLUSTRATES, IT'S A RELATIVE FEW THAT WORK THE VERY HIGH OVERTIME HOURS. MOST CORRECTIONS DEPUTIES WORK LESS THAN 200 HOURS OF OVERTIME PER YEAR. DO DEPUTIES SPIKE THEIR EARNINGS TO INCREASE THEIR PERS BENEFITS? PERS BENEFITS ARE CALCULATED BASED ON THREE HIGHERS YEAST OF EARNINGS. WHICH CAN TYPICALLY BE THE LAST THREE YEARS, SO AT LEAST THERE'S SOME SPECULATION THAT DEPUTIES WOULD ATTEMPT TO INCREASE THEIR ORE TIME IN THE LAST THREE YEARS TO INCREASE THEIR PENSION. WE LOOKED AT DEPUTIES THAT RETIRE FROM 2010-2013 AND FOUND MOST CORRECTIONS DEPUTIES WORKED STABLE AMOUNT OF OVERTIME SINCE 2002, WHICH IS AS FAR BACK AS WE COULD RELIABLY GO WITH THE DATA. WHAT WE'RE SAYING IS THAT SO THOSE INDIVIDUALS THAT RETIRED AT ABOUT 600 HOURS, THAT'S WHAT THEY WERE TYPICALLY WORKING, AND THOSE RETIRED WORKING 50 HOURS THAT YOU LOOK BACKs, THAT TYPICALLY WHAT THEY WERE WORKING. SO IT WAS MORE -- MORE HAD TO DO WITH THE INDIVIDUAL THAN TRYING TO SPIKE. OUT OF 39 CORRECTIONS DEPUTIES THAT RETIRED DURING THAT TIME PERIOD, WE FOUND FOUR WERE SIGNIFICANTLY MORE ORE TIME HOURS THAN THE FINAL THREE YEARS OF SERVICE COMPARED TO PRIOR YEARS.

>> I'LL TALK ABOUT THE PATROL UNIT NOW. WE DECIDED TO FOCUS ON PATROL BECAUSE WITHIN THE LAW ENFORCEMENT DIVISION IT'S THE LARGEST UNIT IN TERMS OF PERSONAL SPENDING. OUR OVERALL GOAL WAS TO GAIN A BETTER UNDERSTANDING OF HOW OVERTIME IS USED IN PATROL. SO WE COULDN'T GO AS FAR IN ASSESSING PAROLE OVERTIME AS WE COULD IN DIRECTIONS. WE COULDN'T CALCULATE A COST COMPARISON, FOR INSTANCE, BETWEEN OVERTIME AND STRAIGHT TIME. AND THE REASON IS BECAUSE THERE HASN'T BEEN A RECENT WORKLOAD ANALYSIS IN PROM TO IDENTIFY THE ACTUAL WORKLOAD ON EACH SHIFT. SO WHILE BEYOND THE SCOPE OF OUR AUDIT A WORKLOAD ANALYSIS WOULD TAKE INTO ACCOUNT NOT ONLY THE NUMBER OF CALLS FOR SERVICE, THE DEPUTIES GO OUT ON

AND THEIR RESPONSE TIME, BUT ALSO A ADDITIONAL DETAIL ABOUT THE CALLS THEY RESPOND TO, AND A WORKLOAD ANALYSIS WOULD ESSENTIALLY COLLECT MORE DETAIL, AND IT WOULD COME OUT WITH A SERVICE LEVEL FORMULA TO HELP ASSIGN DEPUTIES TO THE SHIFTS BASED ON ACTUAL WORKLOAD. THE CURRENT APPROACH IN PATROL IS PRIMARILY MINIMUM STAFFING, SO THIS ISN'T A PARTICULARLY INTERESTING GRAPH, BUT IT SHOWS THERE'S -- THE REQUIREMENT IS FOUR DEPUTIES BE IN THE FIELD IN ANY GIVEN SHIFT, AND THOUGH WE DON'T KNOW THE ACTUAL WORKLOAD DEMAND, WE TEND TO REASONABLY ASSUME IT'S NOT CONSTANT.

>> SO WHAT DOES DRIVE OVERTIME AND PATROL? AND THE DATA WE'RE WORKING WITH WERE SOMEWHAT LIMITED, AND I'LL TALK ABOUT THE DATA LATER, WE FOUND THAT 30 TO 40% OF OVERTIME AND PATROL WENT TOWARD BACKFILLING DEPUTIES OR SERGEANTS THAT WERE ON VACATION, COMP TIME, OR ON HOLIDAY. AND ASIDE FROM THAT, THE TOP THREE CATEGORIES WERE TRAINING, SEARCH AND RESCUE, AND COURT. AND WE FOCUSED MORE ON TRAINING BECAUSE ACCORDING TO THE SHERIFF'S OFFICE, ALL TRAINING ESSENTIALLY REQUIRES OVERTIME. EITHER THE TRAINING ITSELF IS CONDUCTED ON OVERTIME, OR BECAUSE THERE'S SOMEONE THAT'S ABSENT THAT ON TRAINING THAT SOMEONE HAS TO FILL THEIR POSITION. AND WE WEREN'T ABLE TO GET THE ACTUAL INDIVIDUAL TRAINING HOURS OR TOTAL HOURS FROM THE SHERIFF'S OFFICE. BUT WE DID GET SOME INFORMATION ABOUT THE SPECIAL -- THERE'S A NUMBER OF SPECIALIZED UNITS IN PATROL. AND IF YOU LOOK AT THE TOP LINE HERE, WHICH IS BASIC TRAINING AND ANNUAL IN-SERVICE, THAT'S THE 30 HOURS OF TRAINING EACH DEPUTY AND SERGEANT IS EXPECTED TO DO EACH YEAR. IT'S PRIMARILY RANGE AND DRIVING. BUT THOSE MEMBERS REQUIRE AN ADDITIONAL 240 HOURS A OF OF TRAINING A YEAR AND CERT MEMBERS REQUIRE 200 HOURS, HAZMAT IS 80, THERE'S TWO CANINE UNITS, WE WERE TOLD THOSE CANINE UNITS TRADE FOR TWO SHIFTS EACH MONTH. SO THIS IS NOT AN ALL-INCLUSIVE LIST, BUT IT GIVES US A SENSE OF WHAT WE BELIEVE IS ONE OF THE DRIVERS BEHIND OVERTIME AND PATROL. SO AS WE LOOKED AT THESE DRIVERS OF OVERTIME, WE WANTED TO TRY TO DETERMINE POTENTIALLY WHERE SOME OVERTIME WAS AVOIDABLE. AND WE FOUND THAT MONITORING AND OVERSIGHT WAS NOT AS RIGOROUS AND PATROL AS OTHER AREAS IN THE COUNTY. POTENTIALLY BY MONITORING MORE CLOSELY, MANAGEMENT CAN IDENTIFY SOME TASKS CURRENTLY DONE IN OVERTIME THAT COULD BE DONE ON STRAIGHT TIME. AND AS EXAMPLE WE USED IN THE AUDIT WAS THAT SERVE TRAINING IS DONE IN THE EVENINGS TO ACCOMMODATE VOLUNTEERS, AND THE PERSON WHO HAS ALL THE EXPERIENCE IN SEARCH AND RESCUE AND DOES THE TRAINING AND WORKS THE DAY SHIFT. SO WHEN SHE DOES THAT TRAINING, IT REQUIRES OVERTIME. WE ALSO FOUND THE SCHEDULE IS UNBALANCED. SO THIS IS THE PATROL DAY SHIFT, AND THERE'S SIX DEPUTIES SCHEDULED FOR WEDNESDAY. AND THERE'S FOUR DEPUTIES SCHEDULED FOR SUNDAY. WHAT WE FOUND IS THERE'S A GREATER OVERTIME NEED ON SUNDAY, IN FACT FAR

GREATER THAN ANY OTHER DAY, AND WE CAN'T EXACTLY SAY ALTERING THE SCHEDULE IS GOING TO CHANGE THE OVERTIME PICTURE, BECAUSE THERE'S A COUPLE THINGS MISSING IN TERMS OF OUR KNOWLEDGE OF THE WORKLOAD. AND TRAINING. SO WE DO KNOW THOSE CANINE UNITS TRAIN ON WEDNESDAY, SO THAT'S REDUCING THAT WELL OF OFFICERS FOR THAT DAY, BUT THIS IS AN AREA WHERE A WORKLOAD ANALYSIS WOULD SHED LIGHT ON THIS. IT WOULD GIVE MANAGEMENT THE INFORMATION THEY NEED TO KNOW HOW TO DISTRIBUTE DEPUTIES. AND THEN SO IN TERMS OF MONITORING OVERTIME, WE FOUND IT'S A BIT CHALLENGING TO MONITOR BECAUSE THE DATA THE SHERIFF'S OFFICE COLLECTS IS NOT AS DETAILED AS IT COULD BE. TELESTAFF IS THE ROSTER MANAGEMENT SYSTEM THE SHERIFF'S OFFICE USES, AND TO SOME EXTENT OVERTIME CAN BE TRACKED IN THERE, AND IT SOUNDS LIKE MAYBE THERE'S WORKING ON SOME ADDITIONAL CAPABILITIES FOR THAT. BUT WE FOUND IT USEFUL TO LOOK AT ON A DAILY BASIS, BUT IN ORDER TO RUN REPORTS OVER A LONG PERIOD OF TIME, TO LOOK BACK OVER A YEAR, WE DIDN'T FIND IT VERY USEFUL. AND THE PRIMARY REASON IS BECAUSE TELESTAFF DATA DOESN'T ALWAYS ACCURATELY REPRESENT WHAT'S BEING DONE. THERE'S THESE OVERTIME CODES TO ASSIGN WHAT PRESUMABLY WAS THE COST MUCH OVERTIME. IT CAN BE CONFUSING. SAP DATA IS PREFERABLE BECAUSE IT'S MORE ACCURATE, ESSENTIALLY SAP DATA IS AUDITED ON A DAILY BASIS BY TIME COOPERS, BUT THERE'S DETAIL THAT'S LOST. SO IN PATROL, WE WERE UNABLE TO TRACK OVERTIME BY SHIFT. WE COULD SEE OVERTIME OCCURRED, BUT WE WOULDN'T BE ABLE TO GO BACK AND SAY DID IT OCCUR ON SWING SHIFT OR GRAVEYARD? NOT RELY BRING. AND THERE'S ALSO ADDITIONAL INFORMATION IN TELESTAFF THAT'S USEFUL, THAT'S REALLY HARD TO ANALYZE. SO SOMEBODY PUTS IN A NOTE TO INDICATE WHY THEY HAD A LATE CALL. IT COULD SAY ARREST WARRANT SERVED SUCH AND SUCH. THERE'S NO REALLY GOOD WAY TO AGGREGATE THAT DATA TO SAY, OK, THIS IS WHAT'S DRIVING YOUR LATE CALLS. ON TO OTHER COUNTY OVERTIME, WHEN I SAY COUNTY OVERTIME, WHAT I MEAN IS EVERYTHING ASIDE FROM THE SHERIFF'S OFFICE AT THIS POINT, AND OUR APPROACH TO OTHER COUNTY OVERTIME WAS TO IDENTIFY OUTLIERS. WHAT WE CALL OUTLIERS IS EMPLOYEE WAS SIGNIFICANTLY HIGHER OVERTIME THAN THEIR PEERS. AND THE REASON WE TOOK THIS APPROACH WAS BECAUSE WE FELT THAT IT WOULD GIVE US A CROSS-SECTIONAL VIEW OF OVERTIME IN THE COUNTY. SO WE ANALYZED -- WE IDENTIFIED 41 EMPLOYEES THROUGHOUT SIX DEPARTMENTS, AND WE ANALYZED THEIR HOURS, AND WE TALKED TO THEIR SUPERVISORS TO FIND OUT WHY THEY WORKED MORE OVERTIME THAN OTHERS. AND GENERALLY SPEAKING, WE FOUND THAT THERE WAS TWO MAIN REASONS, ONE WAS A WILLINGNESS TO WORK, SO THEY SAID YES WHEN ASKED. THE OTHER WAS SPECIALIZED SKILLS. AND POSSIBLY A COMBINATION OF BOTH. AND THE OTHER COMMON THING, I'LL GO BACK HERE, THEY PROBABLY WORKED IN ONE OF THESE AREAS, OR AN AREA THAT I WOULD -- HAS AFTER HOURS EMERGENCIES, SHORT BURSTS OF INCREASED WORKLOAD, OR A 24/7 OPERATION THAT NEEDS BACKFILL. SO IF WE JUST GO BACK TO THESE

CORRECTIONS HEALTH STAND OUT FROM ALL THE REST, AND -- BUT ALL OF THESE UNITS OR DIVISIONS TO SOME EXTENT HAVE AN AFTER-HOURS EMERGENCY SERVICE, BRIDGES WOULD BE A GOOD EXAMPLE OF SHORT BURSTS OF WORKLOAD, THEY HAVE SEASONAL CONSTRAINTS WHERE THEY HAVE TO GET THINGS DONE, BECAUSE THEY CAN'T BE IN THE RIVER AT CERTAIN TIMES. SO THERE'S KIND OF -- THERE'S A COMBINATION OF THINGS THAT GIVE SOMEONE HIGHER OVERTIME THAN OTHERS. IT'S THE WILLINGNESS TO WORK, SPECIALIZED SKILLS AND PROBABLY BEING IN ONE OF THESE UNITS WHERE THERE'S AN ACTUAL NEED FOR IT. WE FOUND SUPERVISORS MANAGED OVERTIME EFFECTIVELY AND SOME OF THE WAYS THEY DID THIS WAS BY ADJUSTING STAFF LEVELS. SO FINDING OUT WHAT THE ACTUAL WORKLOAD WAS, WHEN DID PEOPLE COME IN AND NEED SERVICE. THEY STAGGERED SHIFTS, SO THEY MIGHT HAVE REALIZED THAT, OK, WE NEED SOMEBODY TO COME IN AND SET UP BEFOREHAND, SO WE'LL MOVE THAT PERSON'S SHIFT FROM 9:00 TO 7:30 OR SOMETHING LIKE THAT. AND ALSO HIRING TEMPORARY WORKERS, WE FOUND MOST EFFECTIVE THE USE OF ON-CALL POOLS. AND DCJ, OR CUSTODY SERVICE AND DCJ VERY EFFECTIVELY USES NONCALL POOL TO REDUCE OVERTIME. ON TO RECOMMENDATIONS. OUR FIRST RECOMMENDATION IS SIMPLY TO SHIFT THE MONITORING EMPHASIS FROM OVERTIME TO TOTAL PERSONNEL COSTS. SO AS WE DESCRIBED, THE MOST EXPENSIVE COSTS ARE IN STRAIGHT TIME. THAT'S THE EXTRAS, ABSENCES, AND BENEFITS. WE ALSO SUGGEST IN TERMS OF LOOKING AT TOTAL PERSONNEL COSTS, THAT THE SHERIFF'S OFFICE ACCURATELY FORECAST THE OVERTIME COMPONENT VERSUS THE STRAIGHT TIME COMPONENT. WE RECOMMEND IMPROVED DATA COLLECTION, AND THIS IS REALLY ESSENTIAL TO MONITORING TOTAL PERSONNEL COSTS. BEING ABLE TO TRACK WORKLOAD BASICALLY AS CLOSELY AS POSSIBLE TO THE HOURS WORKED, AND THAT COULD HELP CREATE A MAP, PAINT A PICTURE OF WHAT'S ACTUALLY DRIVING WORKLOAD HOURS AND HOW THEY'RE CHANGING OVER YEAR, WHAT TRENDS YOU MIGHT BE SEEING. AND SO WHAT WE MEAN IS COLLECTING DETAILED, MORE INFORMATION, AND THEN MAKING -- IF POSSIBLE, GETTING THAT INFORMATION TO SAP. IN TERMS OF SETTING STAFFING LEVELS, WE RECOMMEND TAKING THE DAY-TO-DAY VARIABILITY OF ABSENCES AND ADDITIONAL WORKLOAD INTO ACCOUNT. AND WHILE THAT'S CURRENTLY DONE, FROM A COST PERSPECTIVE, WE WOULD EMPHASIZE STAFFING TO MINIMIZE EXTRAS RATHER THAN STAFFING TO MINIMIZE OVERTIME. AND TO ADDRESS THE SORT OF UNKNOWN WORKLOAD AND UNBALANCED SCHEDULE AND PATROL, WE RECOMMEND A WORKLOAD STUDY. AND THAT IS IT FOR THE PRESENTATION. I'LL TAKE ANY QUESTIONS.

>> I DO HAVE ONE. JUST LISTENING TO YOU, AND YOU TOOK AWAY MY CHEAT SHEET -- ON YOUR SLIDE SUGGESTING THAT WE LOOK FROM OVERTIME TO TOTAL PERSONNEL COSTS, WE DO OF COURSE LOOK AT TOTAL PERSONNEL COSTS AND THIS EXERCISE IS OUR EFFORT TO DECONSTRUCT TOTALS INTO SMALLER BITES AND OVERTIME WAS AN AVAILABLE SMALLER BITE. THERE

ARE TIMES WHEN DEPARTMENTS AND THE SHERIFF'S DEPARTMENT ARE FUNDED FOR POSITIONS THAT ARE NOT FILLED. AND THOSE VACANT POSITIONS CARRY A COST BECAUSE THEY'RE FUNDED KIND OF AT THE BEGINNING OF THE BUDGET SEASON. AND CARRY THROUGH THE BUDGET YEAR. SO IT DOES SEEM TO ME THAT A PART OF THIS WOULD BE COLLAPSING THOSE VACANT POSITIONS OUT OF THE BUDGET. AND APPLYING THAT TO OVERTIME COSTS IN ORDER TO LEVEL OUT THE TOTAL PERSONNEL COST. SO IN THAT SENSE, THERE'S A HELPFUL DYNAMIC BEING PRESENTED HERE. I JUST WANT TO SAY THAT WE'VE ALWAYS -- I THINK WE'VE ALWAYS KEPT OUR EYE ON TOTAL PERSONNEL COSTS, BUT WHEN YOU NEED TO DELVE DEEPER, OVERTIME IS AN ASPECT THAT WE DO MEASURE. THAT EXPLAINS WHY WE'RE HERE TODAY.

>> CERTAINLY I THINK IT'S BEEN SOMETHING WE'VE ALL BEEN TRYING TO GET OUR HANDS ON. AND IN LOOKING AT OVERTIME, IT MADE US GO IN AND FIGURE OUT WHAT WAS THE REAL COST OF OVERTIME, AND ONCE WE REALIZED THAT THERE WAS REALLY NO DIFFERENCE BETWEEN THE COST PER HOUR OF OVERTIME, OR COST PER SHIFT OF OVERTIME, AS TO COST OF STRAIGHT TIME, THEN THAT MADE US LOOK AT THE NEXT STEP. WHICH IS TOTAL WORKLOAD, WORKLOAD HOURS MEASURED IN HOURS, HOW MANY HOURS ARE WE PUTTING INTO THIS ENTERPRISE, AND TOTAL COST. SO WHEN WE SAY TOTAL COST, WE'RE SAYING, THE TOTAL COST WHICH ARE BASED ON TOTAL WORK HOURS. HOW MANY PEOPLE -- HOW MANY HOURS ARE WORKED, AND ONCE YOU'RE LOOKING AT THAT, THEN YOU NEED TO GO -- THEN WE NEED TO DRILL FURTHER, AND THAT'S WHERE WE WEREN'T ABLE TO DO. AND SO I THINK IT'S BEEN A CERTAINLY A GOOD ENTREE INTO LOOKING AT WHAT WAS THE DRIVER HERE. AND ABSOLUTELY I BELIEVE IN TRUTH IN BUDGETING, LET'S TRY TO GET OUR BUDGETS AS ACCURATELY AS WE CAN, AND SO I THINK NOW THAT THE SHERIFF'S OFFICE UNDERSTANDS THAT -- AND YOU UNDERSTAND THAT THE COST OF AN OVERTIME COST ISN'T ANY MORE THAN A STRAIGHT TIME COST, THEY NEED TO -- AND THEY KNOW THEY'RE GOING TO HAVE SOME OVERTIME, THEIR BUDGET SHOULD MORE ACCURATELY REFLECT THAT. AND HOW YOU GET TO THAT POINT IS THAT'S YOUR DECISION.

>> I HAVE A COMMENT AND I GUESS A CONCERN. NOW UNDERSTANDING A LITTLE BIT BETTER THAT THE COMPARISON BETWEEN THAT CHART WHERE THERE WAS THE OVERTIME AND THE STRAIGHT TIME, THAT WAS BASED ON ACTUALS, THAT SORT OF -- THAT DOES TELL US ONE THING, THAT OUR -- FOR WHATEVER REASONS, OUR CURRENT FILLING A SHIFT WITH OVERTIME IS LESS EXPENSIVE THAN FILLING IT WITH STRAIGHT TIME, BUT IN NOT HAVING A THIRD COLUMN OR FOURTH COLUMN WITH WHAT IT SHOULD BE, AND I -- AN IDEAL, WHAT IS -- WHAT IS THE BEST CASE MODEL, I GUESS, THERE'S NOTHING TO COMPARE IT TO. SO WE KNOW WHAT WE HAVE, BUT IT ROLLS UP ANY POTENTIAL FLAWS IN THE SYSTEM WITHOUT IDENTIFYING THEM. AND I'M NOT SURE IF I'M MAKING SENSE, BUT I --

>> THE DRIVERS AREN'T THERE.

>> THE DRIVERS AREN'T THERE. RIGHT. I FEEL LIKE I WANT ANOTHER COLUMN WHICH IS, YOU KNOW, THIS AVERAGE DEPUTY THAT GETS PAID THE AVERAGE AMOUNT THAT WE KNOW WOULD COST THIS MUCH TO FILL A POST WITH THAT SALARY. SO THAT WE CAN SEE IF THERE'S ANY -- IF WE'RE AT THE IDEAL, THE ACTUAL STRAIGHT TIME WOULD BE THE SAME AS THAT AVERAGE THEORETICAL PERSON.

>> I THINK IF YOU HAD AN AVERAGE BY HOW MUCH TENURE THEY HAD, FOR EXAMPLE, SO IF YOU HAD -- WE TOOK A LOOK AT SAY THE FOUR-YEAR -- THEY'RE IN THEIR -- THEY'VE BEEN IN THERE FIVE YEARS OR MORE, AND YOU DID AN AVERAGE COST OF THAT GROUP, IT WOULD BE LESS THAN THE AVERAGE COST OF THE ORGANIZATION AS A WHOLE, AND LESS THAN CERTAINLY THE TWO HIGHER TIERS. THE SHERIFF SORT OF HAS TO WORK WITH THE ARMY HE'S GOT, NOT THE ARMY HE WANTS. SO THERE'S A BALANCE BETWEEN ONE, THEY HAVE TO MAINTAIN HIRING, AND GET IN. AND MAYBE -- AFTER SAY 10 YEARS, AND THOSE -- THAT UPPER END HAS GONE OUT, AND YOU'VE GOT A MORE EVENLY BALANCED OFFICE, YOU HAVE SOME LUXURY OF FILLING THOSE AVERAGE POSTS AND THE COSTS MAY SHIFT. YOU MAY FIND THEN UNDER THAT NEW SCENARIO THAT THE COST OF OVERTIME MIGHT BE SLIGHTLY MORE THAN STRAIGHT TIME. BUT THIS IS BASED ON WHAT THE SHERIFF IS DEALING WITH CURRENTLY. I.E., LAST FISCAL YEAR, AND HOW DID THOSE NUMBERS ADD UP, THAO HOW THOSE POST COSTS WORK USING ACTUAL DOLLARS. THERE IS -- THERE'S NO WAY OF SAYING, OK, WE'RE GOING TO MAKE AN IDEAL BALANCED WORK FORCE TODAY. IT TAKES TIME. AND SO AS PEOPLE RETIRE OUT AND THEY START BUILDING UP A WORK FORCE THAT'S A LITTLE MORE DIVERSE AND -- IN TERMS OF THEIR TENURE, YOU'RE GOING TO SEE THOSE COSTS AVERAGE OUT.

>> CHAIR, A QUESTION TO FOLLOW UP ON THAT. I WAS TRYING TO THINK OF AN ANALOGY WHEN COMMISSIONER SHIPRACK WAS TALKING. IT'S ALSO LOOK AT THE FORMULAS THAT ARE DRIVING THE PERSONNEL DECISIONS. AND I THINK THAT'S THE PIECE -- I SEE THAT RECOMMENDATION ON THE WORKLOAD STUDY ON PATROL, BUT IT MAKES ME NERVOUS THE COMMENT AROUND STAFFING TO MINIMIZE EXTRAS WHEN THAT'S BEEN THE RATIONALE FOR WHY COSTS HAVE GONE UP. SO I GUESS THE ANALOGY I WAS THINKING, IF YOUR CAR PAYMENT CONTINUES TO GO UP BUT YOU'RE BUDGETING AT A CERTAIN LEVEL, AT SOME POINT YOU HAVE TO FIGURE OUT WHY THE NUMBER IS GOING UP, AND RIGHT SIZE YOUR BUDGET. SO THERE'S TWO ISSUES THERE. BAD ANALOGY. BUT THE POINT BEING, HOW DO YOU REALLY LOOK AT THE DRIVERS AND PLAN BETTER FOR THOSE SO IT'S NOT AN AFTER THE FACT BUDGET PIECE? AND I'M NOT SEEING SORT OF THE SUBSTANTIVE RECOMMENDATIONS THERE THAT WOULD REALLY ADDRESS THAT.



>> THAT'S WHY WE -- THE RECOMMENDATION IS ALL AROUND DATA. UNTIL YOU KNOW EXACTLY WHAT EACH OF YOUR PEOPLE ARE DOING ON A GIVEN SHIFT, WHETHER THEY'RE ESSENTIAL AT THE BARE MINIMUM, COVERING THE BARE MINIMUM, OR SOME ARE DOING OVERTIME OR SOME ARE DOING SUICIDE WATCH OR TRANSPORTS, ANYTHING OTHER THAN THAT MINIMUM, YOU DON'T KNOW WHAT'S DRIVING YOUR TOTAL COSTS. AND AS THE SHERIFF DEVELOPS MORE DATA, I'M GLAD TO HEAR THEY'RE USING TELESTAFF MORE EFFICIENTLY AND EFFECTIVELY. WE WOULD LIKE TO TRY TO WORK WITH THEM, MAYBE WE CAN COME UP WITH SOME WAY OF GETTING SOME OF THAT DATA INTO SAP AS WELL. BUT IT'S REALLY THE REAL CRUX OF THE MATTER IS, IT'S HARD TO STUDY WHEN THERE'S NO DATA TO STUDY. AND ONCE AS THEY'RE DEVELOPING THAT DATA, THE NEXT TIME WE GO BACK WE'LL HAVE BETTER, OR THEY MAY DECIDE TO CONDUCT A POST STUDY THEMSELVES AS TO HOW TO ADJUST AS THEY FIND THE DATA COMING OUT.

>> WHICH WOULD BE REALLY HELPFUL. I THINK THE CONCERN SITS HARD TO BELIEVE IT'S SUICIDE WATCH IF THERE'S NOT DATA. SO I GUESS IT'S THE USED CAR SALESMAN, OR THE NEW CAR, I'M NOT SURE WHICH IT WAS. IT'S HARD FOR ME TO HAVE TRUST IN THAT IF THAT'S THE ANSWER, BUT THERE'S NOT DATA TO BACK IT UP, BUT THAT'S THE ANSWER WE'RE GIVEN. THAT'S MY CONCERN.

>> COULD I MAKE A COMMENT? I THINK SOME OF THE DATA THAT YOU HAVE ALL SEEN VERY RECENTLY IS DATA FROM FISCAL YEAR 2014. WHICH IS NOT THE SAME DATA OR RETREAT FROM THE SAME SOURCES THAT THIS AUDIT WAS. SO WHILE I APPRECIATE THE IDEA THAT, YES, IT WAS DIFFICULT FOR THE AUDITORS TO EXTRACT SOME OF THE SPECIFIC DATA THEY NEED OR THE RELIABILITY, THE INFORMATION YOU'VE BEEN PROVIDED IS TRACK THAT WE JUST STARTED THIS JULY.

>> Comm. Smith: MADAM CHAIR, I HAVE A QUESTION. IS THERE A WAY TO PIGGYBACK ON WHAT THE CHAIR TALKED ABOUT, IS THERE A WAY FOR TO US AMEND THIS REPORT AND COMPARE THE NUMBERS FOR MULTNOMAH COUNTY TO A SIMILARLY SIZED JURISDICTION AND WITH AN IDEAL WAY THAT THEY COULD ACTUALLY OF SAVE DOLLARS IN THE OVERTIME AREA?

>> WELL, FIRST OF ALL, YOU GO BACK TO -- YOU DON'T JUST FIND A SIMILARLY SIZED JURISDICTION OR SIMILARLILY SIZED JAIL. YOU ALSO HAVE TO HAVE A COMPARABLE WORK FORCE. AND SO --

>> Comm. Smith: MATCH APPLES TO APPLES, IS THERE A WAY TO GO BACK AND AMEND THE REPORT AND LIKE THE CHAIR -- WHAT'S THE IDEAL PLACE THAT WE CAN --

>> I THINK THE IDEAL PLACE IS GETTING MORE DATA MOVING FORWARD. WE

WILL ALSO TAKE A LOOK AT OTHER AUDITS THAT HAVE BEEN PERFORMED THROUGHOUT THE UNITED STATES. WE HAVE ACCESS TO THE ASSOCIATION OF LOCAL GOVERNMENTAL AUDITORS' DATABASES, AND WE'LL SEE IF THERE'S ANY COMPARABLE DATA OUT THERE. WE'LL TAKE A LOOK AT IT, AND SEND THAT AROUND TO YOU.

>> Comm. Smith: WOULD YOU AMEND YOUR --

>> NO, I THINK AT THIS POINT THIS PARTICULAR --

>> Comm. Smith: WOULD YOU UPDATE IT AND GIVE USA NEW REPORT AND COMPARE APPLES TO APPLES?

>> WE'LL TAKE A LOOK, SEE WHAT'S OUT THERE AND SEE WHETHER THAT'S THE APPROPRIATE RESPONSE AND GET FEEDBACK FROM YOU. AS TO WHETHER IT'S APPROPRIATE. AS WE FIND THAT OTHER DATA OUT THERE. WE'D BE HAPPY TO DO THAT.

>> Comm. Shiprack: JUST LISTENING TO THIS CONVERSATION, YOU KNOW, I THINK ONE OF THE REASONS THERE'S SO MUCH FRUSTRATION UP HERE IS THAT IT SEEMS LIKE MAYBE A YEAR AGO, MAYBE 18 MONTHS, I DON'T KNOW, NOT THAT LONG AGO, I CAN STILL RECALL WHEN WE WERE DISCUSSING APPROXIMATELY \$800,000 OF ADDITIONAL MONEY FOR THE SHERIFF TO HIRE ADDITIONAL PERSONNEL SO THAT WE COULD GET A HANDLE ON OVERTIME COSTS. SO FLYING IN THE FACE OF THAT DISCUSSION AND THAT INFORMATION AND THAT EXPENDITURE, AND THE SUBSEQUENT REPORTS THAT WE REQUIRED DREW TO COME AND PRESENT TO US ABOUT HOW OUR HIRING WAS GOING, NOW WE HEAR FROM THE AUDITOR THAT OVERTIME IS LESS EXPENSIVE. SO WHAT HAPPENED TO THAT \$800,000 THAT WE SPENT TO SAVE MONEY? I MEAN, WHAT'S -- WHAT YOU ARE HEARING RIGHT HERE IS FRUSTRATION. WE NEED TO BE PRESENTED WITH SOME KIND OF CLARITY FOR A PATH, AND WE'RE VERY WILLING TO GO FORWARD ON THAT PATH, BUT WHAT IS JUST A -- PERPLEXING IS IN A VERY SHORT PERIOD OF TIME TO BE PRESENTED WITH TWO PATHS THAT ARE ON A COLLISION COURSE. ONE OF THEM BEING PLEASE MAKE AN EXTRA EXPENDITURE OF MONEY TO HIRE MORE FULL-TIME PERSONNEL, AND THE NEXT ONE BEING, WE HAVE NOW DISCOVERED THAT HIRING -- USING OVERTIME IS LESS EXPENSIVE THAN USING REGULAR PERSONNEL. SO JUST BE THAT AS IT MAY, THAT I THINK SPEAKING FOR MYSELF, IS THE PLATFORM FOR SOME FRUSTRATION IN MY RESPONSE TO YOUR REPORT TODAY, STEVE.

>> THANK YOU. AND WE DID NOT ANALYZE IT FROM A STANDPOINT OF ANY ACTIONS THE BOARD HAD TAKEN OR NOT TAKEN. WE ONLY LOOKED AT THE EXISTING SITUATION AS IT WAS OVER THE LAST FEW YEARS, AND IN PARTICULAR FOCUSED ON FISCAL YEAR '13. I WILL SAY THAT IN THE SHORT TERM, HIRING NEW STAFF DOES UP CREASE COSTS IN TERMS OF HOURS TO

SOME EXTENT, BECAUSE THERE'S TRAINING. YOU DON'T -- YOU DON'T HIT 100% AVAILABLE WORK HOURS WITH A NEW TRAINEE. SO OVER TIME, AS YOU REPLACE LONG-TERM MEMBERS, AND YOU GET THE NEW PEOPLE IN AND YOU AVENUE RANCH OUT THAT WORK FORCE, YOU'LL HAVE SOME SAVINGS. BUT UNFORTUNATELY IN THE SHORT-TERM, IT DOESN'T AUTOMATICALLY TRANSLATE INTO SAVINGS. AND THE OTHER POINT IS, ALTHOUGH WE'RE SHOWING A SLIGHTLY BETTER COST OF OVERTIME IN THIS REPORT, THE REAL POINT WE'RE MAKING IS THEY ARE ABOUT THE SAME. OVERTIME OR STRAIGHT TIME, ABOUT THE SAME. SO IT'S NOT JUST GOING AFTER, TRYING TO STOP OVERTIME, AND THAT'S WHAT WE DISCOVERED IN THIS PROCESS. IT'S NOT JUST LOOKING AT THE OVERTIME PART, AND WE -- THEN WE SAID, WHAT'S DRIVING THE COST HERE? AND IT WAS TOTAL HOURS. AND SO WHETHER IT'S STRAIGHT TIME OR OVERTIME, THAT TOTAL HOUR INCREASE, OVER THE LAST THREE YEARS, HAS BEEN RUNNING UP THE TOTAL COST. AND, YES, NOT A BUDGETED APPROPRIATELY FOR OVERTIME, BUT WHETHER IF YOU KIND OF JUST MUSH OVERTIME AND STRAIGHT TIME TOGETHER, BECAUSE THE COSTS ARE BASICALLY EQUAL, IT'S THE TOTAL HOURS THAT HAVE GONE UP, AND THAT'S WHAT WE WERE A BIT FRUSTRATED NOT BEING ABLE TO SAY, AND COME HERE AND TELL YOU EXACTLY WHAT THOSE WERE FOR. SO WE APOLOGIZE FOR THAT.

>> THANK YOU FOR ANSWERING OUR QUESTIONS AND FOR PUTTING THIS TOGETHER, AND FOR STICKING IT OUT AN HOUR BEYOND WHAT YOU EXPECTED.

>> IT'S A VERY DIFFICULT SUBJECT. I TOTALLY UNDERSTAND. THANK YOU VERY MUCH.

Chair Madrigal: THANK YOU. THERE BEING NO FURTHER BUSINESS, WE'RE ADJOURNED.

### **ADJOURNMENT**

The meeting was adjourned at 12:04 p.m.

This transcript was prepared by LNS Captioning and edited by the Board Clerk's office. For access to the video and/or board packet materials, please view at:  
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Submitted by:  
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