
Massachusetts Sheriffs Association

Memorandum

To: Executive Office for Administration and Finance
Office of the Senate Clerk
Office of the House Clerk
Senate Committee on Ways and Means
House Committee on Ways and Means
From: James F. Burke, Jr., Deputy Director
CC: MSA Office; MSA Sheriffs

The Massachusetts Sheriffs' Association, as mandated by the budget language associated with line item 1599-1690, hereby submits the attached reports required as of October 16, 2017 to the offices listed above. Additional reports are also required to be submitted no later than December 1, 2017.

The MSA has tried to arrange for a uniform presentation of the data requested in this line item. The submissions made by each sheriff's office is included in designated folders as part of the attachment. Each folder includes a file titled "Primary Reserve Funding Report". This file will include all the items requested in the budget language. All other files submitted by the sheriffs are offered as supporting documentation to the primary report.

In addition to the folders submitted by the individual sheriffs, there is a single document included that seeks to offer a single view of the sheriffs regarding initiatives for savings which are being pursued in collaboration with all sheriffs' offices.

Please note that the Primary Reserve Funding Report for each county was an attempt to best present the information requested in a uniform manner. In some cases, this was difficult, so additional information may be included on the report. The effort also required some additional definitions for the data request, to ensure that reporting was consistent and complete.

In presenting the various staffing levels requested, offices were instructed to use their payroll snapshot from July 8, 2017, as this is the date used by ANF for previously submitted FY18 spending plans. Also, because there were supplemental funding still awaiting consideration in the Legislature and most offices had FY17 expenses greater than currently appropriated funds, care and custody personnel costs and offender costs were calculated as a percentage of actual FY17 spending, rather than the amount of the appropriation.

To best meet the spirit of the request for management personnel, it was determined to split this category into four groups to best detail the staff represented by the count. The management group includes command staff and management team, department heads, employees that are not managers but hold non-union, administrative positions, and finally unionized administrative positions.

For salary costs, figures were included that detailed the total FY17 salaries for all care and custody personnel, the total overtime for these positions in FY17, and the total cost in FY17 for other payroll categories, such as longevity, rollcall pay, education bonuses, etc.

The MSA also created another category of data to help balance comparisons of the costs spent of care and custody personnel, by including other care and custody expenses. Because various offices have determined that certain inmate services are more efficiently outsourced to vendors in their county, such as medical, mental health, food or canteen, a second percentage is calculated including these costs.

*In accordance with the FY18 GAA Reserve Account 1599-1690, please accept this report from the **Barnstable County Sheriff's Office (SDC)** that details the staffing levels, salaries and overall steps to reduce spending and overtime.*

1. Total Number of Staff by Facility (7/8/17):

a. Main Facility:

i. Barnstable County Correctional Facility: 268.5

b. Satellite Locations:

i. Communication Center: 29

ii. Bureau of Criminal Investigation: 12

iii. Technical Division: 4.5

iv. Civil Process Unit: 4

c. Overall Total: 318 (including the Sheriff)

2. The Number of Personnel Defined as Care and Custody Personnel *(Includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates): 228*

3. The Number of Correction Officers: 161

4. The Number of Care and Custody Supervising Staff *(Includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and medical and mental health care for inmates): 30*

5. The Overall Number of Management and Administrative Personnel: 50 *(This is broken down into four subsections)*

a. Command Staff / Management Team (including the Sheriff): 9

b. Department / Area Heads: 5

c. Non-union employees who are not managers and work in Human Resources, Fiscal, IT, Legal, and other areas in a non-supervisory role: 16
(This number does not include the staff who are listed in care and custody supervising staff).

d. Unionized Administrative Staff (Clerical and Maintenance): 20

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| <p>NOTE: We have an additional 40 FTEs who are Unionized Public Safety Staff (Dispatchers, Criminal Evidence Investigators and Radio Technicians).</p> |
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6. A breakdown of salary and wages spent on supervising staff, management personnel and correction officers (FY17 Expenditures from SDC Account 8910-8200):

- a. Care and Custody Supervising Staff (A01 Regular Salary) *(includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates)*: \$2,319,014.91
 - b. Management and Administrative Personnel (A01 Regular Salary):
 - a. Command Staff / Management Team: \$1,062,926.34
 - b. Department / Area Heads: \$297,203.88
 - c. Non-union/ Non-managers /Non-supervisory role: \$829,650.84
 - d. Unionized Administrative Staff (Clerical and Maintenance): \$1,067,400.37
 - c. Correction Officers (A01 Regular Salary): \$7,934,576.23
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- d. Total salary and wages for all care and custody personnel (defined in #2) (A01):
\$13,332,461.25
- e. Overtime spending in FY17 for all care and custody personnel (A08): \$2,936,814.45
- f. Additional payroll costs in FY17 for all care and custody staff (payroll items paid from sub AA or BB, except for A01 and A08): \$1,641,856.57

7. The percentage of FY17 spending expended on care and custody personnel:

- a. Salary and overtime costs only: 56%
- b. Salary, overtime and additional payroll costs: 63%

8. The percentage of FY17 spending expended on care and custody of offenders:

The percentages in 7a and 7b do not include the following expenses for offenders:

- Food: \$722,251
- Clothing: Paid from the Canteen Account*
- Utilities: \$989,093
- Non-Employee Medical/Mental Health Expenses: \$1,257,269
- Transportation Fuel Costs: \$112,496
- Inmate Supplies (bedding, clothing etc.): Paid from the Canteen Account*
- Total Spending for Offender Expenses: \$3,081,109*

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| <p>* NOTE: Several categories of inmate expenses are paid from the Canteen Account, including but not limited to: clothing, supplies, coffee, chaplain, parenting education, legal counsel, digital law library, Cable TV and books.</p> |
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- a. Percentage based on salary, overtime, and expenses only: 68%
- b. Percentage based on salary, overtime, expenses and additional payroll costs: 73%

COST SAVINGS MEASURES:

- (A.)** Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors **(NOTE: FY17 and FY18 measures only):**
 - a. Closed an inmate pod thus requiring 6 fewer Corrections Officers, resulting in approximately \$391,000 in savings for our agency.**
 - b. Left vacant an ADS Security position after the employee retired in March 2017, resulting in base salary savings for our agency of \$110,809.63 per year.**
 - c. Left vacant two other positions after the employees resigned, Job Developer and a Radio Technician, resulting in base salary savings for our agency of \$123,104.20 per year.**
 - d. Privatized our inmate nursing services, which will save the Commonwealth approximately \$67,000 in one year.**
- (B.)** Consolidating inmate medical and other vendor services across the offices: *TBD as a group*
- (C.)** Establishing uniform standards and programming across offices: *TBD as a group*

In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the Berkshire County Sheriff's Office that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information, unless otherwise noted, reflects spending from each sheriff's main operations appropriation. This information is detailed below and in the attached spreadsheets:

1. Total Number of Staff by Facility:

a. Main Facility:

i. 195

b. Satellite Locations:

i. Re-Entry, Second St. Facility 3

c. Overall Total: 198

2. The Number of Personnel Defined as Care and Custody Personnel *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates):* **173***

**Berkshire County has included all employees in Management A & B except CFO as all those titles are considered care & custody at the Berkshire County Sheriff's Office*

3. The Number of Correction Officers: 99

4. The Number of Care and Custody Supervising Staff *(includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates):* **37***

**Berkshire County has included Sergeants in this category, however most of the time Sergeants are not supervising, but are assigned to a post in a housing unit.*

5. The Overall Number of Management Personnel: *(This is broken down into four subsections)*

a. Command Staff / Management Team: 5

b. Department / Area Heads: 5

c. Non-union employees who are not managers and work in Human Resources, Fiscal IT, Legal, and other areas in a non-supervisory role: 5
(This number does not include the staff who are listed in care and custody supervising staff).

d. Unionized Administrative Staff: 19

6. A breakdown of salary and wages spent on supervising staff, management personnel and correction officers:

- a. Care and Custody Supervising Staff (*includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates*): **\$3,122,419**
 - b. Management Personnel:
 - a. Command Staff / Management Team: \$703,233
 - b. Department / Area Heads: \$ 560,898
 - c. Non-union/ Non-managers /Non-supervisory role: \$298,341
 - d. Unionized Administrative Staff: \$1,130,967
 - c. Correction Officers: \$6,282,108
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- d. Total salary and wages in FY17 for all care and custody personnel (defined in #2): \$12,837,481
- e. Overtime spending in FY17 for all care and custody personnel: \$82,465
- f. Additional payroll costs in FY17 for all care and custody personnel (payroll items paid from sub AA or BB): \$1,589,539

7. The percentage of FY17 spending expended on care and custody personnel:

- a. Salary and overtime costs only: $\$10,513,300 / \$17,616,497 = 60\%$
- b. Salary, overtime and additional payroll costs: $\$12,837,481 / \$17,616,497 = 73\%$

8. The percentage of FY17 spending expended on care and custody of offenders:

The percentages in 7a and 7b do not include the following expenses for offenders:

- Food: \$409,359
- Clothing: \$ 59,458
- Utilities: \$ 565,095
- Non-Employee Medical/Mental Health Expenses: \$169,544
- Transportation Fuel Costs: \$71,505
- Inmate Supplies (bedding, etc.) \$44,382
- *Total Spending For Offender Expenses from Appropriation: \$1,319,343*
- a. Percentage based on salary, overtime, and expenses only: $\$11,832,643 / \$17,616,497 = 67\%$
- b. Percentage based on salary, overtime, expenses and additional payroll costs: $\$14,156,824 / \$17,616,497 = 80\%$

COST SAVINGS MEASURES:

(A.) Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors:

- During FY17 we had 6 employees leave who we are not planning to replace for FY18. We had 1 ADS, 2 Captains, 1 Financial Assistant, 1 Case Manager, and 1 Legal Assistant leave, saving \$215,523 in FY17. If all of these positions remain unfilled for FY18 we will save \$433,426 in FY18.
- We also had our IT director leave in FY17 and we replaced him with a lower salaried person, saving over \$16,000 in FY18.
- The Berkshire County Sheriff's Office did offer an early retirement to non-correctional staff that offered a one-time bonus of \$15,000 and we had one employee who took advantage (the finance assistant) for a FY18 savings of \$57,000.
- During FY17 we were able to reduce the overtime budget by \$67,000 by re-assigning staff to housing posts when needed. We expect to see about the same level of overtime spending in FY18 by continuing to re-assign staff to housing units when needed.

(B.) Consolidating inmate medical and other vendor services across the offices:

(C.) Establishing uniform standards and programming across offices:

In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the Bristol County Sheriff's Office that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information, unless otherwise noted, reflects spending from each sheriff's main operations appropriation. This information is detailed below and in the attached spreadsheets:

1. Total Number of Staff by Facility:

a. Main Facility:

i. **Dartmouth House of Corrections:**

The DHOC main building : 450

b. Satellite Locations:

i. **The Dartmouth Women's Center : 16**

ii. **The Carreiro ICE Detention Center : 12**

iii. **The Ash Street Jail : 59**

c. Overall Total: **537**

2. The Number of Personnel Defined as Care and Custody Personnel *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates):* **462**

3. The Number of Correction Officers: 360

4. The Number of Care and Custody Supervising Staff *(includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates):* **70**

5. The Overall Number of Management Personnel: *(This is broken down into four subsections)*

a. **Command Staff / Management Team: 17**

b. **Department / Area Heads: 19**

c. **Non-union employees who are not managers and work in Human Resources, Fiscal IT, Legal, and other areas in a non-supervisory role: 57**
(This number does not include the staff who are listed in care and custody supervising staff).

d. **Unionized Administrative Staff: 46**

6. A breakdown of salary and wages spent on supervising staff, management personnel and correction officers:

- a. Care and Custody Supervising Staff *(includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates)*: **\$4,430,936**
 - b. Management Personnel:
 - a. Command Staff / Management Team: **\$1,647,988**
 - b. Department / Area Heads: **\$1,412,631**
 - c. Non-union/ Non-managers /Non-supervisory role: **\$1,140,984**
 - d. Unionized Administrative Staff: **\$2,252,088**
 - c. Correction Officers: **\$20,688,224**
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- d. Total salary and wages in FY17 for all care and custody personnel (defined in #2):
\$25,119,160
- e. Overtime spending in FY17 for all care and custody personnel: **\$2,012,637**
- f. Additional payroll costs in FY17 for all care and custody personnel (payroll items paid from sub AA or BB): **\$847,577**

7. The percentage of FY17 spending expended on care and custody personnel:

- a. Salary and overtime costs only: **\$27,131,797**
- b. Salary, overtime and additional payroll costs: **\$28,006,374**

8. The percentage of FY17 spending expended on care and custody of offenders:

The percentages in 7a and 7b do not include the following expenses for offenders:

- Food: **\$1,018,999**
- Clothing: **\$114,121**
- Utilities: **\$1,351,265**
- Non-Employee Medical/Mental Health Expenses: **\$8,429,367**
- Transportation Fuel Costs: **193,605**
- Inmate Supplies (bedding, etc.): **\$376,612**
- *Total Spending For Offender Expenses from Appropriation*: **\$11,483,969**
- a. Percentage based on salary, overtime, and expenses only: **53.5%**
- b. Percentage based on salary, overtime, expenses and additional payroll costs: **55.3%**

- c. Salary, overtime, expenses, additional payroll and other associated inmate costs included:
77.9%

COST SAVINGS MEASURES:

(A.) Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors:

Since 2011, Sheriff Hodgson has been eliminating non rank and file corrections officers positions. Enclosed is a list of 43 positions that have been eliminated between FY 12 and FY 18. The total savings of this effort is a savings of \$3,319,722. None of these positions have been backfilled. Since July 2016, sixty four (64) employees have left the employ of the Bristol County Sheriff's Department. The list includes specifically: the Director of Purchasing, two Captains, three Lieutenants, two Sergeants, 40 Corrections Officers, and 16 Administrative employees. This resulted in a reduction of over \$3.5 million in salaries. This has put a strain on the remaining staff in corrections and our kitchen and has led to stress and increased overtime to our budget.

We have collapsed security posts where possible throughout the facility. This has been done in an attempt to balance cost savings budgetary wise at the same time making sure our facilities are secure and our staffing numbers provide for the safety of the staff and the inmates in our care.

In an effort to cut costs on fuel and vehicle repairs, we have reduced our fleet of vehicles by 17 vehicles over the past five years by retiring older, high mileage vehicles.

We have worked in collaboration with DCAMM on several projects to help cut costs on repairs and utilities. In FY 17, we underwent a massive energy project by retrofitting our HVAC system and installing energy efficient lighting throughout the Dartmouth campus.

In FY 18 we are moving forward with video conferencing with the courts in Bristol County. This will help us to have time and energy in transporting some inmates to court on a daily basis.

(B.) Consolidating inmate medical and other vendor services across the offices:

We here at the Bristol County Sheriff's Department have contracted with a vendor to provide medical staffing and services for our inmates. As part of the legislatively approved State takeover of the seven remaining Sheriff's departments in 2010, contracts in place at the time were honored to their conclusion. We currently have two years remaining on the current contract with CPS to provide said services for our inmate population.

We do piggyback off of DOC contracts where possible and other counties have piggybacked off our contracts that our department has put forth.

(C.) Establishing uniform standards and programming across offices:

It would be nice if we could standardize union contracts across the state so that similar positions in every facility could be uniform and not out of balance for compensation purposes. We currently all enjoy the same health benefits through GIC and the same retirement system and compensation for all employees should be the next goal. The Administration has attempted to do so through a thorough exam of all departments and with the help of the Legislature we believe this is an achievable goal.

It has been four years since departments that house and transport illegal immigrants have been able to spend the monies they bring in for their department. The departments incur the costs of housing, feeding, treating and transporting these individuals but the state takes the money into the General Fund. This only increases the demands and needs of the departments to request actual budgets to cover these costs. In the case of Bristol County, we brought in \$5.5 million dollars to the State in FY 17 and could have used these funds for our operating budget. This would have resulted in less reliance on supplemental funding to be necessary.

In FY 18 we are projecting to raise over \$6 million dollars in retained revenue for the General Fund, yet we will continue to pay for expenses associated with this revenue. If that revenue were sent back to the departments, it would make less of a strain on Sheriff's departments. This would help to ease the need to address our current FY shortfall.

In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the Dukes County Sheriff's Office that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information is detailed below and in the attached spreadsheets:

1. Total Number of Staff by Facility:

- a. Dukes County House of Correction and Regional Jail & Lockup: **29**
- b. Dukes County Regional Emergency Communication Center: **14**
- c. Dukes County Community Corrections Center: **3**
- d. Dukes County Sheriff Administrative Offices: **4**
- e. Overall Total: **50**

2. The Number of Personnel Defined as Care and Custody Personnel *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations, as assigned. Also includes employees who provide programs, medical and mental health care for inmates):* **31**

3. The Number of Correction Officers: 14

4. The Number of Care and Custody Supervising Staff *(includes Sergeants and Lieutenants, who oversee security operations and provide medical and mental health care for inmates):* **6**

5. The Overall Number of Management Personnel: *(This is broken down into four subsections)*

- a. Command Staff / Management Team: **5**
- b. Department / Area Heads: **7**
 - i. Note: 2 positions are assigned to Communication Center or Community Corrections
- c. Non-union employees who are not managers and work in Human Resources, Fiscal IT, Legal, and other areas in a non-supervisory role: **18**
(This number does not include the staff who are listed in care and custody supervising staff).
 - i. Note: 13 positions assigned to Communication Center; 2 at Community Corrections
- d. Unionized Administrative Staff: **0** *(included in Care & Custody Supervising Staff)*

6. A breakdown of salary and wages spent on supervising staff, management personnel and correction officers:

- a. Care and Custody Supervising Staff *(includes Sergeants and Lieutenants, who oversee security operations and provide medical and mental health care for inmates)*: **\$284,867**
- b. Management Personnel:
 - a. Command Staff / Management Team: **\$481,638**
 - b. Department / Area Heads: **\$360,655**
 - c. Non-union/ Non-managers /Non-supervisory role: **\$197,112**
 - d. Non-management, Unionized Administrative Staff (included in Care and Custody Supervising Staff above)
- c. Correction Officers: **\$526,256**
- d. Total salary and wages in FY17 for all care and custody personnel (defined in #2): **\$1,693,573**
- e. Overtime spending in FY17 for all care and custody personnel: **\$98,618**
- f. Additional payroll costs in FY17 for all care and custody personnel (payroll items paid from sub AA or BB): (AA - Benefit Time Buyback at Termination) **\$38,143.50** + (BB) **\$6,754**

7. The percentage of FY17 funds expended on care and custody personnel: 60.52%, or (42.36% - HOC Only)

Note: The costs include the House of Correction AND Regional Jail & Lockup for the entire County, as well as total, non-allocated costs for all Command Staff / Management Team.

- a. Salary and overtime costs only: **\$1,792,191** (\$1,254,534 - HOC Only)
- b. Salary, overtime and additional payroll included: **\$1,837,088** (\$1,285,962 – HOC Only)

8. The percentage of FY17 funds expended on care and custody of offenders:

These percentages in 7a and 7b do not include the following expenses for offenders:

- Food: **\$86,613**
- Clothing: **\$22,861**
- Utilities: **\$95,585**
- Non-Employee Medical/Mental Health Expenses: **\$67,415**
- Transportation (Ferry and Fuel) Costs: **\$27,560**
- Inmate Supplies (bedding, etc.): **\$24,145**
- Total Spending for Offender Expenses from Appropriation: **\$2,161,267**
(**\$1,512,887** – HOC Only)

- a. Percentage based on salary, overtime, and expenses only: **71.46%**
- b. Percentage based in salary, overtime, expenses and additional payroll included: **72.98%**

COST SAVINGS MEASURES:

(A.) Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors:

- a. Since August 20, 2016, the Dukes County Sheriff's Office lost eleven (11) FTE positions due to resignations, retirements and lay-offs. These positions have not been back-filled with new personnel, with the following service impacts:
 - i. Three (3) FTE's at the Dukes County Regional Emergency Communication Center remain unfilled, resulting in below minimum staffing, which translates to longer shifts, inability to utilize benefit time and increase utilization of overtime. The high turnover rate is also attributed to uncompetitive salaries, as compared to neighboring law enforcement agencies in the County.
 - ii. Three (3) FTE's at the Dukes County House of Correction and Regional Jail and Lockup facility remain unfilled, resulting in below minimum staffing, which translates to longer shifts, inability to utilize benefit time and increase utilization of overtime. Two (2) of those positions were Supervisors, resulting in the chain of command shift deficiencies, especially at the level of Sergeant. The high turnover rate is also attributed to uncompetitive salaries, as compared to neighboring law enforcement agencies in the County.
 - iii. Three (3) FTE's at the Dukes County Community Corrections Center were eliminated permanently due to the closure of the Center effective 8/31/17. The closure was necessitated by the non-renewal of the full fiscal year ISA with the Trial Court for FY18. Five (5) FTE's were affected by the funding loss; with two (2) lay-offs, one (1) earlier unfilled vacancy due to resignation, and two (2) re-assignments – one to the House and Regional Jail and Lockup, and another to fill in the post of Civil Process Director at a lower rank. The Center closure eliminates a valuable sentencing option for the Island offenders.
 - iv. One (1) FTE at the House of Correction remains unfilled, creating a severe administrative support gap for Operations and Human Services divisions, which in turn results in processing delays.
 - v. One (1) FTE at the Civil Process Office was lost due to retirement. The position was filled with a re-assignment of a former ComCor employee.

- vi. These eleven (11) unfilled vacancies will have created a pro-rated gross saving of \$576,747 in salaries and \$44,767 in associated overtime, for a combined saving of \$621,514. After the benefit time buyback of \$45,104, the net salary and overtime savings are **\$576,410**.
- b. Other than the ComCor program elimination, not backfilling the minimum staffing vacancies at the House of Correction, Jail and Lockup and Communication Center is not sustainable long-term. It will also continue to drive the overtime utilization and staff fatigue. When staffing was maintained at more adequate levels, the agency was able to reduce the overtime utilization from \$203,274 in FY15 to \$157,211 in FY16 – a **22.6% reduction**. In FY17, overtime went back up to \$197,518 – a 20% increase, due to unfilled vacancies. If the six (6) immediate vacancies at the House and Communication Center are filled, the corresponding reduction in OT is estimated at **\$27,201**, or 13%.
- c. One of the techniques to assist with permanent employee count deficiency and overtime over-utilization has been to use contract employees in areas of need. The contract workforce budget only grew by \$12,000 from FY17 to FY18.
- d. It is imperative to understand that due to the small size of the operation in Dukes County, most personnel is not highly specialized, including Supervisors and Managers. There is no support staff, and all Managers perform active duties of command staffing, administrative tasks and care and custody of offenders. Also, the Supervisors take on line duties of care and custody during their OIC shifts. Finally, Correction Officers perform duties on both House and Jail and Lockup sides, and are charged with transport, medical, fire-fighting and other assignments concurrent with CO tasks. Therefore, there are no further opportunities to reduce the personnel to Supervisors ratio, other than back-filling vacant line positions at respective divisions.
- e. There are several opportunities to offer Early Retirement Incentive Program to administrative staff, if such incentive was fully funded by the Commonwealth. Specifically, there is one ADS position that requires two (2) years of service credit, one Human Services position that needs one (1) year of service credit, and potentially another administrator that could retire early. The combined, annualized salary savings are estimated at **\$243,675**, less benefit time buyback at the time of retirement.

- i. If ERIP is funded by the State and successfully implemented, there will be opportunities to re-organize certain administrative and Human Services function by back-filled at a lower administrative level and reducing the work hours of a position. Such backfills would offset the ERIP savings by \$85,000.
- f. The agency operates in a unique environment, in which it has historically provided regional services to other agencies on Martha's Vineyard, Gosnold and Elizabeth Islands that make up the Dukes County. Along with the House of Correction, all of these services had been previously funded by the County assessments and deeds excise tax. Upon the transfer to the State in 2010, the services remained, but have not been adequately supported fiscally by the Commonwealth, which resulted in multi-year operational and capital deficits. The agency is currently in the process of requesting FY19 operating deficit assessments from the six (6) municipalities on the Island that utilize the Regional Emergency Communication Center (RECC); however, the outlook is not positive, as the communities view this deficiency as the State liability. If successful, such assessments would amount to **\$676,632**. A RECC expendable trust with a separate appropriation number would need to be created for this purpose.
 - i. The agency, along with other Sheriff's offices that operate RECC's will also be requesting that the State does not demand 30% chargebacks on the State 911 Support & Incentive grant that lets us shift some of the RECC's personnel costs. This would provide additional funding of **\$80,000**.
 - ii. In addition, a non-volume based formula for our RECC's grant funding would allow for a more realistic cost offset of the service that was covered as a State liability under the Chapter 61 of Acts of 2009, upon the takeover from the County. RECC will cost \$834,678 to operate in FY18, without any investments in infrastructure, while the net support and incentive and training grant funds are \$187,890; creating a deficit of \$646,788 that cannot be subsidized from the main appropriation.
 - iii. Going forward, if the RECC's local assessments can be established, the agency will also seek additional assessment to supplement the funding of the Regional Jail and Lockup, which provides the only holding facility in the Dukes County. Since the same personnel is utilized to service both the House and the Jail and Lockup, potential assessments are estimated at **\$821,156**, based on the 40% cost allocation to that function.

(B.) Consolidating inmate medical and other vendor services across the offices:

- a. The agency has contracted with the State pharmacy for FY18 to reduce inmate medication costs. The estimated savings are **\$5,000** annually.
- b. The agency has transitioned from a local vendor for office and facility supplies to W.B. Mason under the statewide contract. The estimated annual savings are approx. **20%**.
- c. The agency has secured competitive electric supply services for all facilities, with est. savings of **\$10,000** annually.
- d. The agency is working on communication line transition from Verizon and third-party resellers to Comcast, with est. savings of **\$20,000** annually.
- e. The agency is taking advantage of the regional heating oil consortium pricing with **20%** discount from retail market.
- f. The agency is taking advantage of the regional transit authority vehicle fuel pricing with **30%** discount from retail market.

(C.) Establishing uniform standards and programming across offices:

- a. Dukes County has been collaborating with Barnstable County on the support for the Mobile Command Center that creates a bridge for radio communications during emergencies.
- b. Dukes County has been collaborating with Plymouth County on the firearms qualification and training via the portable range trailer, which allows all law enforcement agencies an easy access point for annual training locally.
- c. Dukes County has taken advantage of established RECC assessment mechanisms at Barnstable, Berkshire and Essex to promote the RECC assessments in Dukes County.

ESSEX COUNTY SHERIFF'S DEPARTMENT -- REPORTING REQUIREMENTS OF 1599-1690

| (i) A total staffing number by facility | |
|---|------------|
| Essex County Middleton House of Correctional and Sheriff's Headquarters | 468 |
| Essex County Pre-release and Re-entry Center | 64 |
| Essex County Women in Transition Center | 18 |
| Office of Community Corrections (3 locations) | 10 |
| Essex County Civil Process Division (2 locations) | 9 |
| Essex County Regional Emergency Communication Center (ECRECC) | 44 |
| Total Full Time Employees | 613 |

| (ii) The number of personnel defined as care and custody personnel | |
|--|------------|
| Total Care and Custody Employee Count | 532 |

| (iii) The number of correctional officers | C&C |
|--|------------|
| Correctional Officers | 329 |
| Senior CO (Sergeants) *Considered Supervisors | 79 |
| Senior CO (Lieutenants) *Considered Supervisors | 20 |
| Senior CO (Captains) *Considered Supervisors | 13 |
| Senior CO I | 9 |
| Senior CO II | 2 |
| Senior CO III | 15 |
| Senior CO IV | 1 |
| Total Correctional Officers, Care and Custody, Nonsupervisory | 356 |
| Total Correctional Officers, Care and Custody, Supervisory | 112 |
| Total Correctional Officers | 468 |

| (iv) The number of care and custody supervisory staff | |
|---|------------|
| Care and custody Supervisors (Dept Heads, PREA, Work Release, SI) | 25 |
| Care and custody Supervisors (Cpts, Lts, Sgts) | 112 |
| Total Care and Custody Supervisory Employees | 137 |

| (v) The overall number of management personnel | |
|--|-----------|
| Managers, care and custody, excluding the ECRECC (Sheriff, Special Sheriff, Supts, Asst Supts) | 6 |
| Managers, non care and custody, excluding the ECRECC | 11 |
| Managers at the ECRECC | 3 |
| Total Management Employees | 20 |

| ESSEX COUNTY SHERIFF'S DEPARTMENT 7/8/17 | | |
|--|------------|-------------|
| C&C Managers | 6 | 0.98% |
| Non C&C Managers | 11 | 1.79% |
| ECRECC Managers | 3 | 0.49% |
| C&C Supervisors | 137 | 22.35% |
| Non C&C Supervisors | 4 | 0.65% |
| ECRECC Supervisors | 10 | 1.63% |
| C&C COs (Non Supervisory) | 356 | 58.08% |
| Non C&C Admins | 22 | 3.59% |
| C&C Admins | 33 | 5.38% |
| ECRECC Admins | 31 | 5.06% |
| Total Employees | 613 | 100% |

ESSEX COUNTY SHERIFF'S DEPARTMENT -- REPORTING REQUIREMENTS OF 1599-1690

| (vi) A breakdown of salary and wages spent on supervisory staff, management personnel and correctional officers | |
|--|------------------------|
| Salary and wages of 151 supervisory staff (137 CC + 4 NCC + 10 ECRECC) | |
| Supervising Staff Base Salary | \$12,550,538.78 |
| Shift Differential (A07) | \$300,357.39 |
| Overtime (A08) | \$1,033,184.13 |
| Roll Call Pay (A09) | \$232,552.15 |
| Holiday (A10) | \$59,164.47 |
| Training (A14) | \$60,954.00 |
| Detail Pay (A20) | \$62,408.80 |
| Education Incentive (AA1) | \$391,038.92 |
| Clothing Allowance (B08) | \$111,500.00 |
| Injured by Prisoner Pay (D24) | \$22,653.39 |
| Total salary and wages of Supervising Employees | \$14,824,352.03 |

| ** The number of administrative staff | |
|---|--------------------|
| Care and custody Administrative Staff (Reentry, Life Skills, Jr. Clerks, Maintenance) | 33 |
| Non care and custody Administrative Staff, excluding ECRECC (Finance, HR, IT, Civil Process, Lab) | 22 |
| Non care and custody Administrative Staff, ECRECC (Telecommunicators, Secretarial, IT) | 31 |
| Total Administrative Employee Count | 86 |
| | |
| Salary and wages of 86 administrative staff (33 CC + 22 NCC + 31 ECRECC) | |
| Administrative Staff Base Salary | \$4,917,855 |
| Shift Differential (A07) | \$23,249 |
| Overtime (A08) | \$103,698 |
| Holiday (A10) | \$22,178 |
| Training (A14) | \$27,150 |
| Education Incentive (AA1) | \$146,600 |
| Total Salary and Wages of Administrative Employees | \$5,240,731 |

| | |
|--|------------------|
| Salary and wages spent on 3 ECRECC management staff (as described in section v.) | |
| Base Pay | \$356,767 |
| Education Incentive (AA1) | \$8,500 |
| Total Salary and Wages of ECRECC Management Employees | \$365,267 |

| | |
|--|--------------------|
| Salary and wages spent on 17 management staff (as described in section v.) | |
| Base Pay | \$2,203,214 |
| Education Incentive (AA1) | \$75,500 |
| Total Wages and Salary of Management Employees | \$2,278,714 |

ESSEX COUNTY SHERIFF'S DEPARTMENT -- REPORTING REQUIREMENTS OF 1599-1690

| | |
|--|---------------------|
| Salary and wages spent on 468 correctional officers (as described in section iii.) | |
| Base Salary | \$21,722,465 |
| Shift Differential (A07) | \$855,024 |
| Overtime (A08) | \$3,409,212 |
| Roll Call Pay (A09) | \$789,981 |
| Holiday (A10) | \$425,125 |
| Training (A14) | \$187,054 |
| Detail Pay (A20) | \$78,460 |
| Education Incentive (AA1) | \$881,698 |
| Clothing Allowance (B08) | \$276,750 |
| Injured by Prisoner Pay (D24) | \$52,977 |
| Total Wages and Salary of Correctional Officer Employees | \$28,678,746 |

| | |
|---|---------------|
| (vii) the percent of appropriated funds expended on care and custody personnel | |
| Care and Custody Personnel Expenses | 85.38% |



Essex County Sheriff's Department



Kevin F. Coppinger
Sheriff

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Middleton, MA 01949-2807

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www.EssexSheriffMA.org

October 16, 2017

Honorable Karen Silka
Chairman, Senate Ways and Means
State House, Room 212
Boston, MA 02133

Honorable Jeffrey Sanchez
Chairman, House Ways and Means
State House, Room 243
Boston, MA 02133

Honorable Chairs,

As requested in the reporting requirements for Massachusetts Sheriffs contained in line item 1599-1690 of Chapter 47, Acts of 2017, I offer the following responses. As part of our efforts for complete transparency and accountability, the information below is being provided to not only answer your specific requests but also to provide you a greater understanding of the scope and depth of the operations of the Essex County Sheriff's Department.

The Essex County Sheriff's Department consistently has one of the highest inmate populations of Sheriffs' Departments in the Commonwealth. Unfortunately, for the past several years, our funding has not been commensurate with our operational needs.

The Essex County Sheriff's Department operates the Middleton House of Correction, the Lawrence Pre-release and Re-entry Center, the Women in Transition Center, three Offices of Community Corrections, two Civil Process offices, and the Essex County Regional Emergency Communications Center. All of these entities are operated by employees of the Essex County Sheriff's Department. The total number of full time employees is 613. Further detail of staffing is included in the attached.

As a new Sheriff who took office just over nine months ago, my goal, with your cooperation and assistance, is to bring financial stability to the Essex County Sheriff's Department. I hope you will see from the above that I have already begun that process. It is my intent to achieve these savings while maintaining the safety and security of the public, our personnel, and our inmates. Our goal is to increase accountability at all levels within the organization, become leaner and more efficient, while providing a safe and enriching environment for 10,000+ inmates per year across nine facilities throughout Essex County.

Proudly serving the communities of Essex County

AMESBURY • ANDOVER • BEVERLY • BOXFORD • DANVERS • ESSEX • GEORGETOWN • GLOUCESTER • GROVELAND •
HAMILTON HAVERHILL • IPSWICH • LAWRENCE • LYNN • LYNNFIELD • MANCHESTER • MARBLEHEAD • MERRIMAC •
METHUEN • MIDDLETON NAHANT • NEWBURY • NEWBURYPORT • NORTH ANDOVER • PEABODY • ROCKPORT • ROWLEY
• SALEM • SALISBURY • SAUGUS SWAMPSCOTT • TOPSFIELD • WENHAM • WEST NEWBURY

However, our budget has been traditionally underfunded for the last several years and we have relied upon supplemental budgets to cover the deficiencies. This makes the task of operating an agency of this size very difficult. I do have one request of you if I may and I respectfully ask for your help – work with me to provide Essex County with a reasonable budget and then hold me accountable. I am committed to a transparent and publicly accountable administration, one that understands and respects the value of taxpayer dollars.

If you have any questions or need any further information on any of the above items, please contact me at 781-844-6546 or our Chief Financial Officer, Bryan Hightower, at 978-750-0239. Thank you in advance for your time and cooperation. I look forward to working with you.

Respectfully,

A handwritten signature in blue ink, appearing to read "Kevin F. Coppinget", with a long horizontal flourish extending to the right.

Kevin F. Coppinget
Sheriff

A section by section response to the reporting requirements outlined in line item 1599-1690 of Chapter 47 of the Acts of 2017 is attached. All data is effective July 8, 2017.

The following is a direct response to this portion of the legislation:

provided further, that each office shall identify cost saving measures including, but not limited to: (a) developing innovative personnel initiatives, including reducing overtime costs and the ratio of personnel to supervisors; (b) consolidating inmate medical and other vendor services across offices; and (c) establishing uniform standards and programming across offices

New Fiscal Plan and Cost Savings Initiatives

Upon taking office in January, 2017, my new Administration has put together a comprehensive Fiscal Plan to review current expenditures for the agency as a whole to help identify areas where better fiscal efficiency can be realized. The below items represent key components of this plan:

- **Fiscal and Operational Audits**
 - With the assistance of State Auditor Suzanne Bump, a complete, department-wide transitional audit (as of 12/31/16) is currently underway focusing primarily on our fiscal expenditures. A full report is expected by year's end.
 - From an operational point of view, a "Correctional Management Review of the Essex County Sheriff's Department" was conducted in May, 2017 by Creative Corrections Inc., a nationally recognized consulting firm specializing in all aspects of corrections. Their report is in hand and their recommendations are being reviewed and implemented in stages as we seek better efficiency in our operations.
 - A third audit, conducted by Municipal Resources Inc., is also currently underway specifically focusing on the fiscal and operational components of the Essex County Regional Emergency Communications Center. Primary issues being reviewed are staffing levels, management duties, and overtime costs. This audit is required by the Inter-Municipal Agreements signed by member communities but its focus has been expanded to meet goals set forth by the Sheriff's Department. The report is expected to be received by year's end.

- **Formation of Working Groups to Target Areas for Increased Efficiency**
 - Specific working groups, whose missions are to maximize the effectiveness of staffing levels as well as operation and fiscal efficiency, have been formed with members chosen from various ranks including union representation. The four initial working groups are as follows:
 - Staffing and Overtime Working Group
 - Classification Working Group
 - Unit Management Working Group
 - Medical & Mental Health Treatment Working Group
 (The Staffing and Overtime Group is well underway. Classification is soon to come on-line with Unit Management and Medical & Mental Health to become operational over the next few months.)

- **Declaration of a Fiscal Emergency**
 - On September 1, 2017, after receipt and review of our FY 2018 Budget and with input from the Staffing and Overtime Working Group, I declared an agency-wide **"Fiscal Emergency"** to immediately address funding issues. Specifics include, but are not limited to, the following:
 - A reduction from 40 authorized individuals who can approve overtime to seven. This will help ensure accountability and efficiency, thus reducing unnecessary costs.
 - Reduction and/or elimination of non-essential staffing posts.
 - The assignment of regularly assigned Shift Commanders to oversee uniformed operations on all three shifts. Prior to this, these duties were performed by committee with limited consistency and accountability.
 - Collapsing of posts during times of limited activity and reassignment of personnel to other duties to help eliminate unnecessary overtime.
 - Reduction of non-emergency outside operations so that staff may be utilized to meet internal needs of our Department more efficiently and effectively.
 - Temporary reassignments of personnel from off-site locations or special units to the Middleton House of Correction to staff vacancies otherwise filled by overtime.

- **Consolidation and Reclassification of Positions**
 - We are embracing attrition as an opportunity to repurpose, consolidate, or backfill positions at a lesser rate.
 - We continue to do a department-wide review of all positions, including upper-level management and administrative staff, in terms of duties and responsibilities, while ensuring the missions of each position are in line with the vision of the new Administration.

- **Video Conferencing**

- Essex County has actively endorsed the concept of Video Conferencing in conjunction with our courts. We have built out multiple inmate/lawyer conference rooms within our Middleton facility, equipped them with video and audio capabilities, and remotely linked them with the various courts in our jurisdiction. With the cooperation of the Judiciary, many court appearances are now conducted by video conference with the result being a significant cost savings (e.g. transportation, overtime) along with a substantial reduction to a public safety risk in that the inmate does not have to leave our facility. As this concept grows, so will the savings and related benefits.

- **Vendor Accountability**

- A substantial burden on our budget are our health care costs and in particular, the hospitalization of inmates needing medical care. This contract was privatized several years ago but in recent times we have reached out to the vendor to work with us to improve on-site care as much as possible in lieu of hospital visits. While the actual medical costs are often included in the contract, the personnel costs for Deputy Sheriffs assigned to accompany the inmates to the hospital are not. These dollars add up substantially as they are mostly based on overtime. Treating an inmate in-house whenever possible eliminates these costs but also provides for better public safety in that the inmate never has to leave our facility.
- Another area where we are striving to control substantial costs in this regard relates to inmates requiring long-term hospital stays. Working with the courts, we have had some success in using bail or electronic monitoring options when circumstances permit. Again, this eliminates the need for 24/7 coverage with Deputy Sheriffs.
 - NOTE: One extreme case deserves mention. One inmate who has been chronically ill and has been hospitalized for over 3 years, requires 24/7 security coverage due to his risk level. Annual cost - approximately \$450,000.00 for this one inmate. We continue to search for better solutions but unfortunately there are no better options.
- All vendors are under increased scrutiny and longstanding contracts are being reexamined and put out to bid as necessary. Notably,
 - NaphCare (our largest contract at \$8.4M+ annually), our inmate healthcare provider is going to be competitively reprocured after a ten year run.
 - AdCare (the second largest contract at \$2.9M+ annually), our inmate mental health and substance abuse treatment provider, will also be going out for reprocurement.

- Great strides have already been made, such as in inmate meals which Essex County is the Commonwealth's leader in thriftiness, at a record low of \$1.29 per meal.
 - All other vendors ranging from commissary, to vending, to bottled water are being held accountable to our newly appointed Contract Monitor, a new duty assigned to a tenured employee. We are also expanding training opportunities for Procurement and Fiscal staff to utilize all available procurement resources, including leveraging contracts already procured by other departments.
- **State and Federal Surplus Property**
 - These options are now our first choice when purchasing most goods and has allowed us to make critical technology and facility upgrades for pennies on the dollar. We have purchased \$309,546.00 worth of property for only \$1,357.00 in just the last few months.
- **Working Smarter**
 - We are working smarter by implementing software enhancements to streamline paper-laden and bureaucratized processes, readjusting and automating timekeeping functions, and improving communications through a roll call "Digital Headquarters" online bulletin board. Each of these projects has helped us improve our overall cost effectiveness and operational productivity.
- **Working Collaboratively**
 - As one of the larger Sheriff's Departments in the Commonwealth, the Essex County Sheriff's Department stands committed to working collaboratively with any and all public agencies to reduce costs, improve efficiency, and most importantly, provide for the best in public safety while also addressing the needs and safety of our inmate population. We are driven to provide better services while reducing costs. While this may seem a lofty goal, it is one we remain committed to. Today, we already work closely with other Sheriff's Departments, the Massachusetts Department of Corrections, Probation, among others, on not only procurement procedures but best practices in general.

In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the Franklin County Sherriff's Office that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information, unless otherwise noted, reflects spending from each sheriff's main operations appropriation. This information is detailed below and in the attached spreadsheets:

1. Total Number of Staff by Facility:

- a. Main Facility: 197
 - i.
- b. Satellite Locations: 0
 - i.
- c. Overall Total: 197

2. The Number of Personnel Defined as Care and Custody Personnel *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates):* **159**

3. The Number of Correction Officers: 100

4. The Number of Care and Custody Supervising Staff *(includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates):* **34**

5. The Overall Number of Management Personnel: *(This is broken down into four subsections)*

- a. Command Staff / Management Team: 9
- b. Department / Area Heads: 6
- c. Non-union employees who are not managers and work in Human Resources, Fiscal IT, Legal, and other areas in a non-supervisory role: 14
(This number does not include the staff who are listed in care and custody supervising staff).
- d. Unionized Administrative Staff: 6

6. A breakdown of salary and wages spent on supervising staff, management personnel and correction officers:

a. Care and Custody Supervising Staff (*includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates*): **\$2,595,373**

b. Management Personnel:

a. Command Staff / Management Team: \$1,017,714

b. Department / Area Heads: \$465,265

c. Non-union/ Non-managers /Non-supervisory role: \$954,582

d. Unionized Administrative Staff: \$338,335

c. Correction Officers: \$5,417,043

d. Total salary and wages in FY17 for all care and custody personnel (defined in #2):\$9,455,584

e. Overtime spending in FY17 for all care and custody personnel: \$438,640

f. Additional payroll costs in FY17 for all care and custody personnel (payroll items paid from sub AA or BB): \$637,250

7. The percentage of FY17 spending expended on care and custody personnel:

a. Salary and overtime costs only: 57% (\$9,894,224/\$17,369,069)

b. Salary, overtime and additional payroll costs: 61% (\$10,531,474/\$17,369,069)

8. The percentage of FY17 spending expended on care and custody of offenders:

The percentages in 7a and 7b do not include the following expenses for offenders:

- Food: \$620,710

- Clothing: \$63,491

- Utilities: \$ 375,517

- Non-Employee Medical/Mental Health Expenses: \$399,200

- Transportation Fuel Costs: \$57,683

- Inmate Supplies (bedding, etc.) Included with clothing

- *Total Spending For Offender Expenses from Appropriation:\$1,516,601*

a. Percentage based on salary, overtime, and expenses only: 66% (\$11,410,825/\$17,369,069)

b. Percentage based on salary, overtime, expenses and additional payroll costs: 70% (\$12,084,075/\$17,369,069)

COST SAVINGS MEASURES:

(A.) Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors:

- 1) Hiring freeze coupled with a reduction in post assignments and restructuring – anticipated FY17 savings \$500,000.
- 2) One-time \$15,000 early retirement incentive.
- 3) Elimination of ICE transportation – anticipated FY17 savings \$100,000.
- 4) Video court.

(B.) Consolidating inmate medical and other vendor services across the offices:

(C.) Establishing uniform standards and programming across offices:

*In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the **Hampden County Sheriff's Office** that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information is detailed below and in the attached spreadsheets:*

1. Total Number of Staff by Facility:

Main Correctional Facility: 504 Staff

Pre-Release Facility: 60 Staff

Prison Industries: 27 Staff

- One-hundred percent (100%) Self-Sustained Revenue

After Incarceration Support Systems Facility: 15 Staff

- DOC Re-Entry Services with **7 Staff** operates within this facility
- Office of Community Corrections with **10 Staff** operates within this facility
- Total Staff working in this facility = 32

***Regional Mental Health Facility:** 18 Staff

- Regional mental health unit directly reducing overall intakes and counts for DOC Bridgewater

***Women's Regional Correctional Facility:** 166 Staff

- Houses Maximum, Medium, and Minimum female inmates. Only 40% of the inmates housed here are Hampden County Inmates with the other 60% from other counties and/or DOC.

***Western Mass Regional Addiction Facility:** 81Staff

- Includes Day Reporting Program that operates within this facility
- This is a Regional facility specializing in Substance Abuse Addiction Treatment

Overall Total: 888 Staff

- This staffing total is the overall total of the Hampden County Sheriff's Department which consists of multiple appropriations: 8910-0102: Main Jail Appropriation; 8910-1010 Regional Mental Health; 8910-1020 Doc Re-Entry; 8910-1030 Women's Expansion; 0339-1003 Office of Community Corrections; and 8910-1000 Prison Industries Revenue.
- *** HCSD Regional Facilities** service the five (5) Western Mass Counties: Worcester, Hampden, Hampshire, Franklin, and Berkshire. One exception; the Women's Regional Facility services the five (5) Western Counties and three (3) additional counties, Essex, Suffolk, and Barnstable.
- This overall staff total does not include an Academy of new Correctional Officers required to backfill vacancies that begins on October 16, 2017

2. **The Number of Personnel Defined as Care and Custody Personnel: 784** *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates):*

3. **The Number of Correction Officers: 651**

4. **The Number of Care and Custody Supervising Staff : 133** *(includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates):*

5. **The Overall Number of Management Personnel: 104** *(This is broken down into four subsections)*

- a. Command Staff / Management Team: 8
- b. Department / Area Heads: 15
- c. Non-union employees who are not managers and work in Human Resources, Fiscal IT, Legal, and other areas in a non-supervisory role: 81
(This number does not include the staff who are listed in care and custody supervising staff).
- d. Unionized Administrative Staff: 0 (non-applicable)

6. **A breakdown of salary and wages spent on supervising staff, management personnel and correction officers: \$58,434,372**

a. Care and Custody Supervising Staff (*includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates*): **\$10,980,565**

b. Management Personnel: \$7,483,787

a. Command Staff / Management Team: \$978,825

b. Department / Area Heads: \$1,479,412

c. Non-union/ Non-managers /Non-supervisory role: \$5,025,550

d. Non-management, Unionized Administrative Staff: \$0.00

c. Correction Officers: \$39,970,020

d. Overtime spending in FY17 for uniformed security staff : **\$968,000**

- Additional payroll costs in FY17 for uniformed security staff and nurses **\$6,503,624** (payroll items paid from sub AA or BB):

Additional AA Payroll Total: \$5,705,725

- A07 Shift Differential: \$579,000
- A10 Holiday Pay: \$1,219,950
- A12 Sick Buyout: \$350,000
- A13 VACA-in-lieu: \$292,000
- A14 Bonus & Fitness Award: \$1,663,500
- AA1 Educational Bonus: \$1,601,275

- Additional BB Payroll Total: \$33,000
- Additional CC for Auxiliary Care and Custody Nursing Coverage in-lieu of overtime: \$764,899

7. The percentage of appropriated funds expended on care and custody personnel: 64%

50,950,585/\$79,601,459

- To stay consistent with this snapshot of our entire Department it is important to again note that appropriated funds included: 8910-0102, 8910-1010, 8910-1020, 8910-1030, 03391003. The 8910-1000 accounting for \$2,295,448 of the above total is our Prison Industries Revenue line item and not an allocation of funds.

- a. Salary and overtime costs only: **65.2%** \$51,918,585
- b. Salary, overtime and additional payroll included: **73.4%** \$58,422,209

These percentages do not include the following expenses for offenders:

- Food: \$1,600,000
- Clothing: \$360,000
- Mattress & Linen: \$75,000
- Hygiene: \$50,000
- Laundry & Cleaning Supplies: \$365,000
- Non-Employee Medical/Mental Health Expenses: \$2,800,000
- Transportation Fuel Costs: \$148,000
- Utilities: \$2,966,000
- Rent: \$650,000
- **Total Additional Offender Spending: \$9,014,000**

8. The percentage of appropriated funds expended on care and custody of offenders: 84.5%

- a. Salary, overtime, and expenses only: 65.2%
- b. Salary, overtime, expenses and additional payroll included: 73.4%
- c. Salary, overtime, expenses, additional payroll and other associated inmate costs included:
84.5%

COST SAVINGS MEASURES:

- (A.)** Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors:

HCSD developed and implemented innovative personnel initiatives reducing overtime and ratio of personnel to supervisors. Specifically, the following cost saving measures were approved and instituted by Sheriff Cocchi upon taking office in January 2017:

1. Relocation of the Day Reporting Program to the new Western Mass Regional Recovery Center. This allowed the HCSD to close the 311 State Street, Springfield site saving on the rent and utilities. (Do we want to specify savings dollars here?)
2. Implemented three (3) separate six (6) week volunteer Work Share unemployment programs with the Department of Unemployment Assistance (DUA). This allowed the staff who enrolled to take a one (1) day lay-off from work per week without pay for six weeks. This effort impacted nine (9) payroll periods and saved the HCSD \$450,000.
3. The HCSD left most non-uniform positions vacant after retirements or resignations. However, if deemed absolutely necessary to fill the position to meet minimum operational requirements, the vacant position was replaced at a lower salary than previously compensated.

Moving forward in FY18, the HCSD is implementing additional cost containment measures:

1. Five additional employee Work Share programs are already on-lie for FY18. Each Works Share period will consist of five (5) weeks. The HCSD will be able to calculate payroll cost savings for each upcoming Work Share period based on employee participation.
2. A “hold” has been placed on filling any non-uniform position unless deemed absolutely necessary. A “Resource Sharing Committee” evaluates higher priority vacancies, and in an effort to avoid filling the position with a new FTE, the committee shifts the hours of current staff in order to fill-in for the vacant position’s job responsibilities.
3. A Retirement Bonus Incentive Program is currently underway in an effort to get employees that are considering retirement to retire now as this will achieve cost savings for FY18 and FY19.

4. A Voluntary Layoff Incentive Program is being implemented in an effort to get more people to leave employment. These positions will not be backfilled, thus lowering lower FTE's.
5. For over twenty years the HCSD has run a "Summer Help" seasonal Correctional Officer program. This allows us to cover correctional officer vacations at a seasonal rate of \$13.00 per hour verses the higher hourly and overtime employee compensation rate. Moving forward, a group of 15 "Summer Help" seasonal officers will be used throughout the holiday season to keep overtime costs down.
6. An Overtime Committee and a Cost Efficiency Committee have been implemented. These committees are task with holding each area within our department accountable to keeping overtime costs down as well as any unnecessary spending in any of the lower subsidiaries.
7. Over the last few fiscal years the HCSD has continued to close inmate housing units to reduce staffing requirements. Just last week we closed another sentenced housing unit in our main correctional facility and dispersed those inmates among other living unit pods. It is important to note that we are still running the living units with an inmate count of 75. This can lead to climate issues at times. Having more pods open with smaller inmate counts would offer operational benefits, but the Sheriff has elected to reduce pods whenever we can in order to continue the reduction of required staffing.

*In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the **Hampshire County Sheriff's Office** that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information, unless otherwise noted, reflects spending from each sheriff's main operations appropriation. This information is detailed below and in the attached spreadsheets:*

1. Total Number of Staff by Facility:

a. Main Facility:

i. 163

b. Satellite Locations:

i. 3

c. Overall Total:

166

2. The Number of Personnel Defined as Care and Custody Personnel 139*(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates):*

3. The Number of Correction Officers: 70

4. The Number of Care and Custody Supervising Staff 40 *(includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates):*

5. The Overall Number of Management Personnel: *(This is broken down into four subsections)*

a. Command Staff / Management Team: 4

b. Department / Area Heads: 4

c. Non-union employees who are not managers and work in Human Resources, Fiscal IT, Legal, and other areas in a non-supervisory role:

(This number does not include the staff who are listed in care and custody supervising staff). 0

d. Unionized Administrative Staff: 48

6. A breakdown of salary and wages spent on supervising staff, management personnel and correction officers:

- a. Care and Custody Supervising Staff (*includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates*): **40 - \$2,984,284**
 - b. Management Personnel:
 - a. Command Staff / Management Team: 4 - \$431,109
 - b. Department / Area Heads: 4 - \$364,366
 - c. Non-union/ Non-managers /Non-supervisory role: 0
 - d. Unionized Administrative Staff: 48 - \$3,187,960
 - c. Correction Officers: 70 - \$3,979,267
-

- d. Total salary and wages for all care and custody personnel (defined in #2): \$9,157,828
- e. Overtime spending in FY17 for all care and custody personnel: \$90,840
- f. Additional payroll costs in FY17 for all care and custody personnel (payroll items paid from sub AA or BB): \$981,063

7. The percentage of appropriated funds expended on care and custody personnel:

- a. Salary and overtime costs only: 63.9%
 - i. $\$9,248,668$ (#2 & #6D)/ $14,459,923$ (the GAA + FY17 deficit spending)
- b. Salary, overtime and additional payroll costs: 70.7%
 - i. $\$9,157,828$ (spreadsheet 2) + $\$90,840$ (#6D) + $\$981,063$ (6E) / $14,459,923$

8. The percentage of appropriated funds expended on care and custody of offenders:

The percentages in 7a and 7b do not include the following expenses for offenders:

- Food: \$436,197
- Clothing: \$20,317
- Utilities: \$492,052
- Non-Employee Medical/Mental Health Expenses: \$307,302
- Transportation Fuel Costs: \$35,608
- Inmate Supplies (bedding, etc.) \$17,662
- Inmate Benefit fund for above items \$153,532
- *Total Spending For Offender Expenses from Appropriation: $\$1,462,670/\$14,459,923 = 10.11\%$*

- a. Percentage based on salary, overtime, and expenses only: **74.08%**
 $\$9,248,668 + \$1,462,670/\$14,459,923$

b. Percentage based on salary, overtime, expenses and additional payroll costs: 80.86%

i. $\$9,248,668 + \$1,462,670 + \$981,063 / \$14,459,923 =$

COST SAVINGS MEASURES:

(A.) Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors:

Due to being a smaller facility it would be ineffective to reduce our supervising staff any further. For instance, our medical department consists of four nurses, a part time medical records clerk and a part time doctor. The manager of the medical department is a nurse practitioner. She is a supervisor for only 5 positions. However, her responsibilities include providing physicals for all incoming inmates. Most of our managers are also tasked with daily operational duties resulting in the impractical nature of reducing the supervisory staff. Our management team consists of 4 members and our department heads total only 4.

Additional ideas: Hire a contract nurse to come in and deliver meds when nursing staff is short due to long term illness to eliminate co OT.

(B.) Consolidating inmate medical and other vendor services across the offices:

1. Combining the use of a physician with another facility.
2. Combining buying power of two or three facilities for food purchases.
3. Creating more vendors in western mass to provide larger purchases locally. i.e. a car dealership. This would save personnel time for pickup and provide local service options potentially eliminating mechanic positions at each agency.

(C.) Establishing uniform standards and programming across offices:

1. Essential programs to be provided include, life skills, victim witness impact, parenting programs, mental health services and substance abuse programs.

New from original submission:

2. Create a semi-annual CFO panel of all Sheriff's to compare all large purchases for potential alternate vendor utilization.

i.e. Some Sheriff offices have used a local collaborative for their utility purchases. This year when our electric contract was up we used a broker who analyzed 20 RFR responses. The result was a contract that beat the state OSD contract prices as well as the utility collaborative. The broker was paid by the winning bid so the process not only saved us money but also personnel time.

i.e. This year we also contracted with a solar company to obtain solar net metering credits on a large solar field to be built privately. This took a lot of study to understand net metering credits but that information could be provided to other Sheriff Offices to save them the research time.

These type of initiatives that we all use in different areas could be shared by the CFO's in a semi-annual meeting to provide additional cost saving possibilities for each Sheriff's Office.

3. The same process could be utilized by the head of each treatment department. Meet twice a year to share programming initiatives that were found to cut costs or be most effective.

Additional Cost saving measures

1. Replace the current SCBA (Self-contained Breathing Apparatus) with Smoke/Fire hoods. This would result in a savings of approximately \$5,000 over a ten year period.
2. A van driver half time position has been left vacant. Case managers and officers are pulled from their duties to provide the transportation services. Saving \$25,000 in FY17.
3. When an employee leaves the position is routinely left vacant for as long as safely possible to save payroll dollars.
4. Continued close work with the Office of Pharmacy to provide cost effective pharmaceutical services.
5. Solar Net Metering project has been initiated. The HSO should begin receiving solar credits for electricity in FY18.
6. The issuance of an electronic bi-weekly payroll memo, formally attached to paystubs began in August 2017 to save on paper and payroll processing time.
7. The local Lions Club has been approached to begin providing free vision testing for the inmates in FY18.
8. After numerous years of cost cutting measures, it was a struggle to find additional areas to cut. One of our few options left to realize savings after numerous years of cost cutting was to delay filling positions when they became vacant. Due to low staffing levels it was paramount for safety sake to backfill. However, each position was assessed as to how long we could safely leave it unfilled. The result in turnover savings per the attached detailed spreadsheets, is as follows:

| | | |
|---------|-----------|--|
| a. 2014 | \$254,242 | |
| b. 2015 | \$204,476 | |
| c. 2016 | \$180,780 | |
| d. 2017 | \$199,334 | See spreadsheet – “delayed backfill savings” |

9. EIRP

The Hampshire Sheriff's Office has a low turnover rate. Thus, the number of employees at their highest step tends to be high. Those positions where employees have reached their maximum salary are as follows:

| | | |
|----------------------------|----|-----|
| Correctional Officers - | 29 | 41% |
| Sergeants | 8 | 42% |
| Lieutenants | 11 | 69% |
| Captains | 3 | 60% |
| Other personnel additional | 36 | |
| Total | 87 | 52% |

If a \$10,000 incentive was provided for early retirement, and only 9 employees took advantage of the EIRP; the **savings** in backfilling their positions

with a step 1 FTE **would be over \$141,500 per year or \$1,273,500** for a nine year period. The cost would only be a one-time \$90,000 from the current budget. It would cost no additional money from the state and would replace FTE's paying 7% into the retirement system with employees paying 11%.

10. Two positions have not been filled to decrease the FY2017 deficit. The new Sheriff has covered both the Sheriff position and the Assistant Superintendent position for a savings of \$60,300. (However, continuation of the double workload and hours is not tenable in FY18.)

11. TELP Lease

- a. The entire server system for the facility was at imminent failure. Instead of replacing the equipment outright, we entered into a TELP Lease so that the cost could be paid over a five year period.

In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the Middlesex County Sheriff's Office (MSO) that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information, unless otherwise noted, reflects spending from each sheriff's main operations appropriation. This information is detailed below and in the attached spreadsheets:

1. Total Number of Staff by Facility:

- a. Main Facility: 615
- b. Satellite Locations:
 - i. Administrative Office – 39
 - ii. Civil Process – 21
 - iii. Community Counseling Center – 9
 - iv. Training Center - 12
- c. Overall Total: 696

2. The Number of Personnel Defined as Care and Custody Personnel *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates):* 597

3. The Number of Correction Officers: 409 *(includes Correction Officers hired after the 7-8-17 payroll snapshot date)*

4. The Number of Care and Custody Supervising Staff *(includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates):* 148

5. The Overall Number of Management Personnel: *(This is broken down into four subsections)*

- a. Management: 19
- b. Non- Care and Custody Employees: 57
- c. Direct Inmate Care and Community Counseling Personnel *(Please note the MSO uses separate funding for Mental Health Workers and Community Counseling staff):* 43 *(This number does not include the staff who are listed in care and custody supervising staff).*
- d. Civil Process Employees: 20

A breakdown of salary and wages spent on supervising staff, management personnel and correction officers:

- e. Care and Custody Supervising Staff (*includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates*): \$12,375,836.51
 - f. Management Personnel:
 - a. Management: \$2,019,902.98
 - b. Non- Care and Custody Employees: \$3,638,955.42
 - c. Employees Providing Direct Inmate Care and Community Counseling (Please note the MSO uses separate funding for Mental Health Workers and Community Counseling staff): \$2,652,434.93
 - d. Civil Process Employees: \$1,118,749.84
 - g. Correction Officers: \$25,661,979.36
-

- h. Total salary and wages for all care and custody personnel (defined in #2): \$40,437,979.36
- i. Overtime spending in FY17 for all care and custody personnel: \$2,059,485.53
- j. Additional payroll costs in FY17 for all care and custody personnel (payroll items paid from sub AA or BB): \$5,246,797.70

6. The percentage of appropriated funds expended on care and custody personnel:

- a. Salary and overtime costs only: 63%
- b. Salary, overtime and additional payroll costs: 70%

7. The percentage of appropriated funds expended on care and custody of offenders:

The percentages in 7a and 7b do not include the following expenses for offenders:

- Food: \$1,660,147.25
 - Clothing: \$340,284.63
 - Utilities: \$1,929,139.07
 - Non-Employee Medical/Mental Health Expenses: \$2,339,335.81
 - Transportation Fuel Costs: \$216,335.81
 - Inmate Supplies (bedding, etc.) : \$131,222.39
 - *Total Spending For Offender Expenses from Appropriation: \$6,616,386.15*
- a. Percentage based on salary, overtime, and expenses only: 72%

b. Percentage based on salary, overtime, expenses and additional payroll costs: 80%

COST SAVINGS MEASURES:

(A.) Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors:

- Retirement/Leave Incentive: In fiscal year 2015 (FY15), the MSO offered a retirement/leave incentive for employees in three (3) of our bargaining units as well as our at-will employees. We offered \$10,000 for employees wishing to retire and \$5,000 for any employee wishing to voluntarily leave. There were twenty-one (21) employees that took advantage of this incentive and since its implementation, there have been a total of thirty-six (36) full-time positions we have left vacant.
- Reduced Contractual Employees: In an effort to reduce temporary staff and overtime spending beginning in fiscal year 2011(FY11), the MSO made a commitment to conduct one small recruit academy on an annual basis to hire full-time correction officers. This has produced a savings of \$835,297 since FY15 and a total overall savings of \$2,520,070 since FY11. We have eliminated 96 temporary positions that have not been backfilled. By hiring full-time correction officers, we have been able to reduce our overtime expenses by over \$1 million since FY15.
- Centralized On-Site Pharmacy: The MSO centralized our on-site pharmacy with the State Office of Pharmacy Services in FY15 to reduce operational and inventory costs. This provided an on-hand inventory savings of \$65,000.
- Video Conferencing: The MSO currently has video conferencing established with multiple courts to reduce court trips while saving in transportation and staffing costs. In FY17, we estimated a savings of \$163,787 in staff and fuel costs associated with transporting offenders to court.
- Cambridge Community Counseling Center: In FY14 we closed our center in Cambridge to increase staff levels at our facilities and lower operating expenses (savings of \$500,000 annually).
- Lowell Community Counseling Center: Due to budget restrictions in FY17, the agreement between the Office of Community Corrections (OCC) and the MSO will not be renewed after December 31, 2017. The cost to run the center exceeds the funding allotted by OCC and the MSO cannot continue to fund the deficit. We are still in the process of determining the cost savings associated with this change.
- Framingham Civil Process Center: The MSO Civil Process Division will be closing the Framingham Center in November of 2017. This will save the Civil Process Division approximately \$90,000 annually.

(B.) Consolidating inmate medical and other vendor services across the offices:

- The MSO has dedicated resources to track inpatient hospitalizations and verify insurance status of inmates to reduce costs associated with providing health care to our inmate population. This initiative produced a total billed savings of \$1,082,372 in fiscal year 2017.
- The MSO currently contracts Trinity Services to assist in streamlining food costs for offenders. Trinity Services bulk purchase prices in conjunction with our diligent Food Services staff has reduced our inmate per meal cost and yielded a food savings of \$100,000 in fiscal year 2017.
- The MSO seeks grants to help defray the cost of spending through our operating budget as well as utilizes the state surplus list whenever possible.

In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the Norfolk County Sheriff's Office that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information, unless otherwise noted, reflects spending from each sheriff's main operations appropriation. This information is detailed below and in the attached spreadsheets:

1. Total Number of Staff by Facility:

a. Main Facility:

The Norfolk County Correctional Facility: **275.45**

b. Satellite Locations:

The Braintree Alternative Center: **13.40**

The Quincy Community Corrections: **16.30**

c. Overall Total: **305.15**

2. The Number of Personnel Defined as Care and Custody Personnel *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates):* **252.60**

3. The Number of Correction Officers: 170

4. The Number of Care and Custody Supervising Staff *(includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates):* **82.60**

5. The Overall Number of Management Personnel: *(This is broken down into four subsections)* **52.55**

a. Command Staff / Management Team: **9.65**

b. Department / Area Heads: **8**

c. Non-union employees who are not managers and work in Human Resources, Fiscal IT, Legal, and other areas in a non-supervisory role: **19.10**
(This number does not include the staff who are listed in care and custody supervising staff).

d. Unionized Administrative Staff: **15.80**

6. A breakdown of salary and wages spent on supervising staff, management personnel and correction officers:

- a. Care and Custody Supervising Staff *(includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates)*: **\$6,126,567**
 - b. Management Personnel:
 - a. Command Staff / Management Team: **\$1,049,566**
 - b. Department / Area Heads: **\$705,788**
 - c. Non-union/ Non-managers /Non-supervisory role: **\$1,332,281**
 - d. Unionized Administrative Staff: **\$966,687**
 - c. Correction Officers: \$10,819,537+ \$312,295 (FY17 Costs for those who left during FY17) **\$11,131,832**
-

- d. Total salary and wages in FY17 for all care and custody personnel (defined in #2): **\$17,258,399**
- e. Overtime spending in FY17 for all care and custody personnel: **\$2,102,673**
- f. Additional payroll costs in FY17 for all care and custody personnel (payroll items paid from sub AA or BB): **\$1,475,335**

7. The percentage of FY17 spending expended on care and custody personnel: (\$35,226,101 FY17 actual expenditures)

- a. Salary and overtime costs only: **55%**
- b. Salary, overtime and additional payroll costs: **59%**

8. The percentage of FY17 spending expended on care and custody of offenders:

The percentages in 7a and 7b do not include the following expenses for offenders:

- Food: **\$953,727**
- Clothing: **\$53,471**
- Utilities: **\$1,103,947**
- Non-Employee Medical/Mental Health Expenses: **\$2,597,827**
- Transportation Fuel Costs: **\$114,507**
- Inmate Supplies (bedding, etc.) **\$53,268**
- *Total Spending For Offender Expenses from Appropriation*: **\$4,876,747**

- a. Percentage based on salary, overtime, and expenses only: **68%**
- b. Percentage based on salary, overtime, expenses and additional payroll costs: **73%**

COST SAVINGS MEASURES:

(A.) Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors:

- In 2017, Sheriff Bellotti offered a one-time bonus of \$15,000 and 5% of the employee's annual salary as an incentive for early retirement in an effort to reduce the staffing levels and lower the expenditures on salary. Eight employees decided to retire early including an Assistant Superintendent, two Lieutenants, a Fiscal Accounts employee and four Correction Officers. None of these positions were backfilled.
- Since July 2016, thirty-seven (37) employees have left the employ of the Norfolk Sheriff's Office. Specifically, those that have left include two Assistant Superintendents, the Director of Programs, one attorney, one Captain, two Lieutenants, one Sergeant, twenty-one Correction Officers and four administrative employees. This resulted in a reduction of over \$2.4 million in salaries. With the exception of a couple of Officers who transferred into the NSO and 4 uniformed supervisors, none of these positions have been backfilled.

This has led to some stress on the overtime budget and in turn, the following steps have been taken.

- In 2017, the NSO has closed two housing units to reduce staffing needs and overtime spending. This has resulted in 8 fewer posts being staffed each day over the three shifts. Since the beginning of 2017, this has resulted in more than \$606,032 in overtime savings. We have done this in a way to balance the cost savings while ensuring the safety of the staff and the offenders in our care. We are planning a new class of Correction Officers to help reduce the overtime expenses. While there is cost in putting on a new class, the new Officers' salaries are 22% less than an Officer at top step and 32% less than supervisors. The reduction in overtime expenditures will come from the additional Officers working at straight time rate and fewer higher salaried Officers/supervisors overtime shifts.
- In 2017, the NSO has collapsed support security posts including Officers in areas such as Maintenance, Training, K9, Fire Safety, Transportation, Laundry, Canteen, Booking and the Armory. Collectively, this has reduced potential overtime spending by over \$399,565. These two steps have eased the strain on the overtime budget.

Other NSO Cost Savings Initiatives:

- **Warehouse:** The NSO took steps to close an offsite warehouse by conducting an extensive Six Sigma Kaizen project in which we identified surplus and obsolete furniture, fixtures, supplies and other items. With the resultant reduction of storage needs, we are now able to store all of our items on site which resulted in a savings of \$58,000 in FY17.
- **Chiller Project:** Working with DCAMM, we installed an energy efficient chiller which resulted in the replacement of an end of life system that needed almost constant maintenance. Since June, when the new system went online, we have not had a need for maintenance or a single service call.

- **Radio Grant:** Norfolk Sheriff's Office staff were able to submit a successful grant application to the US Department of Homeland Security that provided us with 14 much needed radios, worth over \$100,000 at no cost to the Commonwealth of Massachusetts.
- **IT Equipment:** Over the past three years, the NSO has been able to phase out dated equipment and software such as Microsoft XP and servers for which replacement parts were no longer available. These efforts have not only allowed us to continue our mission critical duties, but have also significantly reduced reliance on outside vendors and services resulting in a yearly savings of \$249,120.
- **Video Conferencing:** Since the beginning of 2017, there have been 388 video conferences including 36 that were out of county. Our video conferencing resulted in a savings of \$73,947 in fuel costs, reduced wear and tear on our vans and better security.
- **US Marshals:** The NSO negotiated a new rate from \$95.00 per detainee per day to \$105 per day for the federal detainees that we hold. We made a concerted effort to increase the number of these detainees to increase revenue for the state. This resulted in an expected increase of \$ 867,256 in federal revenue based on our projected revenue for FY18. These funds will be transferred to the Commonwealth's General Fund.
- **Medication Savings:** The NSO's medical department recently switched from patient specific to stock insulin and inhalers resulting in less medication being discarded and wasted.
- **Vehicles:** Since the beginning of FY 17, we have surplussed thirteen vehicles that were 1999 to 2008 models. Almost all of these vehicles had significantly more than 100,000 miles on them and were in frequent need of maintenance. We have only replaced four of these vehicles as we have reduced the size of our fleet by nine vehicles or 11% as we continue to streamline our operations and reduce costs.
- **Other Savings Efforts:** The NSO has redoubled our efforts to find savings in every area of our operation. We recently switched uniform vendors and started purchasing electricity from the state resulting in a projected savings of \$36,000 for FY18. Our IT Office started using refurbished toner cartridges which reduced our costs by 62%. We also communicated with another Sheriff's Office on a body scanner which is a much needed piece of security equipment. Instead of purchasing a new scanner at a cost of approximately \$165,000, we obtained a renovated model at a cost of \$52,000. Over the course of the summer months, our HR Department re-deployed training staff and changed days off to reduce the amount of money spent on overtime.
- **Alternative asset acquisition efforts:** NSO management has leveraged both the Commonwealth and Federal surplus property programs to acquire needed operational assets. The NSO has acquired laptops, medical equipment, a replacement dental chair, office furniture, warehouse shelving and an OSHA compliant hazmat chemical storage unit. To date these efforts have reduced our FY18 spending by approximately \$237,000.

- (B.)** Consolidating inmate medical and other vendor services across the offices:
- The Norfolk Sheriff's Office is prepared to discuss potential consolidations of medical and canteen services with Sheriff's Offices if it results in a potential savings for the Commonwealth of Massachusetts.
- (C.)** Establishing uniform standards and programming across offices:
- The Norfolk Sheriff's Office is ready to participate in a review of offender programs as we believe programs offered fully equip them for a successful reintegration into the community as part as successful reentry.

In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the Plymouth County Sheriff's Office that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information, unless otherwise noted, reflects spending from each sheriff's main operations appropriation. This information is detailed below and in the attached spreadsheets:

1. Total Number of Staff by Facility:

a. Main Facility:

i. **470**

b. Satellite Locations:

i. **127**

c. Overall Total: **597**

2. The Number of Personnel Defined as Care and Custody Personnel *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates):* **474**

3. The Number of Correction Officers: **326**

4. The Number of Care and Custody Supervising Staff *(includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates):* **85**

5. The Overall Number of Management Personnel: *(This is broken down into four subsections)*

a. Command Staff / Management Team: **15**

b. Department / Area Heads: **10**

c. Non-union employees who are not managers and work in Human Resources, Fiscal IT, Legal, and other areas in a non-supervisory role: **30**
(This number does not include the staff who are listed in care and custody supervising staff).

d. Unionized Administrative Staff: **132**

6. A breakdown of salary and wages spent on supervising staff, management personnel and correction officers:

- a. Care and Custody Supervising Staff (*includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates*): **\$6,975,468**
 - b. Management Personnel:
 - a. Command Staff / Management Team: **\$1,858,028**
 - b. Department / Area Heads: **\$897,976**
 - c. Non-union/ Non-managers /Non-supervisory role: **\$2,086,291**
 - d. Unionized Administrative Staff: **\$7,407,728**
 - c. Correction Officers: **\$20,907,774**
-

- d. Total salary and wages in FY17 for all care and custody personnel (defined in #2):
\$31,969,555
- e. Overtime spending in FY17 for all care and custody personnel: **\$4,098,046**
- f. Additional payroll costs in FY17 for all care and custody personnel (payroll items paid from sub AA or BB): **\$1,509,099**

7. The percentage of FY17 spending expended on care and custody personnel:

- a. Salary and overtime costs only: **62.9%**
- b. Salary, overtime and additional payroll costs: **65.5%**

8. The percentage of FY17 spending expended on care and custody of offenders:

The percentages in 7a and 7b do not include the following expenses for offenders:

- Food: **\$2,240,892**
- Clothing: **\$185,523**
- Utilities: **\$1,019,732**
- Non-Employee Medical/Mental Health Expenses: **\$2,959,798**
- Transportation Fuel Costs: **\$62,417**
- Inmate Supplies (bedding, etc.) **\$208,058**
- *Total Spending For Offender Expenses from Appropriation:* **\$6,676,420**
- a. Percentage based on salary, overtime, and expenses only: **74.5%**
- b. Percentage based on salary, overtime, expenses and additional payroll costs: **77.2%**

COST SAVINGS MEASURES:

- (A.)** Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors:

Overview

1. We only purchase what's necessary for running the facility.
2. Our Procurement Specialist reviews all avenues that are available to us, and is constantly on the outlook for new avenues, to assure that we are paying the best price for the items purchased.
3. All purchase orders are reviewed and signed by the Director of Administration and Finance to ensure that 1 and 2 are followed.
4. By following these practices we believe that we are constantly using cost savings measures.

Reducing Overtime Costs

1. We are graduating a new Corrections Officer Academy next week. Because of the substantial number of retirements that we've had, our overtime costs have been significant. The addition of the new COs should help alleviate this problem.
2. Our staffing levels are based on contractual obligations and the safety of the inmates and staff. When we fill overtime shifts it is to comply with these 2 mandates.
3. We continuously review overtime costs and will continue to do so in the future to make sure that we are meeting our obligations and nothing more.
4. There are meetings planned with various staff to review this.

Reducing Ratio of Personnel to Supervisors

1. This staffing ratio is based on the safety of the inmates and staff. We utilize good security practices in manning the level of supervisors.
2. We continue to review these ratios to assure that we are meeting those obligations and nothing more.
3. These levels will be reviewed at the meetings mentioned in the previous section.

Vacancy List

We've been able to generate some cost savings by not replacing certain positions. We currently have a vacancy list consisting of 21 positions with a total dollar amount of \$1,299,209.

Utilities

Turbine

In 2011 we, in partnership with DCAMM, went out to bid for a turbine. The turbine probably would have provided all of the electricity used by the jail. Several bids were received. We conducted interviews and a contract was awarded. Because of the language in the transfer legislation that brought the remaining 7 Sheriff's Departments over to the State, Plymouth County still owned the land surrounding the facility that the buildings weren't actually sitting on, even though we actually used the land and the County would not be able to use it. This language only affected Plymouth County and none of the 6 other Counties. The turbine was to be situated on a small piece of land directly adjacent to the jail. Plymouth County tried to squeeze the State for what I believe was \$450,000, even though they couldn't use the land and it was in our perimeter. The situation was never resolved and we lost out on an opportunity that, at the time, probably would have saved us in the vicinity of \$750,000 annually.

Other

We have instituted several cost saving measures to reduce both the price and usage of our electricity and natural gas.

4. We procure our electricity and natural gas from private vendors rather than the public utilities. Our brokers constantly search for the best pricing available. We have been doing this for a number of years generating a large savings.
5. We installed LED Lighting throughout all of our buildings over the last several years, aided by incentives offered by the utilities, thereby reducing the amount of electricity that we consume.

6. We worked on several cost savings initiatives with DCAMM a couple of years ago, further reducing our usage of electricity and natural gas.
7. As a result of the LED Lighting and the project with DCAMM, we've seen a 15% reduction in our use of electricity and a 12% reduction in our use of natural gas. This resulted in a savings of \$100,000 in electricity costs and \$33,000 in natural gas costs in FY17 alone. This savings continues from year to year, the amount depending on the unit price that we pay for energy.

Water

We worked with DCAMM on a major project involving water conservation. The project was implemented over a period of time and the annual savings in our cost for water and sewerage is between \$400,000 - \$500,000. Again this savings continues from year to year and will probably increase as the cost per cubic foot charged rises.

Mass Health

During FY16 we were able to start billing Mass Health for inmate inpatient medical costs. The cost of our inpatient medical care was \$1,552,093 in FY15. These costs were reduced to \$442,968 in FY17, the first full year we were able to bill Mass Health, a savings of \$1,109,125. This effort did require an investment of approximately \$200,000 in personnel, but it still left us with a savings of over \$900,000.00. We also had a savings of \$588,270 in FY16, the year we started billing Mass Health.

Again, this large savings continues from year to year, as long as we are able to continue billing Mass Health for inmate inpatient care.

Savings to the State

As you can see we have been able to generate significant savings over the last several years that get carried over in our base from year to year. We 're always striving to save but with all the areas we've covered, supplies, utilities, water, health

care, etc., it becomes hard to come up with new ways that have the impact of what we've already accomplished.

However we have been involved with several activities that help reduce spending for the State and activities that generate additional revenue for the State.

State Inmates

We have housed state inmates for a number of years with no cost to the State. We continue ready to accept these inmates.

We have taken the further step of getting these state inmates enrolled in Mass Health, should they require inpatient care, thereby eliminating the DOC having to pay for these costs, which in some instances can be substantial.

MASAC

Starting in September of 2015, we began holding patients for the Massachusetts Alcohol and Substance Abuse Center, then located in Bridgewater. We relocated some of our personnel and did some new construction to accommodate the staff that MASAC sent here.

We did this at absolutely no cost to the State, saving it a substantial amount of money.

These patients have since been relocated to MASAC at Plymouth, but we remain willing to take them back should the State wish us to do so, again at no cost.

Federal Inmate Revenue

We are budgeted to generate \$7.5 million, in Federal Revenue, to go to the General Fund. In FY17 we generated \$8,952,075; almost \$1.5 million more than budgeted.

In FY18 we have the ambitious goal of generating \$12 million in Federal Revenue, \$4.5 million more than what is budgeted. This obviously would reduce the burden on the State and would have a much greater impact than any savings measures would have.

- (B.)** Consolidating inmate medical and other vendor services across the offices;
- (C.)** Establishing uniform standards and programming across offices;

In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the Suffolk County Sheriff's Office that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information, unless otherwise noted, reflects spending from each sheriff's main operations appropriation. This information is detailed below and in the attached spreadsheets:

1. Total Number of Staff by Facility:

a. Main Facility:

- i. House of Correction **631.77 FTE**
- ii. Jail **351.95 FTE**
- iii. Chelsea training facility **13.00 FTE**

b. Satellite Locations:

i.

c. Overall Total: **996.72 FTE**

2. The Number of Personnel Defined as Care and Custody Personnel *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates):* **882.23 FTE**

3. The Number of Correction Officers: **612.00 FTE**

4. The Number of Care and Custody Supervising Staff *(includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates):* **179.00 FTE**

5. The Overall Number of Management Personnel: *(This is broken down into four subsections)*

- a. Command Staff / Management Team: **7.00 FTE**
- b. Department / Area Heads: **5.00 FTE**
- c. Non-union employees who are not managers and work in Human Resources, Fiscal IT, Legal, and other areas in a non-supervisory role: **53.49 FTE**
(This number does not include the staff who are listed in care and custody supervising staff).
- d. Unionized Administrative Staff: **49.00 FTE**

6. A breakdown of salary and wages spent on supervising staff, management personnel and correction officers:

- a. Care and Custody Supervising Staff *(includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates)*: **\$14,661,035.02**
 - b. Management Personnel:
 - a. Command Staff / Management Team: **\$885,127**
 - b. Department / Area Heads: **\$480,500.00**
 - c. Non-union/ Non-managers /Non-supervisory role: **\$3,685,179**
 - d. Unionized Administrative Staff: **\$2,903,818**
 - c. Correction Officers: **\$38,360,288**
-

- d. Total salary and wages for all care and custody personnel (defined in #2): **\$58,673,129**
- e. Overtime spending in FY17 for all care and custody personnel: **\$10,951,809**
- f. Additional payroll costs in FY17 for all care and custody personnel (payroll items paid from sub AA or BB): **\$5,245,441 (this figure included assault pay)**

7. The percentage of FY17 spending expended on care and custody personnel:

- a. Salary and overtime costs only: **61.59%**
- b. Salary, overtime and additional payroll costs: **66.23%**

8. The percentage of FY17 spending expended on care and custody of offenders:

The percentages in 7a and 7b do not include the following expenses for offenders:

- Food: **2.81% (\$3,180,499)**
- Clothing: **.1% (\$120,003)**
- Utilities: **3.75% (\$4,245,558)**
- Non-Employee Medical/Mental Health Expenses: **12.31% (\$13,925,770)**
- Transportation Fuel Costs: **.1% (\$130,362)**
- Inmate Supplies (bedding, etc.) **.1% (\$129,973)**
- *Total Spending For Offender Expenses from Appropriation: **19.22% (\$21,732,163)***
- a. Percentage based on salary, overtime, and expenses only: **80.81% (\$91,357,102)**
- b. Percentage based on salary, overtime, expenses and additional payroll costs: **85.45% (\$96,602,544)**

COST SAVINGS MEASURES:

(A.) Developing innovative personnel initiatives including reducing overtime and the ratio of personnel to supervisors:

- 1. When the sheriff took over in 2013, he reorganized management structure, eliminating some positions and consolidating others, at a savings of \$850,000 per year.**
- 2. In FY16, the department offered an internal retirement incentive to employees to reduce senior staff positions and salaries. 27 employees took advantage of the program with an estimated savings of \$650,000 per year.**
- 3. In FY17, the department rescinded the promotion of 21 union supervisory positions at a savings of \$86,000.**
- 4. In FY17, department has saved over \$600,000 by not backfilling most vacancies, and delaying the back-filling of the ones we needed to fill.**
- 5. In FY17, the department bargained with JOEASC to regularly permit unfilled mechanical shifts to remain unstaffed, saving overtime costs.**
- 6. In FY17 and FY18, the department implemented a hiring freeze, except for critical vacancies, including the cancellation of the July 2017 academy class.**
- 7. In FY18, the department implemented a video conferencing program with several courts to reduce the number of inmates needing to be transported to court on a daily basis, thus reducing vehicle and gas costs, as well as the need for additional transportation officers.**
- 8. The department continues to regularly collapse units, whenever possible, to reduce overtime costs.**

(B.) Consolidating inmate medical and other vendor services across the offices:

SDS has contracted with NaphCare for a 5 year contract for comprehensive medical services to create cost efficiencies. SDS has utilized the state contracts for gas and electric through OSD and was recently recognized publicly by OSD for being one of the top utility cost savers by realizing the “highest cost avoidance on a per unit basis” in the Commonwealth. SDS employs multiple other cost reduction/efficiencies strategies,

including procurement methods that exceed the Sheriff's Procurement Policy requirements for the purchasing of goods and services and utilization of DCAMM to reduce capital equipment costs.

SDS is currently exploring the potential use of the state's Wiki Site in order to create a shared environment on which multiple sheriffs' offices could share contract and procurement details with the goal of collaboration and to create procurement efficiencies. Sheriffs' offices that choose to participate could post documents like lists, contracts, bid specs, etc.. and would be visible to all participating offices. This Wiki Site also provides a blog where updates and project statuses could be reviewed, as well as create meetings agendas and post minutes from prior meetings.

(C.) Establishing uniform standards and programming across offices:

SDS is open to discussion and coordination regarding this topic. SDS's decision making for programming is impacted by our location in an urban setting, space limitations, the needs, demographics and geographic's of our population, as well as multiple other factors making a goal of uniformity at best challenging. SDS programming staff do however meet and discuss the particulars of some programming with many of the other sheriffs' departments in various formats. Additionally, SDS has developed solid community partnerships in many different disciplines that allow SDS to have a "warm" referral process when transitioning an individual from our facility.

At SDS, the continuum of care begins on the day of incarceration and the goal is to successfully transition each individual back to the community as a whole person with medical & mental health appointments, job development resources, transitional employment partners as well as other needed systems of support.

SDS has implemented the Offender Management System, utilized by multiple other sheriffs' departments to manage inmate populations within our facilities and through the re-entry process.

In conjunction with 5 other sheriffs' departments, SDS has also implemented a new tool named the Level of Service Case Management Inventory (LSCMI) which is an evidence and research based, validated risk needs assessment tool that reliably develops individual service plans for incarcerated individuals, based on criminogenic needs. This revolutionary tool puts SDS in a position to compare data with other major population center sheriffs' departments. SDS has already started implementing this process, ensuring our continuum of care is evidence based and leading to recidivism reductions within the Commonwealth.

As one of the few counties to house women, SDS is in the unique position to work with multiple community agencies that provide services to this population. We work closely with other Sheriff's Department's as well as the DOC accepting transfers and step downs into our facility. Our Female Programming Division works to provide the women in our custody with

the pre and post services they need in the hopes they do not recidivate. Female programs collaborates with other counties for reentry services as well as to learn about their services.

SDS also offers other counties the ability to transfer their offenders to our facility for dialysis. As one of only 3 counties that has dialysis, we try and assist when we can as a cost saving measure to other agencies as well as not having the burden to transport those who need dialysis 3 times a week for what could be a 6 hour treatment. The SDS currently has 3 inmates/detainees from other counties that were transferred specifically for dialysis.

SDS Early Retirement Incentive Proposal

SDS would realize significant savings if a 5 year early retirement incentive (ERI) were to be implemented. I estimate that between 50 to 80 employees would take advantage of such an ERI. If we were to backfill only key non-custody staff position and back fill no more than 70% of all custody staff positions made available through this ERI, I estimate that the department would realize an annual savings of approximately \$2.5M.



Commonwealth of Massachusetts

OFFICE OF THE SHERIFF

COUNTY OF WORCESTER

JAIL AND HOUSE OF CORRECTION

5 PAUL X. TIVNAN DRIVE

WEST BOYLSTON, MASSACHUSETTS 01583

TELEPHONE: 508 854-1800

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LEWIS G. EVANGELIDIS
SHERIFF

September 28, 2017

Michael J. Heffernan, Secretary
Executive Office of Administration and Finance
24 Beacon Street
State House, Room 373
Boston, MA 02133

Dear Secretary Heffernan,

On behalf of the Worcester County Sheriff's Office, please find enclosed our report in response to information that was requested through budget language in the Sheriff's FY18 reserve account. We appreciate the opportunity to share with the Executive and Legislative Branches information regarding our staffing levels, management structure and budget information relative to the care, custody and control of inmates in Worcester County.

The Worcester County Sheriff's Office, which currently houses 1046 adult male inmates, operates continuously, 365 days per year. Since taking office in 2011, it has become increasingly evident that an equitable funding formula for Sheriff's needs to be implemented, allowing each office the opportunity to safely staff its facility, provide crucial services and rehabilitate the thousands of offenders that are released each year.

While I hope the enclosed will be beneficial to understand the management structure at WCSO, I would welcome the opportunity to further discuss our day to day operations, elaborate on areas where we excel, as well as highlight deficiencies caused by our compounding annual deficits. Thank you in advance for your consideration of this material and please do not hesitate to contact our office at (508)-854-1801 with follow up questions.

Sincerely,


Lew Evangelidis
Worcester County Sheriff

In accordance with the FY18 conference committee's requirements regarding a reserve fund for the 14 Sheriffs, please accept this report from the Worcester County Sheriff's Office that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY18. This information, unless otherwise noted, reflects spending from each sheriff's main operations appropriation. This information is detailed below and in the attached spreadsheets:

1. Total Number of Staff by Facility:

a. Main Facility:

i. Jail / House of Correction **537**

b. Satellite Locations:

i. After Incarceration Support Service Office: **1**

ii. Southern County Resource Center (Webster): **8**

iii. Fitchburg OCC: **9**

iv. Worcester OCC: **12**

c. Overall Total:

2. The Number of Personnel Defined as Care and Custody Personnel *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates):* **472**

3. The Number of Correction Officers: **336**

4. The Number of Care and Custody Supervising Staff *(includes Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates):* **78**

5. The Overall Number of Management Personnel: *(This is broken down into four subsections)*

a. Command Staff / Management Team: **6**

b. Department / Area Heads: **10**

c. Non-union employees who are not managers and work in Human Resources, Fiscal IT, Legal, and other areas in a non-supervisory role: **17**
(This number does not include the staff who are listed in care and custody supervising staff).

d. Unionized Administrative Staff: **6**

6. A breakdown of salary and wages spent on supervising staff, management personnel and correction officers:

- a. Care and Custody Supervising Staff (*includes Sgts, Lts, Cpts, and Assistant Deputy Superintendents who oversee security operations and provide medical and mental health care for inmates*): **\$5,652,217**
 - b. Management Personnel:
 - a. Command Staff / Management Team: **\$649,527**
 - b. Department / Area Heads: **\$710,003**
 - c. Non-union/ Non-managers /Non-supervisory role: **\$918,966**
 - d. Unionized Administrative Staff: **\$145,834**
 - c. Correction Officers: **\$18,107,923**
-

- d. Total salary and wages in FY17 for all care and custody personnel (defined in #2): **\$26,398,732**
- e. Overtime spending in FY17 for all care and custody personnel: **\$3,171,314**
- f. Additional payroll costs in FY17 for all care and custody personnel (payroll items paid from sub AA or BB): **\$804,377**

7. The percentage of FY17 spending (\$48,116,019) expended on care and custody personnel:

- a. Salary and overtime costs only: **61.64%**
- b. Salary, overtime and additional payroll costs: **63.13%**

8. The percentage of FY17 spending expended on care and custody of offenders:

The percentages in 7a and 7b do not include the following expenses for offenders:

- Food: **\$1,358,155**
- Clothing: **\$92,133**
- Utilities: **\$1,531,348**
- Non-Employee Medical/Mental Health Expenses: **\$5,760,384**
- Transportation Fuel Costs: **\$141,407**
- Inmate Supplies (bedding, etc.) **\$113,623**
- *Total Spending For Offender Expenses from Appropriation:* **\$8,997,050**
- a. Percentage based on salary, overtime, and expenses only: **80.15%**
- b. Percentage based on salary, overtime, expenses and additional payroll costs: **81.83%**

COST SAVINGS MEASURES:

- 1) WCSO has several administrative positions that are vacant or have been consolidated over the last two fiscal years. Examples include:
 - a. Consolidation of Special Sheriff Position – Annual Salary \$122,000
 - b. Consolidation of CFO position – Annual Salary \$95,880
 - c. Elimination of Assistant Superintendent Programs – Savings \$5500
 - d. Consolidation of Payroll Director – Annual Salary \$ 57,900 (2015)
 - e. Consolidation in the IT Department – Salary savings \$63,000
 - f. Redeployment of front office receptionist – Annual Salary \$32,000
- 2) WCSO implemented a video conferencing system in 2012. This program has been expanded and is now utilized by multiple courts throughout the county. On average, 60 video conferences are held each month and estimated cost savings are \$114 per video conference.
- 3) WCSO contracts with a private medical provider. This has allowed us to eliminate what were traditionally unpredictable and increasing medical / labor costs. Our current contract with Correct Care Solutions costs \$3.9M per year.
- 4) WCSO bids all food supplies, in some instances on a weekly basis. The facility saw decreased food costs from FY16 to FY17 of approximately \$100,000.
- 5) WCSO aggressively pursues reimbursement of HIV medications through available federal programs. FY17 reimbursements total \$254,000
- 6) Since the start of CY2016, WCSO has received 17 vehicles through donation or the state surplus lot. These include prisoner transport vans, pickup trucks, cruisers and an ambulance. Purchasing these vehicles new would have cost over \$600,000. All of these vehicles were received free of charge in exchange for vehicles that were no longer running.
- 7) In the fall of FY17, overtime costs were spiking due to inmate hospital trips and staff matriculation. WCSO temporarily deployed staff from non-line positions to save 77 overtime shifts in four (4) weeks.
- 8) In FY17, overtime costs at WCSO \$3.023M and can be difficult to predict. WCSO has been working to boost staffing levels through the hiring of new correctional staff. By having more scheduled staff, overtime costs will be reduced and staff will have greater flexibility to address unanticipated emergencies without overtime. Additionally, the overtime costs of superior / commanding officers dramatically increased this past summer. WCSO has authorized promotions to the rank of Captain and Lieutenant which will alleviate overtime pressures in FY18.
- 9) WCSO recently came to an agreement with our largest labor Union to significantly reduce “permanent shift swap” schedules. This will be effective within the next few months and cost savings will be monitored.

10) Workers Compensation costs were reduced by \$181,000 in FY17. This was achieved by aggressively bringing several cases to finality.

MSA COST SAVINGS MEASURES

A) DEVELOPING INNOVATIVE PERSONNEL INITIATIVES, INCLUDING REDUCING OVERTIME COSTS AND THE RATIO OF PERSONNEL TO SUPERVISORS

As can be seen in the individual submissions, many offices have been using various strategies to achieve personnel savings.

- Closed units
- Positions left vacant
- Limiting backfills
- Monetary retirement incentives

As a group, the MSA has sought to achieve efficiencies and reduce staff needs by collaborating on training, both in the officer training academies and in-service review. The MSA Education and Training Committee is comprised of the training directors from each sheriff's office and meets monthly to share best practices, troubleshoot issues, learn of current risks and liabilities, and to share training resources. Rather than each sheriff's office needing a full complement of instructors trained in all the requisite disciplines, the ETC works to develop a team of qualified teachers and certified instructors across the MSA. The instructors in each discipline will then lead classes, as necessary, to keep an adequate number of MSA-wide staff trained as trainers. These trainers are then available to teach classes at any county, as well as to hold regional and statewide training opportunities.

The ETC has also completed work over the past few years to institute a uniform, core basic recruit training academy curriculum for all sheriffs' offices across the state. This core curriculum not only insures that all county correctional officers in Massachusetts receive a uniform level of instruction in the training academy, but it allows a relocating county correctional officer to be hired by another sheriff's office without requiring that person to go through the time and expense of a new academy class. It also allows basic recruit training academies to be run regionally, as multiple counties can train a smaller group rather than waiting for a full classroom of their own. This can help reduce overtime costs at each of those offices. Finally, the ETC is now working on expanding regional training opportunities and creating more formal regional training academies.

Overtime costs and the ratio of personnel to supervisors could also be addressed more immediately if sheriffs had an option to encourage some of their senior supervisors to retire early and then replacing those officers with entry-level corrections officers. This would favorably affect the ratio of officers to supervisors, reduce total salaries, and provide additional officers to reduce the need for overtime. Sheriffs' offices, through the MSA, would like to propose that a one-time, targeted ERIP be authorized for counties that can benefit from it. The MSA would be willing to work with, and to provide data to, the Administration and the Legislature to help construct the most effective parameters of an ERIP.

The MSA also believes that additional personnel and overtime savings is possible with the resolution of two initiatives involving the judiciary. First, a future interface with MassCourts, the case management system used in the state's court system, will realize savings on staffing and overtime. The introduction

of electronic documents, such as a mittimus, will greatly improve scheduling, transportation, and record keeping at the sheriffs' offices, and, in turn, allow staffing to be adjusted in a way that reduces payroll and overtime. The MSA has been part of an external stakeholder's group under MassCourts for the past few years and looks forward to working with all its partners to create these efficiencies.

Video conferencing court sessions offers another opportunity to save on staff and overtime costs. After discussions and meetings with court administrators, sheriffs are ready, willing and able to utilize this technology to the greatest extent possible. The reduction in transportation trips for offenders will save on personnel costs, cut transportation expenses, and greatly reduce liability and safety issues that are unavoidable when taking an offender outside of the facility. In addition, health care and security costs can be lessened, and the introduction of contraband, such as illegal drugs, will be greatly reduced due to the offender remaining in a secure, rather than public, facility.

B) CONSOLIDATING INMATE MEDICAL AND OTHER VENDOR SERVICES

Sheriffs, acting through the MSA, have begun taking steps that they hope might lead to a consolidation of some vendor services, including some medical services. These steps include:

- Procurement policies are being reviewed to ensure that, whenever possible, future contract bids will be solicited as open to all sheriffs so any MSA member can utilize a favorable contract.
- Sheriffs are compiling a report of all the contracts used at each office over the past fiscal year. Said report will specify which procurements are made off a state contract, and which are done under different terms. Offices not using a state contract for any particular good or service shall investigate the possibility of joining the state contract or collaborate with other sheriffs' offices to investigate if a collective procurement might yield increased purchasing power and greater savings.
- The MSA is currently pursuing a shared document environment that will allow sheriffs to post and share their contract information for review and use by all other sheriffs' offices. This will allow offices to compare contracts and align service dates to allow offices to pursue additional collective procurements in the future.
- The shared document environment will also include a listing of all equipment (law enforcement, training or facility maintenance) available at each sheriff's office. Sharing these resources may provide opportunities to reduce purchase and lease costs for many of these items. Currently, a mobile firearms trailer owned by one sheriff's office is being shared with other MSA offices to allow necessary training and re-certifications to take place on site.
- The MSA is planning a full day procurement workshop to allow offices in the same region, with the same vendors, or procuring the same goods and services to compare rates, costs and requirements in an effort to find other opportunities to develop additional cost-effective strategies.
- Similarly, medical directors from across the MSA will also confer in the workshop setting to review ways shared medical service contracts might be utilized while maintaining appropriate service levels. The medical directors will also meet to investigate other service delivery models, some making more extensive use of emerging technologies, to reduce costs, travel and

overtime. Consideration may be given to various pilot programs to test the effectiveness of these alternative models.

- Offices are preparing for an effort to do an MSA-wide review of practices in each county in order to maximize all available MassHealth-related savings. Teams will be formed to perform a quality review of practices at each sheriff's office. Best practices related to medical billing will be put in place as necessary.
- The MSA also believes that additional savings might be realized once MassHealth implements its electronic portal to enroll inmates into its program under "suspension vs. termination". The MSA also believes that savings from prior fiscal years are being lost due to the new billing system utilized by MassHealth. MSA representatives have been in conversation with representatives from MassHealth and the Office of the State Comptroller for the past year and hope to formulate a remedy.
- All offices have already undertaken an effort to implement electronic medical records, which will hopefully reduce costs by keeping current, accurate medical files that will eliminate repeating various tests and treatment protocols. In addition, most offices have undertaken implementing a single electronic medical records system, CorEMR, as part of the new inmate management system. Eventually we expect that the counties using CorEMR will be able to electronically and securely transfer an inmate's medical records when transferred or admitted at another county. This, again, will realize a savings on many of the routine tests and treatments.

C) ESTABLISHING UNIFORM STANDARDS AND PROGRAMMING ACROSS OFFICES

The MSA is currently attempting to undertake an effort to develop a consensus around the establishment of uniform standards and programming across all offices. Such an effort requires extensive discussion from both practitioners and policy makers at each department. With fourteen elected sheriffs and many more corrections professionals speaking for their offices, these discussions have proven to be quite complex. Given the many other reporting activities facing the sheriffs, as well as the spending plan submission and the close of the Fiscal Year 2017, it has been difficult to complete this evaluation.

Working groups of custody, medical, mental health and programming are meeting to attempt to collaborate on a uniform description of the primary care and custody operation across all offices. In turn, these efforts will then be review by a committee of facility superintendents and given final approval by the sheriffs. The MSA respectfully requests your patience on this substantial request. We would expect to provide you with a final definition as part of the upcoming December 1st deadline.