



Sheriff Bob Gualtieri
Pinellas County Sheriff's Office



FY 16 Budget Presentation

"Leading The Way For A Safer Pinellas"



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Pinellas County Sheriff's Office

Brief Overview of Responsibilities

Law Enforcement:

- PCSO's primary service area includes 50% of the county's land and 68% of its waterways.
- We are responsible for primary law enforcement to 41% of the county's total population, with the other 59% served by 10 different police departments.



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Brief Overview of Responsibilities – Pinellas County Jail

- Average Daily Population:
 - Pinellas County Jail: approximately 2,800.
 - Safe Harbor: approximately 400.
 - Pre-trial release supervision, electronic monitoring, and day reporting: approximately 1,000.
 - Misdemeanor probation supervision: approximately 2,500.
- 6,700 people in custody and/or being supervised by PCSO.



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Institutional Knowledge and Experience **a.k.a. Brain Drain**

- Human capital crisis
- Institutional expertise that has been lost through retirement/attrition.
- Succession planning and leadership development are a top organizational priority.
- **77%** of current law enforcement deputies have less than three years experience. **336** of the **435** Patrol Deputies have been hired in the last **3** years. This includes time spent in the academy and field training program.
- **6** of the 9 Homicide Detectives have less than 2 years experience.

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Brain Drain

- The most senior law enforcement Captain has 5 years in his position.
 - 8 of the 11 law enforcement Captains have less than 2 years in their positions (73%).
- ALL 4 corrections Captains have less than 1 year in their positions.
- ALL 4 law enforcement Majors have less than 1 year in their positions.
- 11 of the 26 law enforcement Lieutenants have less than 2 years in their positions and all but 4 have less than 6 years experience.



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Management Structure Is Flat

- Our management structure is flat. The Department of Detention and Corrections Colonel has 1,100 employees under his command. The Major of the Patrol Operations Bureau commands almost 700 employees.
- Patrol North District has 127 deputies and 13 sergeants.
 - Averages 9.7 deputies per sergeant.
- Patrol Central District has 202 deputies and 24 sergeants.
 - Averages 8.4 deputies per sergeant.
- Combined there is an average of 8.8 deputies per sergeant in Patrol
- Given that 77% of Patrol Deputies have less than 3 years with PCSO and 53% of Sergeants have less than 2 years as supervisors, this is a minimally acceptable span of control.



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PCSO Law Enforcement Deputy to Citizen Ratio CY 09 – CY 14

Number of Law Enforcement Officers Per 1,000 Citizens as Reported by the Florida Department of Law Enforcement*⁺⁺

2009	2010	2011	2012	2013	2014
1.8	1.6	1.5	1.49	1.48	1.61

**FDLE reports by number of certifications by agency. These numbers do not include concurrent certifications.*

⁺⁺ This ratio includes Law Enforcement Deputies assigned to the Court Security Division, who are not responding to calls for service or investigating crime.



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2014 Officer to Citizen Ratio Local Agencies

Agency	Ratio Per 1,000 Residents
St. Petersburg Police Department	2.46
Clearwater Police Department	2.48
Largo Police Department	2.14
Tarpon Springs Police Department	1.98
Tampa Police Department	2.88
Pinellas County Sheriff's Office	1.61

**FDLE reports by number of certifications by agency. These numbers do not include concurrent certifications.*

PCSO is doing more with less as compared to other agencies.

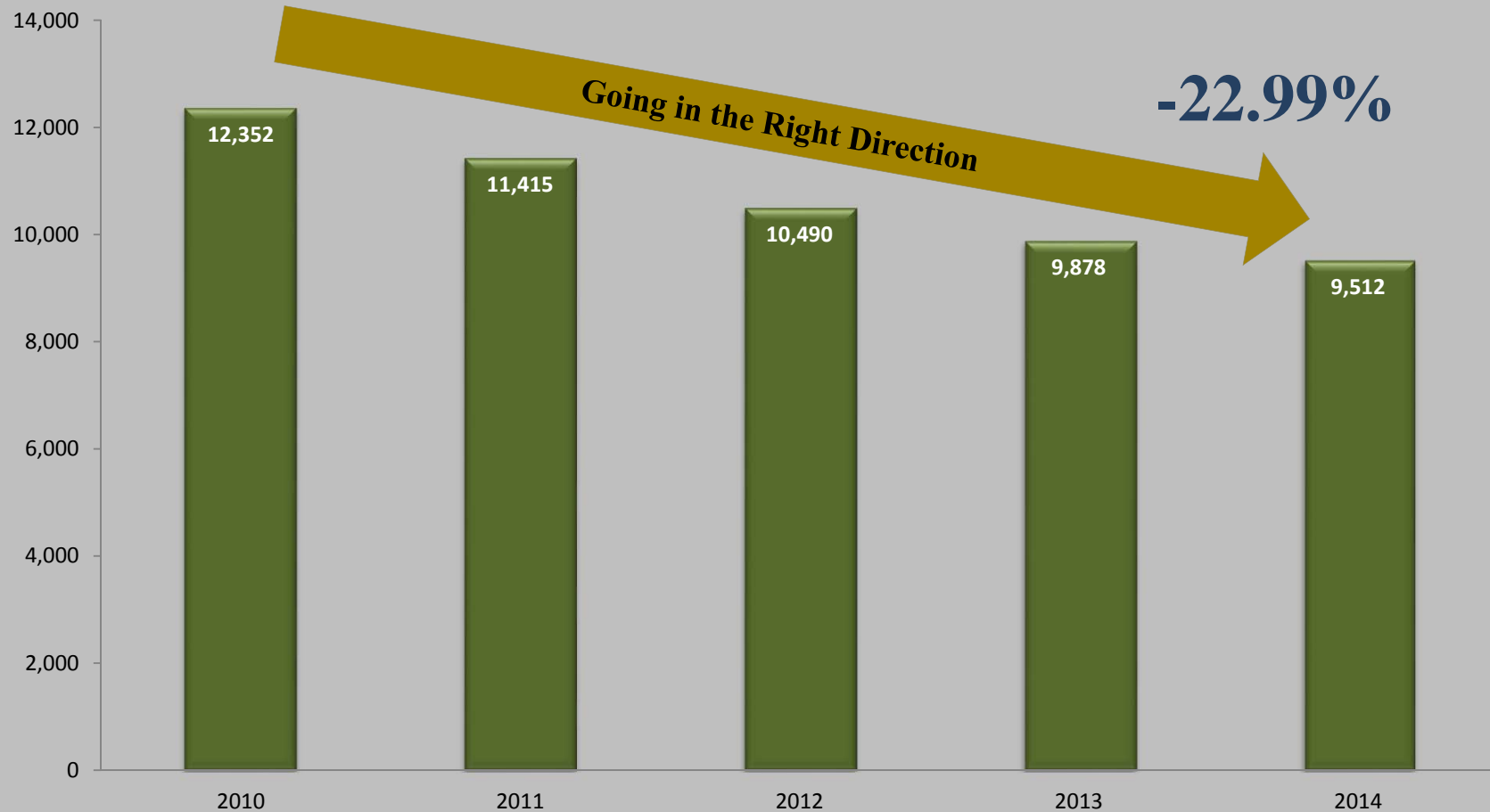
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Total Part I Crimes



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FY 16 Budget Target

- **FY 16 Budget Target** **\$ 256,849,050**
- **FY 16 Budget Submission** **\$ 277,462,820**
- **Over Target** **\$ 20,613,770**



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FY 16 Net Request from BCC

- FY 16 Budget Submission** **\$ 277,462,820**
- Sheriff's Office Generated Revenue** **\$ 31,316,040**
- FY 16 Net Request from BCC** **\$ 246,146,780**



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FY 16 PCSO Generated Revenue

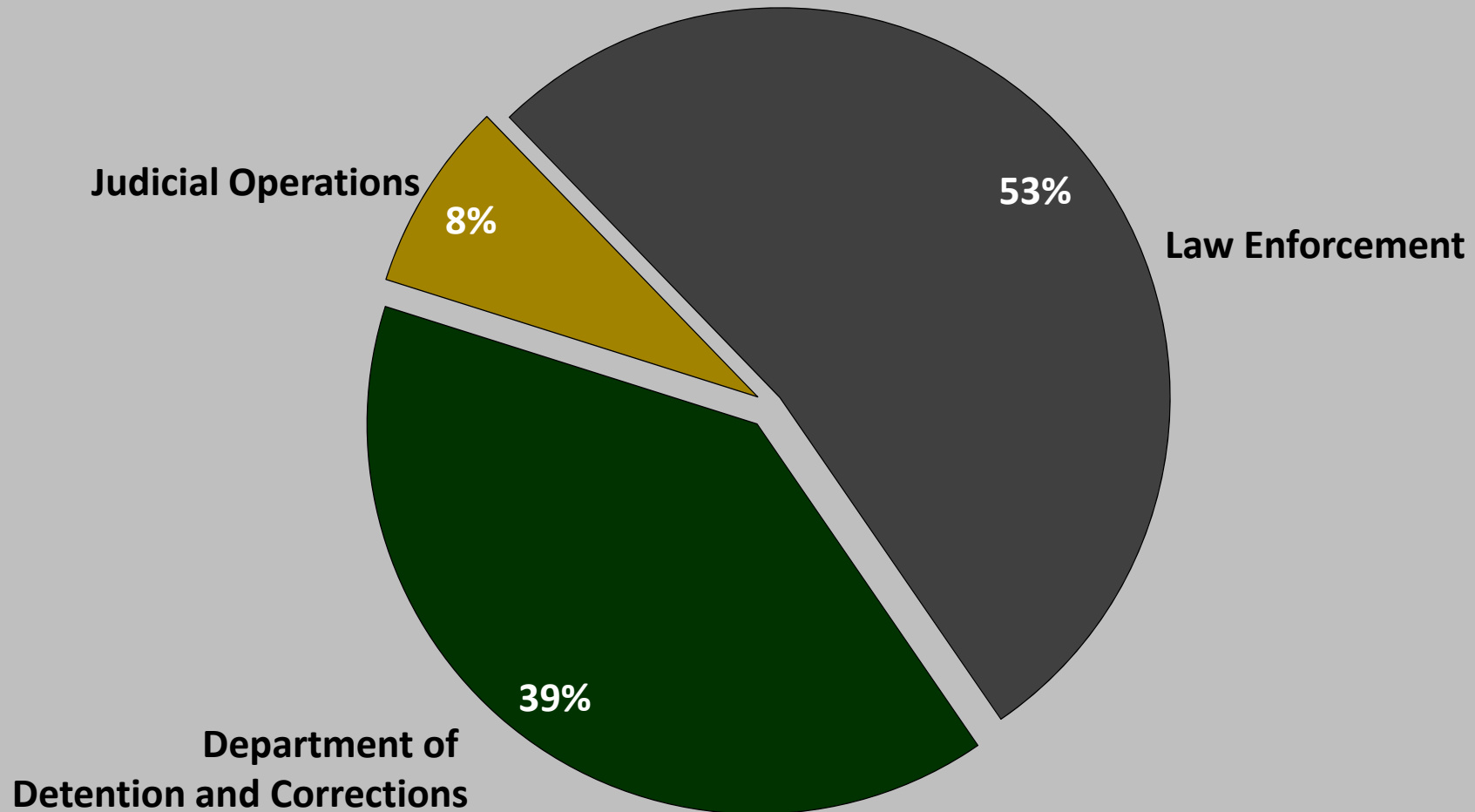
Summary of Revenue Sources	Amount
Municipal/Other Law Enforcement Contracts	\$16,793,140
Ancillary Services Contracts	\$773,760
Law Enforcement Fees & Charges	\$1,631,950
Detention & Corrections Fees & Charges	\$9,834,780
Judicial Operations Fees & Charges	\$2,282,410
TOTAL	\$31,316,040



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Sheriff's Office FY 16 Budget



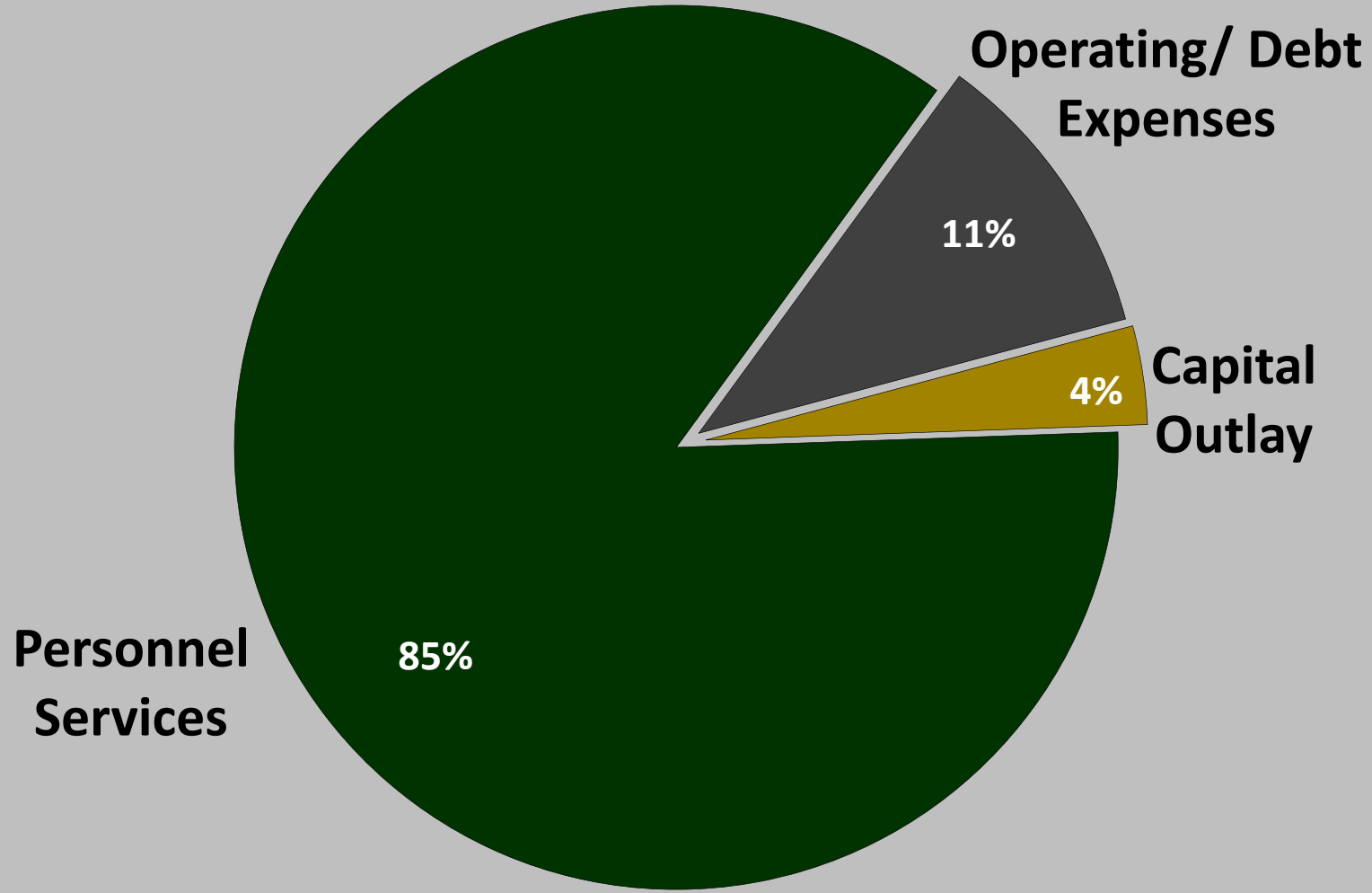
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Sheriff's Office FY 16 Budget



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Staffing Levels

- **2,758** Total Positions (including crossing guards, grant funded, and contract positions)
 - **787** Full -Time Law Enforcement Deputies
 - **12** Part -Time Law Enforcement Deputies
 - **666** Detention Deputies
 - **1,037** Full -Time Civilian Employees
 - **65** Part -Time Civilian Employees
 - **191** Temporary Civilian Employees (School Crossing Guards)



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FY 16 Budget

- The FY 16 Submitted Budget exceeds the Board's requested target but meets the essential operating requirements of the Sheriff's Office.
- FY 16 Proposed Budget
 - FY 16 Budget Target **\$256,849,050**
 - FY 16 Proposed Budget Submission **\$277,462,820**
 - Over Target **\$ 20,613,770**



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FY 16 Budget

- The FY 16 Proposed Budget, which is \$20.6 million over target, has no “wants” and requests funding for essential personnel services, operating and capital expenditures.
- Like the departments under the BCC and the other constitutional officers, the Sheriff's Office dramatically reduced its General Fund Budget during the five year period of FY 09 – FY 13.



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Recap

- To briefly recap, we reduced our General Fund Budget by \$108 million and eliminated 616 positions, including:
 - 167 law enforcement deputies and 250 detention deputies.
- To meet the budget reduction targets each year we made hard decisions, which in addition to cutting over 600 positions included:
 - not providing any wage adjustments for employees for 5 years.
 - postponing the replacement of operational items that we knew would eventually have to be replaced.



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Recap

- Other area law enforcement agencies did increase their pay during the period in which PCSO was flat.
- This significantly contributed to pay disparity between PCSO and the agencies we compete against to recruit and retain the best personnel.
- Recruiting and retaining the best personnel matters, and it especially matters in a law enforcement agency.



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Recap

- This “kicking the can down the road” has taken its toll and caught up to us.
- As the largest law enforcement agency in Pinellas County, and one of the largest in the Tampa Bay area, we were one of the least paid and we did not offer a competitive compensation package.



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2014 Starting Salary Comparison

Agency	Starting Salary
Belleair PD	\$45,484
Clearwater PD	\$45,583
Gulfport PD	\$44,522
Largo PD	\$41,700
Pinellas Park PD	\$41,787
St. Petersburg PD	\$44,481
Treasure Island PD	\$43,564
Tarpon Springs PD	\$43,360
Tampa PD	\$48,506
Hillsborough SO	\$44,881
Pinellas SO	\$41,284

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2015 Starting Salary Comparison

Agency	Starting Salary
Belleair PD	\$46,166
Clearwater PD	\$45,583
Gulfport PD	\$45,858
Largo PD	\$43,014
Pinellas Park PD	\$41,787
St. Petersburg PD	\$45,371
Treasure Island PD	\$44,435
Tarpon Springs PD	\$43,360
Tampa PD	\$48,506
Hillsborough SO	\$45,864
Pinellas SO	\$45,500

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- These budget requests do not even contemplate expenditures to keep pace with the most current proactive policing methodologies.

The categories comprising the increases in the FY 16 Proposed Budget are:

- FRS – Mandatory Employer Contribution **(\$2.2 million)**
- Pay Plan Fix **(\$12.4 million)**
- Vehicle Purchases **(\$5.4 million)**
- Operating/Capital Needs/Personnel Services **(\$5.2 million)**
- Recruit/Academy Positions **(\$4.2 million)**

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FRS Contribution

- Our legislatively mandated employer FRS contribution increase is:
 - \$2.2 million for FY 16.
 - The total FRS contribution for FY 16 is \$28.1 million.
- PCSO currently has approximately:
 - 1,600 Special Risk participants.
 - 1,200 Regular Class participants.



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Sworn Pay Plan - History

- Prior to the October 2013 4% wage increase, PCSO employees had not had a wage adjustment in five years.
- They actually experienced a net pay decrease of 5% because during the intervening period they were required to begin paying a 3% FRS contribution and 2% more to Social Security.
- As a result, in 2013, employees were still not taking home what they were in 2008.
- Simply put, the pay plan was a mess.



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The Problems: Deputies with different experience earned the same salary.

- Deputy X earned \$59,000 and had 22 years experience and Deputy Y earned \$59,000 and had 16 years experience with PCSO.
- Deputy X earned \$54,000 and had 16 years experience and Deputy Y earned \$54,000 and had 12 years experience with PCSO.



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Deputies with the same experience earned different amounts.

- Deputies A, B, C, D and E all had 22 years experience with PCSO and they all earned different amounts, ranging from \$59,000 to \$68,000.
- Deputies A and B both had 8 years experience with PCSO, one earned \$48,000 and the other \$44,000.



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Supervisory Pay was Inconsistent

- Sergeant A earned \$79,000 and had been a sergeant for 19 years and Sergeant B earned \$79,000 and had been a sergeant for 13 years.
- Sergeant A earned \$64,000 and had been a sergeant for 4 years and Sergeant B earned \$64,000 and had been a sergeant for 3 months.
- Sergeant A earned \$79,000 and had been a sergeant for 19 years and Sergeant B earned \$79,000 and had been a sergeant for 11 years.



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We Had Severe Pay Compression At The Bottom Of The Pay Range

- New deputies earned the same amount as a 5 year deputy, which created a situation under which experienced deputies earned less than minimally experienced deputies.



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Pay Overlap With Supervisors Earning Less Than Subordinates

- 53 out of 87 law enforcement sergeants earned below the top deputy pay of \$69,829.
 - 49 of the 53 sergeants, earned \$64,777 or less. There were 67 deputies who earned more than \$64,777, thus 49 sergeants earned less than 67 deputies.
- 35 out of 55 detention sergeants earned below the top deputy pay of \$69,829.
 - 34 of the 35 sergeants earned \$67,394 or less and 40 detention deputies earned more than \$67,394, thus 34 sergeants earned less than 40 deputies.



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FTOs Earned The Same or Less Than Their Recruits

- Of 48 deputy recruits in the law enforcement FTO program, 15 recruits earned more than their FTO and 1 recruit made the same as his FTO.



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Deputies Were Underpaid

- Based on a market analysis Pinellas County Sheriff's deputies were underpaid.
- As the largest law enforcement agency in the county, we were the least paid.
- Belleair PD, St. Petersburg PD, Clearwater PD, Gulfport PD, Largo PD, Pinellas Park PD, Treasure Island PD and Tarpon Springs PD had starting salaries higher than PCSO.



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Supervisors Were Also Underpaid

- The minimum pay for a PCSO sergeant was \$62,285 while a SPPD sergeant's minimum pay was \$69,782, a Tampa sergeant was \$76,856, and a HCSO sergeant was \$73,470.
- The minimum pay for a PCSO lieutenant was \$75,780 while a SPPD lieutenant's minimum pay was \$82,500, a Tampa lieutenant \$95,264, and a HCSO lieutenant earned a minimum of \$83,407.

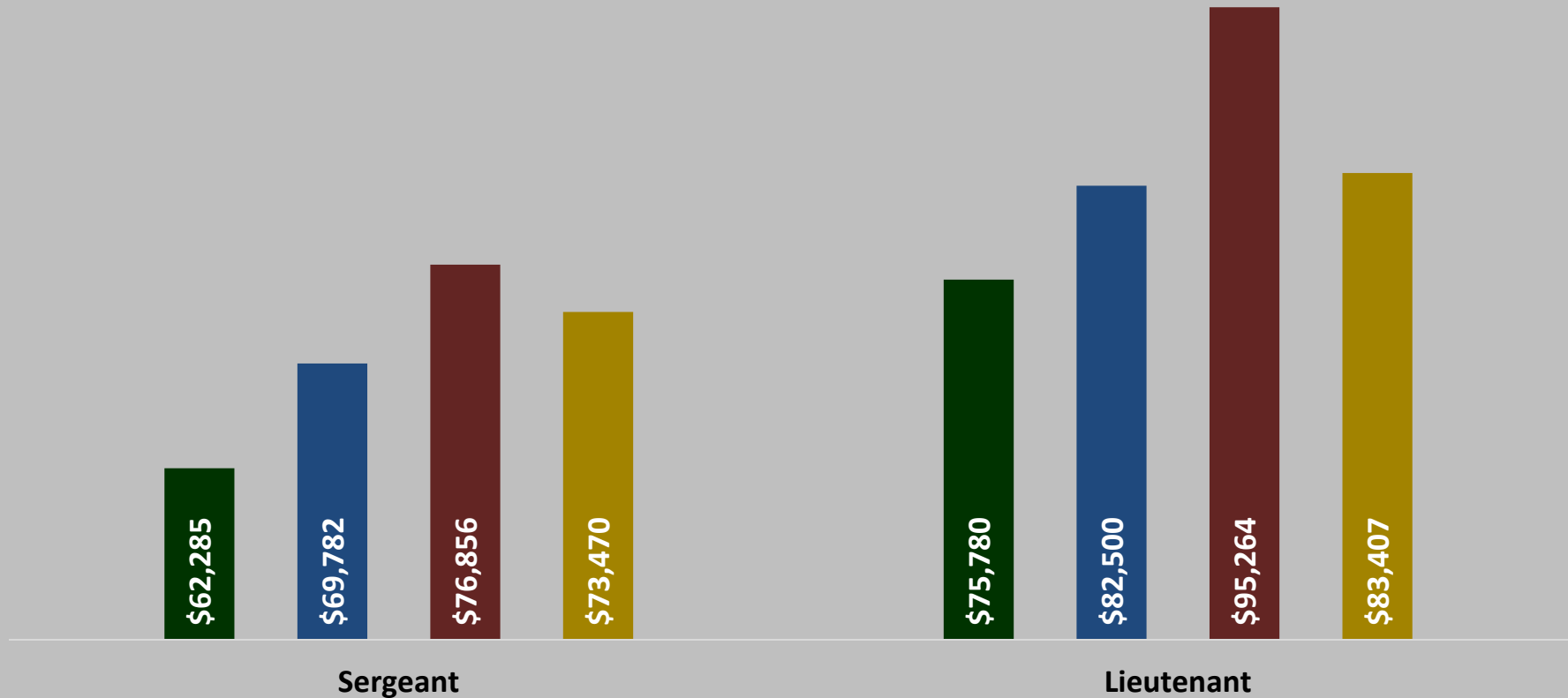


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2014 Supervisory Starting Pay Comparison

■ Pinellas SO ■ St. Petersburg PD ■ Tampa PD ■ Hillsborough SO



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Attrition Rates

- Our FY 13 law enforcement attrition rate was 6.9% and our corrections' attrition rate was 9.4%.
- Law enforcement and corrections each lose approximately 4 deputies per month, plus those who we know are leaving due to mandatory DROP retirements.
 - This fluctuates, in May 2015 alone, we are losing 11 law enforcement deputies.



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Attrition Rates

- Over the next five years, law enforcement will lose about **100** deputies who are in DROP and we will have **160** deputies who are not in DROP but are retirement eligible. These deputies can and do leave at any time.
- Over the next five years, corrections will lose about **30** deputies who are in DROP and we will have **178** deputies who are not in DROP but are retirement eligible and can leave at any time.
- These numbers are in addition to those deputies who leave before even being retirement eligible.



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Structured Pay Plans Are The Standard And Necessary To Be Competitive

- The number one issue and area of concern for PCSO deputies was and is their disparate and inadequate compensation.
- Not only was the pay too low, there was no structured pay plan and no framework to know whether and how they will reach the top end of the pay range.
- The deputies and their union want a structured pay plan.



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Structured Pay Plans Are The Standard And Necessary To Be Competitive

- Our competitors, Clearwater, Pinellas Park, St. Petersburg, Tampa and HCSO all have structured step plans and to attract the best candidates we not only needed adequate pay, we needed a structured pay plan.
- Without a structured pay plan some deputies would never reach the maximum pay during a 25 year plus career.
- The reasonable expectation is that retirement will be based on AFC of the highest 5 years and that will at least be 5 years based on top deputy pay.



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Structured Pay Plans Are The Standard And Necessary To Be Competitive

- It is misleading to advertise a position pay range and not have something in place where the top end of that range is attained over a 30 year career.
- Last year, we had 119 deputies with 20 years or more experience. 88 of the 119, or 74% were not at top pay. 61 of 88 who were not at top pay had between 25 and 33 years of service.
- Additionally, of the 55 deputies who had between 16 and 19 years of service, none were at top pay.



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The Fix

- To effectively recruit new quality deputies and retain current deputies, a structured pay plan that: competitively compensates deputies; eliminates pay compression; eliminates supervisory overlap; and eliminates disparate pay for deputies with the same years of service was necessary.
- I stated last year that to fix the entire pay problem all at once for just the deputies would cost **\$18.4 million**.
- We discussed a two year plan to fix the problem with the FY 15 cost of **\$6.0 million** and the FY 16 cost of **\$12.4 million**.
- We implemented the first half of the fix in FY 15 and now have to finish implementing the remainder. Some deputies are waiting until FY 16 for wage adjustments.

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The Fix

- Our contract with the union representing the law enforcement deputies (the Suncoast PBA) expired last year. Because of the new pay plan we were able to successfully negotiate a new Collective Bargaining Agreement (Union Contract).
- The contract calls for the remainder of the pay plan to be fixed in FY 16.



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The Fix

- We developed a structured pay grade system that is commensurate with deputies' years of experience.
- This experienced-based system provides smaller pay increases in the early years, moderate increases in the middle years when it is most imperative to retain deputies, and again smaller increases in the later years. This is a bell curved pay plan.
- There is a 2% increase between pay grades 2 through 4, a 3.5% increase between grades 5 through 10, and 2.6% increase between grades 11 through 16.



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The Fix

- The annual cost of this pay plan is less than the annual cost of a general wage increase of 3%.
- Under this plan there is no COLA increase separate from the pay grade increase.
- Once fully implemented this pay plan actually saves money from the annual standard 3% wage increase.
- The pay range will only move based on a market study or because of some other objective measurement like an increase in CPI, which will be evaluated every few years.
- As an example, a general 3% wage increase for FY 17 would cost \$3.9 million. The increase using this plan would cost \$3.2 million, thereby saving \$700,000.

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For FY 15:

- We increased starting deputy pay to \$45,500.
- This first year fix eliminated pay compression at the bottom and ensured that all deputies with more than 20 years of service earned top deputy pay.



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For FY 15:

- All deputies with 2 to 5 years experience were placed in a pay grade commensurate with their experience. This eliminated the problem of a 4 year FTO deputy earning the same as his/her recruit, etc...
- All deputies with between 5 and 19 years of service moved to the pay grade closest to what they earned, not the grade commensurate with their experience.
- However, all deputies in this category earned at least grade 5 deputy pay. Some deputies in this category received minimal or no pay increase in FY 15. This moved the pay compression issue “up” for one year so it can be addressed for deputies in this category in FY 16.
- All deputies with 20 or more years of service moved to grade 16, top deputy pay of \$70,622.

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For FY 16:

- In FY 16, all deputies in the 5 to 19 years of experience category who were moved in FY 15 to the closest pay grade to what they were then earning will move to the pay grade commensurate with their years of experience.
- The total FY 16 cost will be \$12.4 million to fix the pay problem for the deputies in the 5 to 19 year category, and move those who enter the 20 year category in FY 16 to the maximum deputy pay.
- The sergeants and lieutenants were placed in the proper pay grade in FY 15 and their issues are fully fixed.



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Non-Sworn Pay Plan

- Prior to 2014, we last conducted a pay analysis approximately 10 years ago.
- The pay system had approximately 55 different pay grades and suffered from the same infirmities as the sworn pay system, i.e. pay compression and overlap.
- Some examples:



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Some Examples:

- Classification Specialist A had 1 year experience and earned \$30,000.
- Classification Specialist B had 7 years experience and earned \$30,000.
- Criminal Justice Specialist A had 1 year experience and earned \$25,000.
- Criminal Justice Specialist B had 7 years experience and earned \$25,000.



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Some Examples:

- Forensic Science Supervisor A earned \$56,318.
- Forensic Science Assistant Supervisor B earned \$47,105.
- Forensic Science Specialist C earned \$61,496 (earning more than both Asst. Supervisor and Supervisor.)

- Assistant Inmate Records Supervisor A earned \$45,602.
- Inmate Records Shift Supervisor B earned \$39,235.
- Intake Specialist C earned \$49,644 (earning more than both Shift Supervisor and Assistant Supervisor.)



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Non-Sworn Pay Plan

- The non-sworn pay system affects over 800 employees.
- Moreover, the pay system was not a market based system and the positions were not benchmarked to be competitive in the marketplace in over 10 years.
- A market-based competitive compensation system is essential to ensure that we attract and retain the best and most talented individuals.
- The new pay system reduced the number of pay grades from 58 to about 23 and also reduced the number of job titles from 142 to 114.



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Non-Sworn Pay Plan

- The new system created a market-based range for each pay grade, with an easily identifiable midpoint. It is expected that employees will reach the midpoint of the range at the 10 year mark.
- Each pay grade has a range spread of 60% and there is an \$1,800 spread between grades.
- This also provides some structure for experienced people coming in to the organization so we know what is fair compensation based on their experience, as opposed to the mess we had with people with more time/experience making less than people with less experience/time.



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Non-Sworn Pay Plan

- The plan required a one-time fix to eliminate compression and gave due credit for experience.
- Employees were given a 3% wage increase, unless doing so moved them over the top of the new pay range for their position. Nobody will be paid more than the range for their market validated pay grade and job classification.
- Members' pay was then adjusted a certain percentage based on their experience so that they are at 100% of their pay midpoint by their 10th year of experience.
- Members who were at or above the midpoint did not receive a pay adjustment beyond the initial 3%.

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Non-Sworn Pay Plan

- Members earning above the maximum pay for their pay grade were “*red circled*” and will not receive a wage adjustment until the pay ranges move based on cost-of-living or a subsequent market analysis warranting the adjustment.
- Out of the approximately 808 affected employees, 739 received an increase beyond the initial 3%. The lowest increase was \$171.00 and the highest increase was \$18,274.
- 69 employees received no increase—including the 3% because they were at the top of the new range.



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Non-Sworn Pay Plan

- After the initial adjustment was made to eliminate pay compression and overlap, each subsequent year's adjustment will be a percentage of the midpoint.
- This will result in each person in the grade receiving the same amount of money, up to the maximum of the range, but the percentage will vary—the less one makes the higher the percentage of increase.
- This is another reason why this plan is cost-effective and less expensive than a straight 3% wage increase.
- This will help retain people and also ensure that tenured employees receive wage increases for a longer period of time without hitting the top of the range and getting frustrated that they no longer receive any wage increases.



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Non-Sworn Pay Plan

- The current cost of a wage increase for these employees is approximately **\$1 million**, using the midpoint methodology, which is less than an across the board 3% increase.
- As more employees go above the midpoint and hit the maximums in each pay grade the annual pay increase cost will actually decrease, unless the ranges move based on CPI/Inflation.



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FY 16 Vehicle Replacements

- For FY 16, we must replace 134 vehicles in our fleet, this includes 89 patrol vehicles.
- The oldest patrol car currently assigned to a deputy on daily patrol is a 2002 (*13 years old*) Ford Crown Vic with over 100,000 miles on it.
- The patrol car with the highest mileage that we are replacing is a 2005 (*10 years old*) Ford Crown Vic with 140,000 miles.
- Of the 134 vehicles we are replacing 55% currently have over 100,000 and the remainder will have well over 100,000 by the time they are replaced.



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FY 16 Vehicle Replacements

- The age of the Fleet and high mileage vehicles has, and continues to cause, significant repair and maintenance costs.
- Patrol cars routinely breakdown, including when responding to calls or on the scene of calls.
- Between FY 12 and FY 15 YTD, we have spent **\$4.6 million** on vehicle repair and maintenance costs.
 - This is only parts and equipment, and does not include the yearly cost of mechanics' salaries, which is about **\$1.8 million**.
- The **\$4.6 million** exceeds budgeted funds by **\$2.1 million**, which means other needs went unmet.

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FY 16 Vehicle Replacements



- The pictured vehicle is a 5 year old Ford Crown Victoria with almost 100,000 miles.
- Wheel fell off during normal driving.

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FY 16 Vehicle Replacements

- We currently have \$7.1 million in outstanding debt service for previous vehicle purchases.
 - The FY 16 debt service payment is \$2.6 million.
- The FY 16 cost to purchase the 134 vehicles is \$5.4 million.
 - If we lease again, the additional FY 16 debt service payment for these vehicles is \$1.4 million.
- This would bring our total debt to \$12.5 million and our FY 16 debt payments to \$4 million.
- The entire \$5.4 million for vehicles is currently in the proposed FY 16 budget. By leasing these vehicles we save \$4.0 million in the FY 16 budget proposal, but increase our debt by the same amount.

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Unbudgeted Academy Costs

- We currently have no budgeted positions to hire and train new deputies before the deputies they are replacing leave the agency.
- For a new law enforcement deputy who is required to attend the academy, it takes a minimum of **42 weeks** of training before that deputy may function independently.
- It takes a minimum of **22 weeks** for a Detention Deputy.
- It takes a minimum of **28 weeks** for a certified Law Enforcement Deputy.



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Unbudgeted Academy Costs

- The salary and benefits cost to PCSO for the 42 weeks of training is \$58,014 per law enforcement deputy, and the 22 weeks for a detention deputy is \$30,388. The salary and benefit costs to train a certified law enforcement deputy for 28 weeks is \$38,668.
 - Averaging 25 recruits per class, a law enforcement class costs \$1.5 million and a corrections class costs \$760,000 in unbudgeted funds.
 - Averaging 20 certified recruits per class, each class costs about \$775,000 in unbudgeted funds.



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Unbudgeted Academy Costs

- In 2013, we hired 173 new law enforcement and corrections deputies and it cost us \$6.8 million in unbudgeted positions to pay them while they were in training.
- In 2014, we hired 171 new law enforcement and corrections deputies and it cost us \$7.0 million in unbudgeted positions to pay them while they were in training.
- So far in 2015, we have hired 42 new deputies at an unbudgeted cost of \$1.5 million. We anticipate that number reaching \$2.7 million by the end of 2015.



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Unbudgeted Academy Costs

- During 2013, 2014, and so far in 2015 we have hired 386 deputies at an unbudgeted training cost of \$15.3 million.
- We had to “rob Peter to pay Paul” to cover these expenses which meant forgoing operating purchases, like cars and technology maintenance.



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Unbudgeted Academy Costs

- For FY 16, we anticipate spending approximately **\$4.2 million** in unbudgeted funds to hire another **96** deputies. This is due to attrition.
- This means that over a four year period, we are expending **\$20.7 million** in operating funds where we had to forgo necessary purchases in order to ensure that we have deputies on the street and in the jail.
- We cannot continue “diverting” operating funds to meet personnel services demands and must have funds to hire and train new deputies. This is why we will have **\$12.5 million** in debt for vehicle purchases, etc.



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FY 16 Operating and Capital Needs

- Our IT Bureau manages approximately \$27.5 million in technology assets.
- These assets require constant repair, maintenance and replacement due to wear and tear, as well as ever evolving technology.



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FY 16 Operating and Capital Needs

- Some examples in what we manage and have to maintain and replace:
 - 370 network switches- value: \$1.9 million
 - 1,280 cameras and associated equipment- value: \$1.3 million
 - 2,900 laptop and desktop computers- value: \$2.5 million
 - 1,500 access control doors- value: \$2.5 million
 - 2,000 portable radios- value \$5 million
 - Jail Healthcare and Central Division Building Control Systems- value \$2.8 million
 - PSC Audio Visual System- value: \$1.8 million



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FY 16 Operating and Capital Needs

- In addition to vehicles, there are several operating and capital purchases in the proposed budget that are required because we have postponed these purchases for many years and the items are at their end-of-life or technologically obsolete.
 - Portable police radios due to outdated technology (approximately 2,000 handheld radios are in use and they range in cost from \$300 to \$5,000 each)
 - Network upgrades to replace end-of-life technology
 - AFIS upgrade to replace outdated technology (Total cost \$4.8 million over ten years, FY 16 cost \$524,000)
 - Multiple server replacements due to end-of-life and/or outdated technology
 - Multiple year enterprise license agreements

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Sheriff Bob Gualtieri

Pinellas County Sheriff's Office

Future Significant Unbudgeted Needs

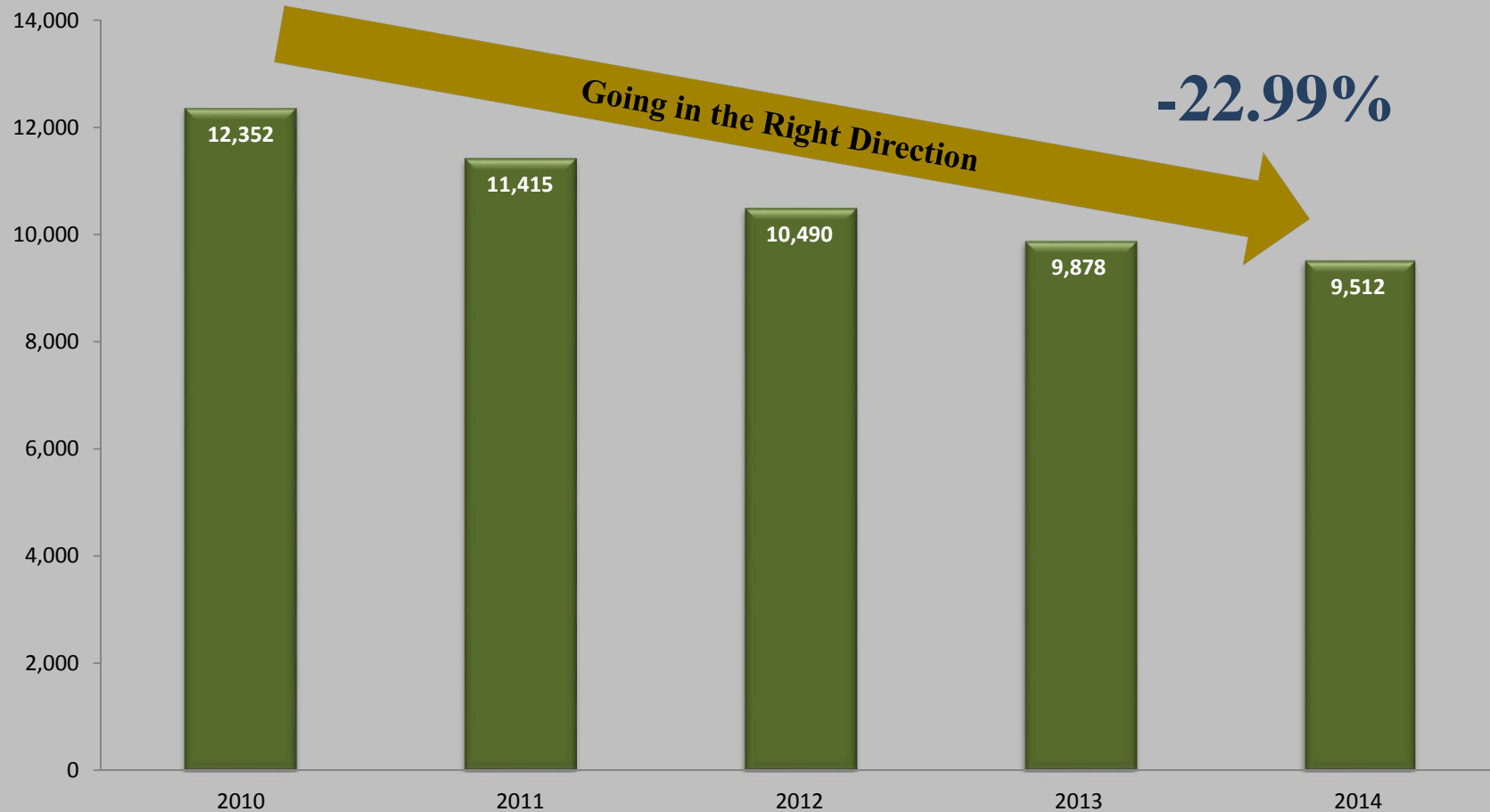
- JIMS Replacement
- EMR/ EMAR System
- Helicopter
- Patrol Vehicles



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Total Part I Crimes



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