

Performance Committee Meeting Minutes 3-18-08
JSO Matrix Audit

On 3-18-08 the Performance Committee met with JSO Undersheriff Frank Mackesy to close the review of the Matrix Consulting Audit of the Sheriff's Office and determine what conclusions and action plans had been developed in response to that audit.

Undersheriff Mackesy was thoroughly familiar with this audit and provided an excellent overview of the audit, analyses of the audit recommendations and consequent changes. JSO reviewed this audit in great detail and agreed with 90% of the audit's conclusions and recommendations. [JSO does not agree with "some" of the recommendations for replacing officers/corrections officers, with Community Service Officers (CSO's), citing unnecessary risks to personnel and citizens. Similarly, some changes recommended, such as charging courts and schools more for JSO personnel or transferring personnel from Homicide duty to Robbery details, were considered detrimental to the community at this time.] In addition answers were provided to the Commissioners to a variety of detailed questions posed, primarily dealing with specific uses of Officers, CSO's and Corrections Officers.

JSO was noted as having an organizational "culture of excellence" with effective programs meeting citizen needs and had over fifty Strengths identified by this audit. They were also cited by Matrix as one of the top organizations of the one-hundred-plus police audits they had performed. Although this was an organizational improvement audit, many of the dozens of recommendations also provided estimates of financial/budget additions and savings related to the recommendations. The net result, if all of the changes "could" be completed, was a budget increase of \$325,000 annually. The Matrix recommendations and JSO's analyses both recognize the need for more personnel and also recognize that a significant part of the personnel increases would be offset by reducing the expensive overtime currently required. There would be a one- to three-year period, however, while hiring and training is completed, where there would be extra expenses before any savings would be visible.

The Undersheriff also placed this audit in perspective with JSO historical performance and expenditures, noting that JSO had worked hard to reduce waste, shift certain tasks from Officers to CSO's to reduce expenditures and improve work processes rather than requesting added JSO Officers during the past four years. He also noted that JSO has the lowest officer to population ratio in the state, even though the large area of Duval County requires considerable travel time, which naturally impacts effectiveness. He also noted that JSO's ratio of officers to population is less than half as large as New York City's.

Although implementation plans for most of the Matrix recommendations have been developed, the approval and implementation have been placed "on hold" pending the completion of the ongoing Jacksonville Journey studies. These studies are divided among multiple panels with JSO resource issues spread among different groups. The Sheriff has identified a need for 225 Officers, 122 Corrections Officers and 84 civilian positions, which would cost an estimated \$21 million annually.

While it is unlikely that the various groups involved will recommend authorizing the full complement of JSO personnel additions requested, there is little doubt that JSO requires more trained personnel to properly protect the City. Since it will be difficult to hire and train the numbers of personnel needed in a short time, it would seem most beneficial to the City to move promptly on authorizing at least half of the Sheriff's request for additional personnel. The faster these are made available, the better able we will be to maintain and improve public safety. At the same time, we will position JSO to start reducing their ratio of overtime expenses at an earlier date to relieve some of the added budget/tax burden related to this expansion.