

## Lake County Sheriff's Department 2010 Budget Reduction Plan – Revised 11/23/09

### Executive Summary

The Lake County Sheriff's Department has once again proposed a comprehensive approach including deep cuts in manpower, contractual services, new revenue sources and an ongoing commitment to savings that will reduce dependence on property tax revenues, and other efficiencies. It has identified other methods of reducing the budget that would allow the County to realize significant additional savings while not endangering public safety and the high level of professionalism that has become a hallmark of the Department.

Summary of Proposed Cuts and Initiatives		
Action	Amount	Personnel
Ongoing Efficiencies	\$813,381.71	
Implement Book & Release Policy	\$1,400,000.00	n/a
Elimination Of 12 Positions	\$703,613.00	12
Implementation Of A Bond Processing Fee ( <i>\$37.00 per inmate</i> )	\$629,800.00	n/a
Transfer of positions to the 152 Misdemeanant Fund	\$330,587.00	8
Contractual Reductions (internal)	\$322,881.61	
Implementation Of Maximus Recommendations 001 3100 % reduction	\$199,605.00 \$100,000.00	n/a
<b>Total</b>	<b>\$4,499,868.32</b>	<b>20</b>
<b><i>Additional Budget Reduction Options</i></b>		
Reduction Of Paid Holidays ( <i>Reduce present 13 days to 7 days</i> )	\$500,000.00	
Forego 2010 Pay Raise	\$350,000.00	
Schedule Modification For Merit Officers ( <i>Convert from a 4/2 to 5/2 schedule</i> )	\$818,260.65	
<b>Total</b>	<b>\$1,668,260.65</b>	
<b>Total Of All Proposed Savings</b>	<b>\$6,168,128.97</b>	
<b>Consideration Of Additional Revenue Procured By LCSD</b>	<b>\$3,100,000.00</b>	

**Grand Total**

**\$ 9,268,128.97**

## 2010 Budget Reduction Plan Details

In early October, the Lake County Sheriff's Department (LCSD) submitted a comprehensive budget reduction proposal, based on the Department's continuous, year-round commitment to efficiency and fiscal responsibility. Although those proposed reductions showed deep and undeniable reductions, at your request, and in cooperation, we have conducted a further review of the Department's budget.

Budget reduction and austerity for the LCSD is an incessant process that must occur year-round and not just during budget deliberations. For the last several years the Department has voluntarily cut its budget to assist the County in obtaining fiscal responsibility. Our initial estimate submitted to the County Council noted the LCSD would return more than \$600,000.00 to the County's General Fund from the 2009 budget as a result of ongoing cost-savings measures. As proof of our continued commitment, this amount will actually be **\$813,381.71** (see list of voluntary reductions attached # 2). This unilateral effort demonstrates the LCSD's ability to effectively manage its resources while not compromising the public safety nor creating conditions that expose the County to costly legal challenges.

The LCSD's 2010 budget, as revised with the latest data contained herein, proposes (i) significant cuts in manpower (**cutting 20 positions**); (ii) a reduction in the cost of contractual services; and (iii) proposed revenue options that are in excess of **\$9 million** in savings in the general fund. The reductions being proposed are in addition to the substantial reductions in manpower made during the 2008-2009 budget process.

### Demonstrated Fiscal Austerity

Fiscal responsibility is nothing new for the LCSD. From being the first unit of County Government to embrace the Good Government Initiative (see attachment), to consistently identifying new sources of revenue and grant-funding, the LCSD has demonstrated true competency by fiscal management; stringent controls and policies governing the Department's vehicle fleet and fuel usage; and measures which have significantly reduced the amount of paper and office supplies consumed.

In 2007, the LCSD began to delay the filling of vacant positions; a practice that predated the County's hiring freeze efforts. **In 2009, the Department closed its Civil Division offices in Hammond and East Chicago, reducing the cost of county operations, and bringing about additional operational efficiency.** Efforts to reduce overtime costs of over \$400,000.00 in the Jail, and restructuring Detective Bureau staffing have resulted in further savings. In addition to demonstrating its capability in handling its own budget and fiscal abilities, the LCSD, through its Work Release Program, has provided cost-free maintenance of County buildings and grounds.

The Department has also convened a "Blue Ribbon Panel" to conduct a "top to bottom" review of LCSD operations and programs. This panel will issue its findings shortly, and which will include recommendations for future efficiency.

### Proposals and Recommendations

The LCSD proposes a number of cuts and revenue initiatives that will help the County control cost while preserving the Department's demonstrated ability to protect public safety.

### Savings As Result of Ongoing Austerity

The Department will return \$813,381.71 to the General Fund due to a variety of cost savings measures. These savings are as a result of a variety of efforts, including: a substantial reduction in fuel due to the use of smaller, more fuel efficient vehicles and establishing policies governing the use of those vehicles; holding open vacancies, and implementing paperless reporting procedures.

### Reduction in Manpower/Budget Cuts

The Department proposes manpower and budget cuts of almost \$1.1 million.

In 2009 the Department eliminated or removed 22 positions from the General Fund, saving almost a total of \$2.1 million annually, and more than any other department or division of Lake County government. Given the extensive impact of those cuts, the Department is hard pressed to find additional reductions beyond the 2010 proposed budget recommendations. Further, the proposal to cut 40 correctional officers from the 2010 budget is simply irresponsible and would place our staff in harms way.

In 2010, it proposes to eliminate 20 additional positions from the County's General Budget; a total of 42 positions over a two year period, or the highest % of all positions eliminated by Lake County since 2008. A total of 12 of the positions will be eliminated (2 correctional officers, 2 sergeants and 3 police officers, immediately; 1 captain and 4 correctional officers by attrition), along with moving 5 cook positions in the jail, 2 clerks, and the Department's public information officer to the 152 Misdemeanant Fund.

Position	Job Code	Number of Positions to be Eliminated (or transferred/lose to attrition)	Salary	Benefits <sup>1</sup>	Total Savings
Cook	3100/18809	5	\$20,000.00	\$18,140.00	\$190,700.00
Clerk-Sheriff's Office	0500/16662	1	\$22,915.00	\$18,700.00	\$41,615.00
Clerk-Records	3100/16611	1	\$22,400.00	\$18,600.00	\$41,000.00
Public Information Officer	0500/16900	1	\$36,050.00	\$21,221.00	\$57,272.00
Correctional Officer	3100/14404	6	\$29,457.00	\$19,955.00	\$296,476.00
Police Officer	0500/14402	3	\$41,850.00	\$22,335.00	\$192,555.00
Sergeant	0500/13548	2	\$46,786.00	23,283.00	\$140,138.00
Captain	0500/12508	1	\$50,456.00	\$23,987.00	\$74,444.00
<b>Total</b>		<b>20</b>			<b>\$1,034,200.00</b>

<sup>1</sup> Figure includes the cost of Benefits: cost of health insurance, worker compensation coverage, police pension benefits, FICA (7.65%) and Indiana Department of Workforce Development (2.9%) and other police allowances.

The Department also proposes to eliminate, reduce or curtail a number of contractual obligations which will save \$322,881.61 of which approximately **\$100,000.00** is from the general fund (001-3100). Given the overall size of LCSD operations, it is essential that cuts in contractual services are made, and the fact that all other areas of the Department's budget have already been reduced.

Vendor	Service Provided	Reduction
<b>Fund 152-3100</b>		
David Cordova & Associates	Consulting	\$3,486.00
Edgewater Systems	Mental Health	\$37,416.39
Fresh Start Counseling	Counseling for Work Release & Jail	\$9,760.80
Veronica Gonzalez Atty	Jail Legal Services	\$2,324.00
Largura Inc.	Sewer Maintenance in Jail	\$1,086.66
Marshall II Enterprises	Water Coolers- Cancel Contract	\$6,750.00
Midwest business	Consulting	\$1,568.70
Morning Bishop	Female Inmate Counseling	\$610.05
Professional Claims Mngmt	Insurance Claims Processing	\$348.60
Ace Exterminating	Work Release	\$223.10
Tri Electronics	Work Release Radios	\$641.42
<b>Fund 001-3100</b>		
Ace Exterminating	Jail	\$627.42
Daniel Bade DDS	Dental Services for Inmates	\$4,066.63
Rodolfo Jao, MD	Infectious Disease Control	\$4,647.58
Medstaff	Medical Services for Inmates	\$232,379.12
Security Automation	Electronic Lock System in Jail	\$727.81
Swisslog	Pneumatic Tube System	\$258.41
Thyssenkrupp	Elevator Maintenance	\$1,815.84
Tee Jay Co.	Front Door Maintenance	\$254.22
Tri Electronics	Video Surveillance (Jail)	\$1,047.10
Tri Electronics	Radio System (Jail)	\$4,175.85
<b>Fund 001-0500</b>		
James Sarkisian	Foreclosures	\$3,486.00
On Site Computers	Computer Services	\$2,685.33
Tri Electronics	911 Dispatch Center	\$2,494.58
<b>Total</b>		<b>\$322,881.61</b>

### Initiatives

There are a series of initiatives that the LCSD proposes to generate new revenue for the County or to significantly reduce cost. Combined, these initiatives will save more than \$2,200,000.00 annually.

**Book & Release Policy-** In cooperation with the Lake County judiciary, the LCSD has proposed a new "Book & Release Policy" that will save the County more than \$1,400,000.00

by reducing the need to house non-dangerous offenders (those charged with non-violent offenders). The program will also generate savings for local cities and towns which will no longer need to transport such offenders to the Lake County Jail, and avoids costly expansion of jail facilities ( estimated at \$60 million ) due to overcrowding which would otherwise occur.

**Implementation of New/Updated Fees-** As a result of the efforts of LCSD staff and Maximus Consulting, the Department has identified more than \$828,000.00 in new or enhanced fees, which when implemented will generate new revenue to the Lake County general fund. This “pay as you go” approach is in concert with recommendations made by the Kernan-Shepard Report and the Indiana General Assembly.

Assessing a bond processing fee would generate more than \$629,000.00 annually. This is a one time, \$37.00 fee that would be paid by those who are incarcerated in the Lake County Jail, and is necessary to offset the extremely large burden that the jail places on the cost of County government.

Other user fees, according to Maximus, could generate an additional \$200,000.00 annually. These fees would be assessed for providing tows of boats by the Marine unit, or alarm service calls, helping the County to recoup the cost of the services that the Department renders. The Department also proposes to assess an annual sex offenders' registration fee, which when enacted would provide more than \$50,000.00 in revenue to compensate for the added burden and expense that these offenders place on County law enforcement due to their actions.

### **Additional Cost Reduction Options**

Given the past actions and ongoing fiscal responsibility of the LCSD, and the Department's responsibility to provide public safety, it is difficult to undertake additional actions to reduce expenses without considering reductions in across-the-board reductions. It should be noted that some of these proposed cost reductions were proposed by labor negotiators hired by the Lake County Council during labor deliberations earlier this year.

**Reduction of Designated Paid Holidays-** Presently, the Department provides holiday pay to all employees 13 holidays, including one paid day off for the employee's birthday. Employees are paid for those holidays whether or not they are scheduled to work that day. Although it is difficult to reduce such benefits, providing what amounts to “extra pay” is not a reasonable luxury in light of austerity being demanded by the County. By eliminating 7 holidays (including the birthday holiday) the Department would save more than \$500,000.00 annually.

**Support The County Council's Proposal to Reduce Jail and Police Overtime Through Schedule Modification-** As the Department noted in its budget proposal submitted in 2008:

*Substantial savings could occur if the collective bargaining agreements covering police and correctional officers were changed to require a 5/2 schedule in replacement of the current 4/2 workweek.*

Most employees of the County work a 5/2 schedule, and it is time for merit and correctional officers do the same. The current schedule seriously hamstrings the Department's ability to implement additional cost savings, as the schedule currently results in more than

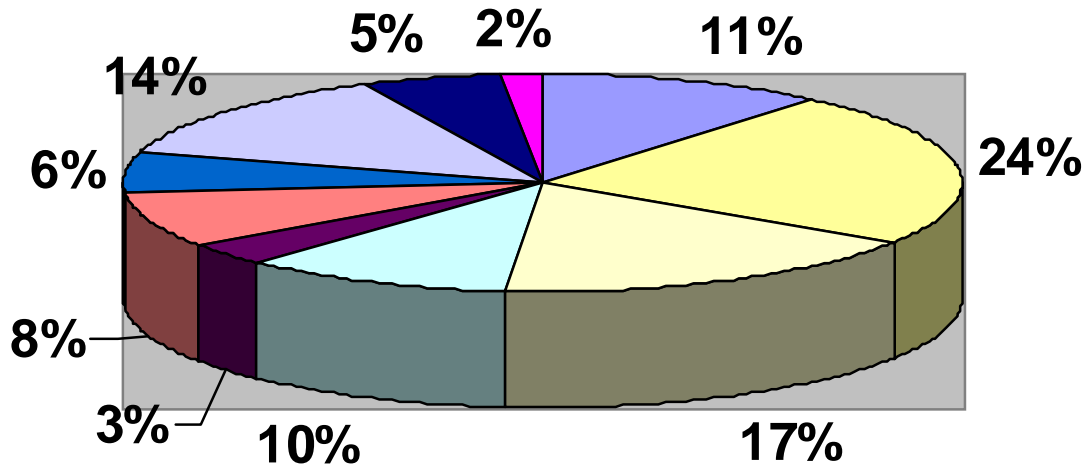
\$800,000.00 in overtime costs. A 5/2 schedule with the application of the 7(k) exemption, allowed under the Fair Labor Standards Act, would result in an estimated \$820,000.00 annually savings without placing public safety at risk (*See appendix*). **The impact of these measures occurs in and affects the budget of the LCSD, and the Department is entitled to the credit for the reductions that would be generated.**

***Retain the 2009 Pay Schedule For Merit Police Officers-*** This measure will allow the department to avoid police lay-offs. If enacted, the Department's budget would be reduced by an additional \$350,000.00.

**Consideration Of Additional Revenue Procured By LCSD -**

Unlike many divisions of government, the LCSD has already implemented programs or initiatives that have returned more than \$3,100,000.00 to Lake County's General Fund. These reductions should be taken into consideration as the County looks to control costs. Specifically, utilization of a \$1,200,000.00 allocation for child welfare was used to pay for the County's police pension contribution; funds that by statute could have been used for other Departmental programs and initiatives. In addition, the County received \$2,000,000.00 in foreclosure fees, which is a fee that only the Sheriff can collect. Again, these actions were done in concert with the County, and consideration for the positive financial impact that they provided should be given.

## 2010 Budget Cuts and Revenue Enhancements



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| <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #9999ff; border: 1px solid black; margin-right: 5px;"></span> Ongoing Efficiencies</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #ffff99; border: 1px solid black; margin-right: 5px;"></span> Eliminate Positions</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #800080; border: 1px solid black; margin-right: 5px;"></span> Other Fees (Maximus)</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #0000ff; border: 1px solid black; margin-right: 5px;"></span> Forego 2010 Pay Raise</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #000080; border: 1px solid black; margin-right: 5px;"></span> Contractual Reductions</li> </ul> | <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #ffff00; border: 1px solid black; margin-right: 5px;"></span> Book &amp; Release</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #add8e6; border: 1px solid black; margin-right: 5px;"></span> Bond Processing Fee</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #ff6347; border: 1px solid black; margin-right: 5px;"></span> Reduction of Paid Holidays</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #d8bfd8; border: 1px solid black; margin-right: 5px;"></span> Schedule Modification for Merit Officers</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #ff00ff; border: 1px solid black; margin-right: 5px;"></span> 001 3100</li> </ul> |
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## Appendix

### Correspondence From Waggoner, Irwin, Scheele & Associates, Inc. In Response To A Previous Lawsuit Filed By Lake County Correctional Officers In Determining Overtime Pay

**From:** Addie Knott [mailto:aknott@wisconsultants.com]

**Sent:** Monday, October 05, 2009 10:22 AM

**To:** Overholt, Anthony W.

**Subject:** Cost savings proposed schedule

Tony:

As per your request, I ran the estimated cost savings for the proposed 5-2/4-2 schedule with an 8 hour work day instead of an 8.5 hour day. The cost savings are listed below:

1) Under the proposed 8 hour 5-2/4-2 schedule, the County would pay (171) employees \$915,628.05 in OT. [(\$21.90 x 244.5 hrs)(171)]

2) Under the proposed 8 hour 5-2/4-2 schedule with the 7k exemption, the County would pay (171) employees \$398,866.05 in OT. [(\$21.90 x 106.5 hrs)(171)]

**Cost savings of \$505,561.50** [\$904,393.35-\$398,866.05]

3) Under the proposed 8 hour 5-2/4-2 schedule with the 7k exemption and including only actual hours worked, the County would pay (171) employees \$86,132.70 in OT. [(\$21.90 x 23 hours)(171)] **Cost savings of \$818,260.65** [\$904,393.35-\$86,132,70].

Please let me know if you have any questions. Thanks.

**Addie Knott**

Senior Consultant

Waggoner, Irwin, Scheele & Associates, Inc.

118 South Franklin Street

Muncie, IN 47305

(765) 286-5195



The issue: Good Government InitiativeOur opinion: Now that Sheriff Rogelio "Roy" Dominguez has broken the Lake County government boycott of this important study, others should follow suit

## **Sheriff arrests county boycott of Good Government Initiative**

**Posted: Tuesday, April 26, 2005 12:00 am**

Lake County Sheriff Rogelio "Roy" Dominguez is the first Lake County official to agree to participate in U.S. Rep. Pete Visclosky's Good Government Initiative.

Now that he has broken the Lake County government boycott of this important study, others should follow suit.

The first phase of the privately funded study was originally to include Hobart, East Chicago and the administrative functions of county government. But several skittish county officials, worried about their turf more than about the taxpayers and residents, didn't want to participate.

When those county officials dragged their feet, the mayors of Gary, Hammond and Whiting asked to be included in the first phase.

Dominguez is the first to commit to the second phase.

"No agency can remain stagnant," Dominguez said. "We should always be reviewing and making it more efficient. I wanted to make sure the congressman's good deed didn't go punished. With our participation, hopefully others will be resolved, calmed down and see it's a good thing."

The importance of this study must not be downplayed. It will look at ways not just of cutting costs but of making government more efficient. There's a big difference.

Lake County taxpayers are spending a lot of money on government. They should get their money's worth -- and if they can get the same level of service for less money, the way to accomplish that needs to be identified.

Government needs to evolve to meet the needs to today's citizens. This study should provide a blueprint for that necessary evolution. All Lake County officials should pledge to support the study.

Your opinion, please

What do you expect the Good Government Initiative will suggest?

[Share your thoughts at http://www.nwitimes.com/youropinion.>](http://www.nwitimes.com/youropinion.>)

**Attachment No. 1**



## Lake County Sheriff's Department

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### *Proposed Cuts & Cost Savings Initiatives*

November 18, 2009

To: Larry Blanchard, President  
Lake County Council

From: Office of the Sheriff

Ref: Ongoing Efficiencies

President Blanchard,

I am pleased to inform you as the staff and I indicated in our meeting on November 17<sup>th</sup> we are dedicated to working with the council in regards to our current budget crisis. We have reviewed your response and would like to update your office on specific savings within all of the Sheriff's budgets.

- 0500 Sheriff \$635,471.74
- 3100 Jail \$146,834.12
- 3150 Work Release \$ 31,075.85

The totals above equate to a \$813,381.71 savings package comprised of real dollars which will assist in lessening the current financial burden. It is with a great sense of pride I relay this fact to you as it exceeds my initial project of \$500,000.00 goal of savings by \$313,381.71. This translates to over 3/4's of Million dollars on un- anticipated revenue for use in replacement of new tax dollars for the 2010 budget cycle.

As you recall, last year we returned monies to the 2009 general fund and promised we would make every effort to reduce our expenditures even more this year. As you can see, our staff through-out the year has made numerous cost-cutting initiatives and the result to date is over \$800,000.00 in taxpayer savings!!

As per your instruction, this will be included to our 2010 budget reduction percentage.

Respectfully submitted,

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Sheriff Roy Dominguez

Cc: Lake County Council  
Staff Services

<b>0500-SHERIFF</b>				
41110	OFFICIAL & ADMINISTRATION		\$ 6,163.87	
41120	PROFESSIONALS		\$ 69,355.00	
41130	TECHNICIANS		\$ 58,644.87	
41140	PROTECTIVE SERVICES		\$ 122,467.20	
41160	OFFICE & CLERICAL		\$ 13,312.24	
41193	COMPENSATION BOARD MEMBERS		\$ 1,000.00	
41210	LONGEVITY		\$ 3,460.00	
41235	MERIT RETIREMENT		\$ 26,011.10	
41336	LATERAL PAY		\$ 16,000.00	
41337	DIFFERENTIAL PAY		\$ 15,224.00	
41338	PROFICIENCY/SPECIALITY		\$ 38,000.00	
41339	CLOTHING ALLOWANCE		\$ 15,200.00	
41370	HOLIDAY PAY		\$ 25,633.46	
42210	PETROLEUM PRODUCTS		\$ 225,000.00	
		TOTAL	\$ 635,471.74	
<b>3100-JAIL</b>				
41110	OFFICIALS & ADMIN.		\$ 1,021.00	
41120	PROFESSIONAL		\$ 9,054.55	
41140	PROTECTIVE SERVICE		\$ 67,468.21	
41160	OFFICE & CLERICAL		\$ 6,812.73	
41180	SERVICE/MAINTENANCE		\$ 17,426.47	
41336	LATERAL PAY		\$ 1,890.16	
41337	DIFFERENTIAL		\$ 3,364.00	
41338	PROFICIENCY/SPECIALITY		\$ 13,525.00	
41339	CLOTHING ALLOWANCE		\$ 7,650.00	
41370	HOLIDAY PAY		\$ 18,622.00	
		TOTAL	\$ 146,834.12	
<b>3150-WORK RELEASE</b>				
41120	PROFESSIONAL		\$ 19,908.59	
41180	SERVICE/MAINTENANCE		\$ 4,017.26	
41210	LONGEVITY		\$ 3,300.00	
41339	CLOTHING		\$ 3,850.00	
		TOTAL	\$ 31,075.85	
	GRAND TOTAL		\$ 813,381.71	