

AGENDA  
PERSONNEL SERVICES/HUMAN RESOURCES COMMITTEE  
MONROE COUNTY BOARD OF COMMISSIONERS CHAMBERS  
**THURSDAY, OCTOBER 27, 2016 – 4:00 P.M.**  
125 E. SECOND STREET  
MONROE, MI 48161  
(734) 240-7003

COMMITTEE MEMBERS:

Jerry Oley, Chairman  
Dan Donahue, Gary Wilmoth, and R. Mark Ellsworth

- I. CALL TO ORDER/ROLL CALL
- II. PLEDGE OF ALLEGIANCE
- III. APPROVAL OF AGENDA
- IV. APPROVAL OF MINUTES (August 24, 2016)
- V. COMMITTEE BUSINESS
  - 1. Letter dated October 24, 2016 from Sheriff Dale Malone, Monroe County Sheriff's Office requesting approval of a staffing realignment plan that includes adding two (2) Sheriff Deputy positions, adding one (1) Perimeter Security Officer position, re-assigning a Sergeant from Jail operations to road patrol, creating an Assistant Jail Administrator position and then backfilling the Supervisor position and eliminating a Corrections Officer position, restructuring Jail food service staffing by adding two (2) Cook positions and reducing part time staff with plan cost funding from the 2017 Sheriff's Office budget.
- VI. NEW BUSINESS
- VII. OLD BUSINESS
- VIII. CITIZENS TIME
- IX. INFORMATION
- X. COMMISSIONERS TIME
- XI. ADJOURNMENT

The County of Monroe will provide necessary auxiliary aids and services, such as signers for the learning impaired and audiotapes of printed materials being considered at the meeting to individuals with disabilities at the meeting upon one weeks notice to the County of Monroe. Individuals with disabilities requiring auxiliary aids or services should contact the County of Monroe by writing or calling the following:

Human Resources - 125 East Second Street, Monroe, MI 48161 - Voice (734) 240-7295 and TDD (734) 240-7300

PERSONNEL SERVICE/HUMAN RESOURCES COMMITTEE  
MONROE COUNTY BOARD OF COMMISSIONERS

- I. The Personnel Services/Human Resources Committee of the Monroe County Board of Commissioners was held in the Board Chambers in the City of Monroe on Wednesday, August 24, 2016. Commissioner Oley called the meeting to order at 4:25 p.m. Roll call by Clerk as follows:

PRESENT: Jerry Oley, Gary Wilmoth, and R. Mark Ellsworth

ABSENT: Dan Donahue (excused)

A quorum being present, the Personnel Services/Human Resources Committee was able to conduct business.

- II. Commissioner Oley led the Pledge of Allegiance.

- III. Approval of Agenda –

Motion by Commissioner Ellsworth to approve the August 24, 2016, Agenda as presented. Supported by Commissioner Wilmoth.

Motion carried.

- IV. Approval of Minutes (02/16/2016)

Motion by Commissioner Ellsworth to approve the February 16, 2016, minutes as presented and waive the reading of the minutes. Supported by Commissioner Wilmoth.

Motion carried.

- V. Board Action

1. Letter from Sharon Lemasters, Monroe County Clerk, dated August 15, 2016 requesting to have the Family Court Clerk position reclassified to a grade 6 due to additional requirements of the position. The County Clerk 2016 budget will absorb the cost (\$2,004 current year) of the upgrade of two Family Court Clerks.

Brief Job Description:

Serves as a court clerk to one of the Probate/Family Court Judges. Performs the data entry processing of the Judge of Record. Operates the audio recording equipment during all court proceedings. Ensures equipment is set up and running properly. Test digital recording equipment daily.

Department Summary:

A request for an upgrade was submitted based upon additional requirements. The two employees currently in this position will have one year to obtain a Certified Electronic Operator certification through the state Courts Administrative Office.

Human Resources/Finance Conclusion:

Finance: No additional appropriation is necessary. Cost of upgrade can be absorbed by current budget.

HR: Position was re-point factored and upgrade is supported.

Chairman Oley asked what the additional requirements are...Discussion continued.

Motion by Commissioner Ellsworth, supported by Commissioner Wilmoth to recommend the following:

The Personnel Services / Human Resources Committee recommends to the full Board to accept the communication and approve the Family Court position reclassified to a grade 6 due to the additional requirements of the position, the cost (\$2,004 for the current year) to be absorbed by the County Clerk 2016 budget.

Motion carried.

2. Letter from Andrew Clark, Director, Monroe County Historical Museum, dated July 22, 2016 requesting approval of the proposed reorganization of part-time staff and adding an additional part-time position of Operations Attendant to the Museum, resulting in an annualized savings (\$200) in the Museum budget.

Brief Job Description:

Works at all locations managed by the museum, is responsible for assisting with the maintenance and setup of exhibits, loading and transportation of artifacts, setup for programs and events, regular cleaning of public areas at the museum and its sites, and aids county maintenance and parks staff with museum related projects.

Department Summary:

Reorganization of part-time staff and the creation of the operations attendant position will allow the museum to operate more efficiently and effectively with lower cost.

Human Resources/Finance Conclusion:

Finance: No additional appropriation is necessary; cost of reorganization is included in the budget.

HR: Reorganization provides more annual staff hours and realigns the operational needs with staffing. Vacancies will be filled in accordance with county policies.

Motion by Commissioner Wilmoth, supported by Commissioner Ellsworth to recommend the following:

The Personnel Services / Human Resources Committee recommends to the full Board to accept the communication to and approve the proposed reorganization of part-time staff and adding an additional part-time position of operations attendant.

Motion carried.

3. Letter from Aundrea Armstrong, Human Resources Director, dated August 16, 2016 requesting approval of the proposed Community Corrections succession/transition plan for 2017 and authorization to incorporate staffing changes in the 2017 budget including the additional annual cost of \$5,457.

**Brief Job Description:**

2016 budget has 1-part-time Coordinator and 1 full-time Assistant Coordinator, Proposed succession/transition plan effective January 1, 2017 would include 1 full-time Coordinator and 1 part-time Assistant Coordinator.

**Department Summary:**

Community Corrections are responsible for the development, implementation and monitoring of the local Community Corrections Comprehensive Plan and Application under Public Act 511 of 1988.

**Human Resources / Finance Conclusion:**

**FINANCE:**

Additional cost to General Fund of \$5,457; would require an additional appropriation in the 2017 budget.

**HR:**

Succession Plan has been reviewed and is supported. County policies will be followed in plan implementation.

Motion by Commissioner Ellsworth, supported by Commissioner Wilmoth to recommend the following:

The Personnel Services / Human Resources Committee recommends to the full Board to accept the communication and approve the proposed Community Corrections Succession/Transition plan for 2017 and authorizes changes to the 2017 budget.

Motion carried.

VI. NEW BUSINESS – None

VII. OLD BUSINESS – None

VIII. CITIZENS TIME – None

IX. INFORMATION– None

X. COMMISSIONERS TIME – All pass.

XI. ADJOURNMENT - Motion by Commissioner Ellsworth to adjourn at 4:41 p.m.  
Supported by Commissioner Wilmoth.

Motion carried.



DALE MALONE  
SHERIFF

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# MONROE COUNTY SHERIFF

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100 EAST SECOND STREET, MONROE, MICHIGAN 48161-2163  
TELEPHONE: (734) 240-7400 • FAX: (734) 240-7480  
**EMERGENCY 911**

October 24, 2016

Mr. Jerry Oley, Chairman  
Monroe County Board of Commissioners  
Personnel Services/Human Resources Committee  
125 East Second Street  
Monroe, MI 48161

## **Re: Monroe County Sheriff's Office Staffing Realignment Plan**

Dear Chairman Oley and Members of the Committee:

This communication is to request approval to proceed with a staff realignment plan for the Monroe County Sheriff's Office that will provide for additional law enforcement officers deployed in our community providing public safety resources to our citizens. This plan, if approved by your committee and then the Board, would begin immediately and when fully implemented will add 6,136 annual hours of law enforcement duty services above current levels.

From a fiscal position, the cost of this plan is fully paid for in the 2017 budget. In fact, the projections of the plan as priced by the Finance office will save \$3,263 in the 2017 budget. This plan is therefore both efficient in deploying additional law enforcement officers and cost effective by staying within the Sheriff's Office budget. This plan continues prior efforts to increase staffing levels of the Sheriff's Office law enforcement personnel through backfilling retirements.

A brief summary of the plan's staffing changes includes the following:

### **Road Patrol and Operations:**

1. Increases staffing of Sheriff's Deputies by two (2)
2. Re-assigns the Sergeant from Jail Operations to the Road Patrol
3. Back fills two (2) Sheriff Deputy positions due to planned retirements
4. Adds one (1) Perimeter Security Officer

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### **•MISSION STATEMENT•**

"TO SUPPRESS CRIMINAL ACTIVITY, MAINTAIN PUBLIC SAFETY AND PROMOTE PROFESSIONALISM WHILE RESPECTING THE CONSTITUTIONAL RIGHTS OF ALL INDIVIDUALS"

### **Jail Operations:**

1. Promotes a Corrections Supervisor to Assistant Jail Administrator to back fill the former position in #2 above
2. Back fills one (1) Corrections Supervisor and eliminates a vacant corrections officer position and re-allocate those position costs to help fund the additional law enforcement officers that will be deployed in the community
3. Restructures the jail food service staff to create two (2) cook positions as full time and reduce the previously budgeted part time cook hours

### **Justification for the plan:**

This effort follows what has been implemented previously with the goal of increasing the number of officers in the field providing law enforcement services. When fully implemented, this plan along with prior efforts will bring our force levels to 63 Deputies and this compares to 57 Deputies when we began in 2013. Working with your committee and the Board of Commissioners, we have been able to add back to our force and do so in a manner consistent with the Board's priority of public safety in our community. As noted above, this plan provides for two (2) additional certified Sheriff's Deputies one of whom will be responsible for DNA case management.

The perimeter security officer is required to meet additional requirements to operate and maintain our standing for the Law Enforcement Information Network (LEIN). Failure to meet the minimum standards to operate, access, log into and maintain the LEIN records properly will most surely put the County's standing at risk. This is an essential element of law enforcement back room operations supporting our overall efforts and those of other agencies.

Re-assigning the Sergeant from jail operations to the road patrol will add the equivalent of those hours directly into community law enforcement services. To do this, however, we need to continue to support the jail operations and back fill the leadership role with an Assistant Jail Administrator. Accordingly, we will promote a Corrections Officer Supervisor to Assistant Jail Administrator and then back fill the Supervisor position with a Corrections Officer. We also recognize that we can eliminate a Corrections Officer position and re-assign staffing within the two (2) jails to use the position elimination opportunity to deploy a law enforcement officer directly into the community. This simply helps us get the most from a human resource to meet our highest priority needs.

The food service management of the two (2) correctional facilities is an important part of the overall management of the inmate population. Nearly ½ million meals are prepared annually in the facilities and the use of part time cooks has been problematic in keeping operations staffed. In addition, a disproportionate amount of time has been and continues to be spent recruiting, interviewing and managing a part time staff. This new plan addresses the majority of our challenges and will allow for more of a focus on other core areas of corrections administration.

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#### **•MISSION STATEMENT•**

"TO SUPPRESS CRIMINAL ACTIVITY, MAINTAIN PUBLIC SAFETY AND PROMOTE PROFESSIONALISM WHILE RESPECTING THE CONSTITUTIONAL RIGHTS OF ALL INDIVIDUALS"

October 24, 2016

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For these summary reasons noted above, we are confident the staffing realignments will best meet our short term needs to deploy more law enforcement personnel directly in our community to meet public safety needs. The timing of upcoming and announced retirements has provided the opportunity to implement this plan at this time. As other personnel staffing changes are made, we will pursue additional efforts to add more officers to our force and in coordination with the Board.

Attached please find an organizational chart showing the Monroe County Sheriff's Office reflecting this staff re-alignment, the cost summary sheet as prepared by the Finance Office and a summary page detailing the benefits of the plan.

Please let me know if there is any additional information your or the committee may need.

Sincerely,

A handwritten signature in cursive script that reads "Dale Malone". The signature is written in black ink and is positioned above a horizontal line.

Dale Malone, Sheriff  
Monroe County Sheriff's Office

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**•MISSION STATEMENT•**

"TO SUPPRESS CRIMINAL ACTIVITY, MAINTAIN PUBLIC SAFETY AND PROMOTE PROFESSIONALISM WHILE RESPECTING THE CONSTITUTIONAL RIGHTS OF ALL INDIVIDUALS"



# HIRING REVIEW FORM

Department: \_\_\_\_\_

Vacancy Job Title: \_\_\_\_\_

Brief Job Description: \_\_\_\_\_

\_\_\_\_\_

Budgeted Position: \_\_\_\_\_ YES

If YES, are Funds Available? \_\_\_\_\_ YES \* Must be verified by Finance/HR

\_\_\_\_\_ NO \*Must provide Funding Plan, verified by

\_\_\_\_\_ NO

If NO, please provide the following:

Job Description (Must have with New Position, Reclassification)

Point Factoring (Must have with New Position, Reclassification)

Reorganization Plan (When applicable)

Funding Plan Required, Verified by Finance (Include Finance Worksheet)

Department Summary: (Importance of filling vacancy, risks, timing, etc.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Completed By: \_\_\_\_\_ DATE: \_\_\_\_\_

Human Resources/ Finance Use:

Conclusion:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Finance Reviewer: \_\_\_\_\_ DATE: \_\_\_\_\_

HR Reviewer: \_\_\_\_\_ DATE: \_\_\_\_\_

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APPROVED BY THE PERSONNEL COMMITTEE

APPROVED BY THE FINANCE COMMITTEE

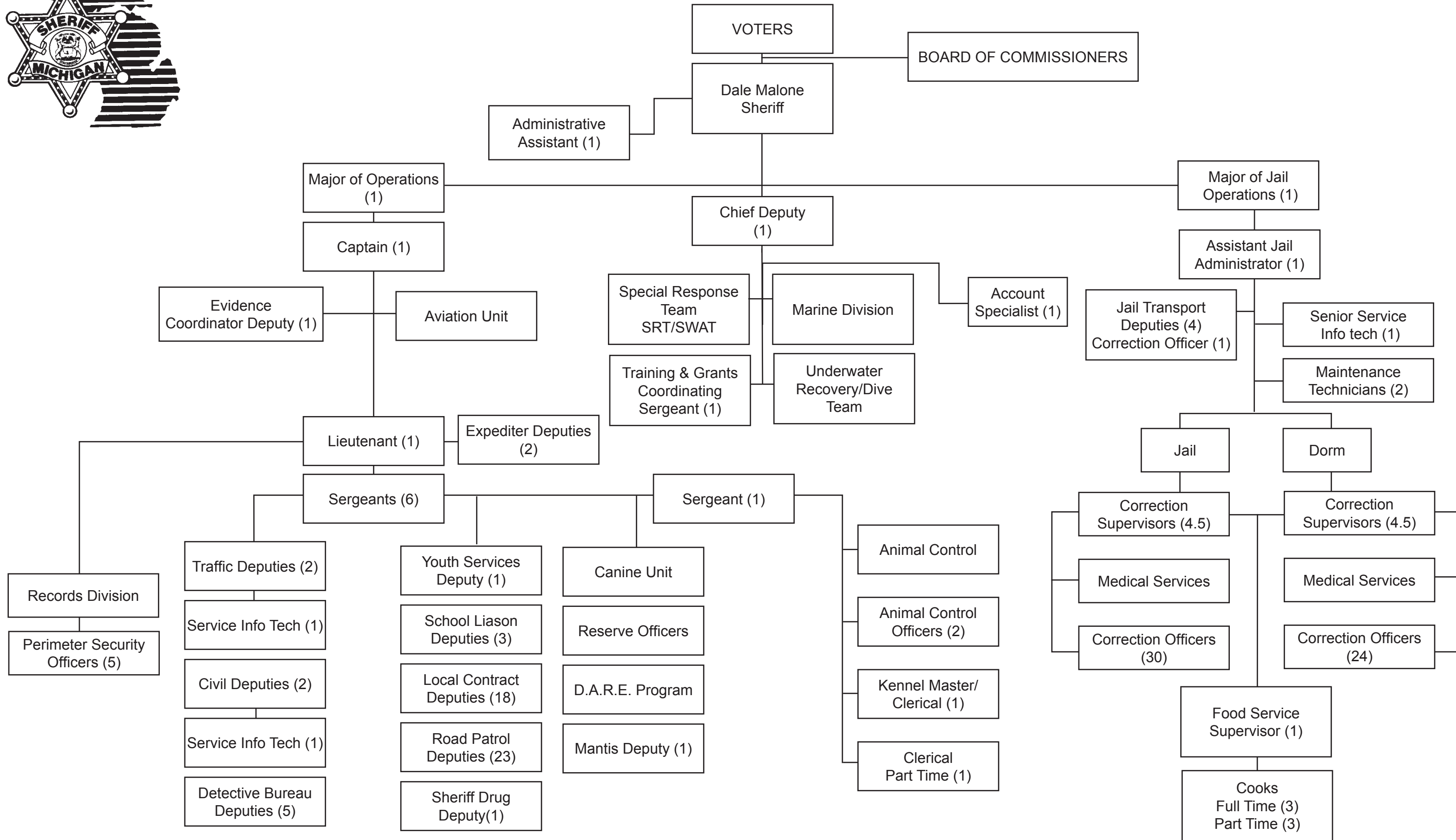
APPROVED BY THE FULL BOARD

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\_\_\_\_\_



# 2017 Monroe County Sheriff's Office

## Organizational Chart



ITEM	DATE	Department	Union	Classification	WAGES	FRINGES	TOTAL
<b>2017 ADOPTED BUDGET</b>							
ADOPTED BUDGET	2017	30103	union_01	DEPUTY	\$ 62,980	\$ 56,674	\$ 119,654
ADOPTED BUDGET	2017	30103	union_01A	DEPUTY	\$ 47,590	\$ 22,615	\$ 70,204
ADOPTED BUDGET	2017	30103	union_01A	DEPUTY	\$ 46,268	\$ 29,739	\$ 76,007
ADOPTED BUDGET	2017	30110	union_01	DEPUTY	\$ 63,130	\$ 54,450	\$ 117,580
ADOPTED BUDGET	2017	30105	union_01	DEPUTY	\$ 63,355	\$ 66,659	\$ 130,014
ADOPTED BUDGET	2017	35100	union_04G	FOOD SERVICE SUPERVISOR	\$ 38,868	\$ 53,466	\$ 92,334
ADOPTED BUDGET	2017	35100	union_10	CORRECTIONS OFFICER	\$ 50,975	\$ 58,677	\$ 109,652
ADOPTED BUDGET	2017	35100	union_10	CORRECTIONS OFFICER	\$ 50,975	\$ 54,001	\$ 104,975
ADOPTED BUDGET	2017	35100	union_10A	CORRECTIONS OFFICER	\$ 40,748	\$ 20,782	\$ 61,530
ADOPTED BUDGET	2017	35100	union_17	CO SUPV	\$ 61,490	\$ 55,681	\$ 117,171
ADOPTED BUDGET	2017	35100	union_17	CO SUPV	\$ 61,490	\$ 66,188	\$ 127,678
ADOPTED BUDGET	2017	35100		PART TIME COOKS	\$ 32,600	\$ 2,898	\$ 35,498
ADOPTED BUDGET	2017	35102	union_10A	CORRECTIONS OFFICER	\$ 39,102	\$ 15,679	\$ 54,781
ADOPTED BUDGET	2017	35102		PART TIME COOKS	\$ 51,000	\$ 4,534	\$ 55,534
				TOTAL AVAILABLE BUDGET	\$ 710,571	\$ 562,042	\$ 1,272,613
		TOTAL COOK HOURS		9,620			
<b>2017 EXPECTED COST</b>							
EXPECTED COST	THROUGH 4/1/17	30105	union_01	DEPUTY	\$ 22,920	\$ 16,692	\$ 39,612
				REMAINING BUDGET	\$ 687,651	\$ 545,350	\$ 1,233,001
<b>2017 PROPOSED REALIGNMENT</b>							
PROPOSED	PROMOTED 11/16/16	30103	union_01A	DEPUTY	\$ 46,428	\$ 17,697	\$ 64,125
PROPOSED	PROMOTED 11/15/16	30103	union_01A	DEPUTY	\$ 46,435	\$ 22,187	\$ 68,622
PROPOSED	DOH: 5/1/17	30103	union_01A	DEPUTY	\$ 22,217	\$ 8,773	\$ 30,989
PROPOSED	DOH: 5/1/17	30103	union_01A	DEPUTY	\$ 22,217	\$ 8,773	\$ 30,989
PROPOSED	DOH: 5/1/17	30105	union_01A	DEPUTY	\$ 22,217	\$ 8,773	\$ 30,989
PROPOSED	DOH: 1/1/17	30104	union_10A	PERIMETER SECURITY OFF.	\$ 28,644	\$ 21,650	\$ 50,294
PROPOSED	COST CENTER CHANGE	30106	union_01	DEPUTY	\$ 62,980	\$ 56,674	\$ 119,654
PROPOSED	COST CENTER CHANGE	30110	union_01A	DEPUTY	\$ 47,590	\$ 22,615	\$ 70,204
PROPOSED	COST CENTER CHANGE	35100	union_04G	FOOD SERVICE SUPERVISOR	\$ 9,717	\$ 13,367	\$ 23,083
PROPOSED	PROMOTED 1/1/17	35100	union_17	CO SUPV	\$ 54,115	\$ 60,840	\$ 114,955
PROPOSED	PROMOTED 10/15/16	35100	union_17	CO SUPV	\$ 54,444	\$ 56,093	\$ 110,537
PROPOSED	DOH: 10/19/16	35100	union_10A	CORRECTIONS OFFICER	\$ 38,129	\$ 19,471	\$ 57,600
PROPOSED	DOH: 11/15/16	35100	union_10A	CORRECTIONS OFFICER	\$ 38,049	\$ 27,407	\$ 65,456
PROPOSED	DOH: 1/1/17 JAIL/DORM	35100	union_04GA	COOK- JAIL/DORM	\$ 12,109	\$ 10,072	\$ 22,181
PROPOSED	PROMOTED 1/1/17	35100	union_00	ASSISTANT JAIL ADMINISTRATOR	\$ 35,330	\$ 36,176	\$ 71,506
PROPOSED	1,092 PART TIME HOURS	35100		PART TIME COOKS	\$ 12,373	\$ 1,094	\$ 13,467
PROPOSED	COST CENTER CHANGE	35102	union_04G	FOOD SERVICE SUPERVISOR	\$ 29,151	\$ 40,100	\$ 69,250
PROPOSED	DOH: 11/16/16	35102	union_10A	CORRECTIONS OFFICER	\$ 38,047	\$ 26,273	\$ 64,319
PROPOSED	DOH: 1/1/17	35102	union_04GA	COOK-DORM	\$ 24,218	\$ 20,144	\$ 44,362
PROPOSED	DOH: 1/1/17	35102	union_04GA	COOK- JAIL/DORM	\$ 12,109	\$ 10,072	\$ 22,181
PROPOSED	PROMOTED 1/1/17	35102	union_00	ASSISTANT JAIL ADMINISTRATOR	\$ 35,330	\$ 36,176	\$ 71,506
PROPOSED	1,092 PART TIME HOURS	35102		PART TIME COOKS	\$ 12,373	\$ 1,094	\$ 13,467
				TOTAL PROPOSED	\$ 704,221	\$ 525,518	\$ 1,229,739
		TOTAL COOK HOURS		8,424			
				<b>TOTAL COST/(SAVINGS)</b>	<b>\$ 16,569</b>	<b>\$ (19,832)</b>	<b>\$ (3,263)</b>
<b>ANNUALIZED REALIGNMENT</b>							
PROPOSED ANNUALIZED	2017	30103	union_01A	DEPUTY	\$ 46,428	\$ 17,697	\$ 64,125
PROPOSED ANNUALIZED	2017	30103	union_01A	DEPUTY	\$ 46,435	\$ 22,187	\$ 68,622
PROPOSED ANNUALIZED	2017	30103	union_01A	DEPUTY	\$ 44,843	\$ 16,930	\$ 61,773
PROPOSED ANNUALIZED	2017	30103	union_01A	DEPUTY	\$ 44,843	\$ 16,930	\$ 61,773
PROPOSED ANNUALIZED	2017	30103	union_01A	DEPUTY	\$ 44,843	\$ 16,930	\$ 61,773
PROPOSED ANNUALIZED	2017	30104	union_10A	PERIMETER SECURITY OFF.	\$ 28,644	\$ 23,908	\$ 52,551
PROPOSED ANNUALIZED	2017	30106	union_01	DEPUTY	\$ 62,980	\$ 56,674	\$ 119,654
PROPOSED ANNUALIZED	2017	30110	union_01A	DEPUTY	\$ 47,590	\$ 22,615	\$ 70,204
PROPOSED ANNUALIZED	2017	35100	union_04G	FOOD SERVICE SUPERVISOR	\$ 9,717	\$ 13,367	\$ 23,083
PROPOSED ANNUALIZED	2017	35100	union_17	CO SUPV	\$ 54,115	\$ 60,840	\$ 114,955
PROPOSED ANNUALIZED	2017	35100	union_17	CO SUPV	\$ 54,444	\$ 56,093	\$ 110,537
PROPOSED ANNUALIZED	2017	35100	union_10A	CORRECTIONS OFFICER	\$ 38,129	\$ 27,469	\$ 65,597
PROPOSED ANNUALIZED	2017	35100	union_10A	CORRECTIONS OFFICER	\$ 38,049	\$ 27,407	\$ 65,456
PROPOSED ANNUALIZED	2017	35100	union_04GA	COOK- JAIL/DORM	\$ 12,109	\$ 11,196	\$ 23,305
PROPOSED ANNUALIZED	2017	35100	union_00	ASSISTANT JAIL ADMINISTRATOR	\$ 35,330	\$ 36,176	\$ 71,506
PROPOSED ANNUALIZED	2017	35100		PART TIME COOKS	\$ 12,373	\$ 1,094	\$ 13,467
PROPOSED ANNUALIZED	2017	35102	union_04G	FOOD SERVICE SUPERVISOR	\$ 29,151	\$ 40,100	\$ 69,250
PROPOSED ANNUALIZED	2017	35102	union_10A	CORRECTIONS OFFICER	\$ 38,047	\$ 27,396	\$ 65,443
PROPOSED ANNUALIZED	2017	35102	union_04GA	COOK-DORM	\$ 24,218	\$ 22,391	\$ 46,610
PROPOSED ANNUALIZED	2017	35102	union_04GA	COOK- JAIL/DORM	\$ 12,109	\$ 11,196	\$ 23,305
PROPOSED ANNUALIZED	2017	35102	union_00	ASSISTANT JAIL ADMINISTRATOR	\$ 35,330	\$ 36,176	\$ 71,506
PROPOSED ANNUALIZED	2017	35102		PART TIME COOKS	\$ 12,373	\$ 1,094	\$ 13,467
				TOTAL ANNUALIZED	\$ 772,100	\$ 565,863	\$ 1,337,963
		TOTAL COOK HOURS		8,424			
				<b>ANNUALIZED COST/(SAVINGS)</b>	<b>\$ 61,529</b>	<b>\$ 3,821</b>	<b>\$ 65,350</b>

## **Benefits of Sheriff's Office Staffing Re-alignment Plan**

1. No additional funding is required to implement the plan; all changes funded within Sheriff's adopted budget.
2. Adds two (2) Sheriff Deputies one to road patrol forces/DNA case management and the other to the Sheriff drug unit to provide direct services and response to public. Meets joint goals of Board and Sheriff of public safety a priority of County resources.
3. Re-assigns one (1) Sergeant from jail operations to Road Patrol with same benefits at #2 above.
4. Add essential law enforcement support position in a Perimeter Security Officer to operate Law Enforcement Information Network records system processing warrants and related paperwork for field operations.
5. Provides for timely back fill of planned Deputy retirements to maintain stable and consistent staffing levels of Deputies.
6. Brings Sheriff Deputy staffing to 63; up 6 Deputies from level in 2013. One additional Sergeant added in 2015 to force.
7. Back fills necessary leadership position in jail operations from staff re-assignment in #3 above.
8. Solves food service staffing in an efficient manner and allows jail administration to focus on other core corrections operations.
9. When fully implemented, adds 6,136 annual hours of law enforcement services directly in community providing more resources for highest priorities including drug enforcement and citizen response times.
10. Promotes employees from within Sheriff's Office to move up and enhance careers in law enforcement in Monroe County.