



Angela D. Alsobrooks  
County Executive

# PRINCE GEORGE'S COUNTY GOVERNMENT

## OFFICE OF MANAGEMENT AND BUDGET

### MEMORANDUM

DATE: April 18, 2023

TO: Josh Hamlin  
Director of Budget and Policy Analysis Division

THRU: Stanley A. Earley Director *SAE*  
Office of Management and Budget

FROM: John D. Carr, Sheriff  
Office of the Sheriff

RE: Second Round FY 2024 Proposed Budget Responses

1. In response to page 9, Question 18(c) and (d) of the 1<sup>st</sup> round questions, the Office advised there is not any funding dedicated to recruitment endeavors for the current fiscal year (23) or for the ensuring fiscal year. Additionally, it was reported that the agency currently has 36 civilian vacancies, and 37 sworn. Please provide an estimate of what a recruitment plan would entail, along with associated costs.

Ideally, and provided proper funding exists, the Office of the Sheriff would employ a multifaceted approach in addressing our recruitment and retention challenges. By way of background, it is important to understand how the agency arrived at the current recruitment predicament we are in. The absence of a fully staffed Personnel Division has limited our ability to effectively recruit qualified candidates seeking a career in law enforcement. The agency hired its first Human Resources Analyst in October 2020, and a second in July 2021. Currently, the Human Resources Analyst IV performs all support staff and sworn recruitment and hiring tasks, while the Human Resources Analyst III performs all of our Risk Management functions.

The Personnel Division does not have clerical or administrative support, and the Human Resources Analyst IV is tasked with supervision of the Division, performing administrative support, and conducting analytical tasks typically delegated to lower-level analysts or assistants. Currently, one (1) Deputy Sheriff Sergeant is temporarily assigned to the Public Safety Investigations (PSI) section of the Personnel Division and serves as a Hiring Case Manager and background investigator.



The sworn Sergeant who serves as the Hiring Case Manager and the Background Investigator is overseen by the Human Resources Analyst IV. This staffing arrangement has made it increasingly difficult, if not impossible, to effectively recruit and attract qualified candidates to fill our sworn and support staff vacancies. In fact, we have no personnel dedicated to agency recruitment. Additionally, the Office of the Sheriff is located within a geographical sphere which contains a large contingent of local, state, and federal law enforcement agencies often seeking the same qualified candidates. A large portion of these agencies offer more attractive salaries, benefit packages, and take-home vehicles. The number of law enforcement agencies competing for the same pool of qualified candidates, along with less attractive benefit packages and no dedicated recruiters, have been a hindrance to the Office of the Sheriff's ability to successfully recruit and retain qualified candidates.

As such, we would suggest the following recruitment plan:

Hire one (1) full-time Human Resources Analyst III to serve as the agency's essential Risk Manager which will allow the current Human Resources Analyst III to serve as the agency's second recruitment liaison. Hire two (2) full-time Human Resources Assistants to provide critical administrative and clerical support, and to serve as Hiring Case Managers and Background Investigators within the Public Safety Investigations Section. The addition of these resources will allow the Deputy Sheriff Sergeant to develop and promulgate full-time recruitment and retention strategies for the agency.

Hard Targets / Areas of Focus:

- Open House Events at Sheriff's Headquarters
  - At least quarterly. Advertised through social media, media outlets, and invitation.
  - Provide computer based on-site application opportunities (the computer lab in the training wing on the ground floor at HQ has been set up to accommodate this)
  - Provide staff and necessary equipment for candidates to complete the APRT (Applicant Physical Requirement Test) on-site at Open House
- Job and Career Fairs
  - Colleges, Universities, Technical Schools, Law Enforcement Events, Community Events
- Churches
  - Job Fairs
  - Sunday Announcements
- Community & Civic Organizations
  - Community Day Events and Parades
  - Community Town Hall Meetings
- High Traffic Public Libraries

- Metro Stations
  - Those located within Prince George's County, as well as stations in surroundings Maryland, D.C. and Virginia jurisdictions
- Gyms
- Barbershops
- Fire Stations
  - Target Volunteer Firefighters/EMTs
- Military Bases
  - Advertise in their respective news publications and veteran's employment centers
- Apartment complexes
  - Target individuals working as private security officers for property management
- Community Leaders
  - Meet with community leaders and form partnerships aimed at enhancing recruitment efforts
- Partnerships
  - Partner with Park & Planning to host a large-scale recruiting event at the Equestrian Center
- Municipalities
- Businesses that employ seasonal workers
- Out of State
  - Seek recruitment opportunities out of the state of Maryland

Means of Advertising:

- Flyers/Pamphlets
- Posters
- Digital Business Cards
- Social Media
- Press Releases
- Billboards
- Solar Message Boards
- Video Message on Agency and County Websites and Streaming TV -
- Stickers or Magnetic Signs on Agency Marked Vehicles/Wrapped agency vehicle
- Establish a new website and mobile application (\$60,000.00 startup), and then annual maintenance and updates

Total: Approx. \$200,000

Lastly, because the agency does not have a dedicated recruiter, the functions above must be paid on an overtime basis. If the agency could be approved to hire a recruiter, compensation would be approximately \$133,500 (salary - \$75,000 and fringe-78%).

2. You explained the process by which the recruit classes are filled. Please provide an estimate of how many recruits you believe could be realistically enrolled during FY 2024, if the Police Department had the openings available.

If space in recruit classes were not an issue and, provided we are able to have a fully operational recruitment apparatus (see above), we could put 10-15 new recruits into each new police academy class. With there being approximately 4 classes per year, we could graduate approximately 25 - 60 deputy sheriffs in FY 2024. Graduating 60 deputies would mean that each of them completed the academy with no problems. Graduating 25 is more likely, as it accounts for resignations, injuries, and other dismissals.

3. In FY 2023, \$2 million was budgeted for overtime. However, it is projected that the agency will require (approximately) an additional \$2 million to supplement the existing overtime allocation. FY 2024 budget only includes \$2 million for overtime again. Considering your vacancy rate is projected to be roughly the same as FY 23 (or perhaps higher), and your explanations governing the overtime requirements were addressed in great detail throughout the responses that seem unavoidable, what modifications to operations will occur to keep the department at the \$2 million mark in FY 2024?

The agency is making efforts to fill critical vacant positions, but it is a lengthy process. We expect to start FY 2024 with vacancies but hope to fill them through aggressive hiring efforts when approved to continue the critical work of the agency. Vacant security officer positions present the greatest challenge to reducing overtime expenditures. These positions are critical to the safety and security of the courthouse and provide 24-hour coverage seven days a week. These positions have high turnover and require continuous hiring and training of new employees. When vacancies occur, deputies are assigned to fill overtime positions at a significantly elevated salary. As the courts extend their hour's, added overtime is incurred by the Office of the Sheriff. The agency struggles to keep pace with retirements and other employment departures which have created additional burdens on minimum staffing levels. Overtime continues to be the way to fill staffing shortages.

The agency historical actuals for overtime spending have been approximately \$2.6 million. As the courts resume normal operations post COVID-19, the Sheriff's Office is expecting that our mandated work related to Warrants, Domestic Violence orders, Civil orders, etc. will return to normal levels as well. An increase of \$600,000 to the overtime budget ensures we remain in compliance with our legally mandated responsibilities in FY 2024.

4. A table outlining the total two-year costs associated with the hiring and equipping of a new recruit was included in your responses on page 6, Q13 of the 1<sup>st</sup> round questions. During our session, it was explained that all service weapons are purchased by the agency and were included in the ‘equipment’ category contained therein. You educated me about the useful life of the Glock. On page 19, Q 32 of the 1<sup>st</sup> round responses, however, the agency advised that the question was not applicable, intimating no weapons were going to be purchased in FY 2024. Therefore, are only the recruits outfitted with the service weapons?

**All deputies are outfitted with the service weapons.**

Enhancement Request					
	Description	FY 2023 Estimate	FY 2024 Request	Purpose for Request	Fund (GF, IS, EF, Grants)
1	FY 2024 Enhancement Request: <b>Weapons Exchange</b>		\$ 128,300	Refreshing approximately 270 Glock 23 Gen 5 handguns and holsters as they have reached the expected serviceable lifetime of 7 years. Failing to refresh handguns beyond their expected service life, creates substantial risk and liability for the County.	GF
Total		\$ -	\$ 128,300		