

September 2023

Sheriff Fletcher:

We continue working with your office to comply with the County Board action from earlier this year regarding budget and staffing to ensure full transparency and consistency in our collective work. This is the third memo regarding that work. There was not a memo in August as other collaborative conversations were occurring across your office and the organization that took the place of this written communication.

Many ongoing issues continue to be worked through together, and we were able to further discuss plans beyond this year during a productive 2024-2025 budget meeting that took place on 09/08/23. Based on that meeting, a separate meeting involving us that occurred on 08/15/23 and responses to my previous memo, I have the following questions where I am hoping to continue getting answers that help us reach positive outcomes. I believe that we are making progress together on a variety of budgetary and operational fronts, and your leadership and cooperation is appreciated as we keep working together to address the issues we collectively face.

Topics/Questions for September 2023

1. Thank you for taking steps to reduce the number of working out of class and dual class supervisory and manager positions in the jail to bring their compliment closer to being in alignment with the approved compliment. This action freed up FTEs for hiring COs to work the schedule as you cited to be an issue in need of resolution. Please note that there remain other paperwork/communication issues outlined in #5-9 below that require additional attention to ensure all employee changes have been appropriately tracked and documented.
2. The RCSO has committed to “throttling back” hiring and spending for the remainder of 2023 to address current year budget challenges. You were even more specific at your budget meeting that this would involve freezing some hiring through the end of the year. I know these are challenging decisions to have to make, and I appreciate this work being done to positively impact the bottom line. As a follow-up to these discussions and plans, I am asking for more details on what you believe the projected impact will be on the RCSO’s spending through the end of 2023.
3. The financial contractor, finance and RCSO continue to work on identifying the food, transportation and out of county placement costs with a goal of bringing an ask to the Board in the final quarter of 2023. Thank to your team for being a part of these collaborative efforts.
4. Looking back at the first memo I sent to you, I am pleased to now report that follow-ups on RCSO bank accounts has been completed. Finance has access to all the RCSO bank account information. The RCSO is continuing to work with Finance to provide a list of every bank

account related to the office and document what they are used for, and I understand this will be completed by year end as part of fiscal close for 2023.

5. I believe additional work remains regarding missing or incomplete paperwork for some employees. Here is a status report for all HR issues as I currently understand them:
 - a. Ramsey County HR has verified that all POST licensing everyone should meet the minimum qualifications.
 - b. HR had not received documentation as of September 1 regarding changes to work out of class and dual class positions. HR and RCSO leadership met in early September regarding this issue, but I have not received confirmation that paperwork has yet been transmitted. HR understands the changes as outlined below, and I am asking that the RCSO confirm that all paperwork is submitted and the expectations here align with those of the Office:
 - One Chief Correctional Officer “CCO” will work in daily rotation each afternoon, 15- 2300hrs Monday through Friday. (No PCF needed – time worked in dual class should not exceed the approval) PCF will be asked for, due to it could change payroll work groups-based schedules.
 - One CCO will be available in “On Call” status, Saturdays and Sundays. (No PCF needed – time worked in dual class should not exceed the approval)
 - Two Acting CCOs will return to their permanent ranks of C.O. 3 Sergeant. (Waiting for Sheriff’s Office to submit PCF documentation to end dual class position). Received PCF 9/1/23 to end the dual class for these 2 employees.
 - Four Acting Sergeants are to return to their permanent ranks of C.O.2. Waiting for Sheriff’s Office to submit PCF documentation to end dual class positions.
6. There was a meeting set for earlier this month to discuss the priority hiring of vacant CO positions, and a meeting between HR and RCSO leadership had been scheduled for this to occur. Neither RCSO representative showed up for the weekly meeting or communicated why they were unable to do so. I am unclear if this has slowed that hiring process, but if it has, I ask that RCSO leadership reach directly to HR leadership to prioritize this conversation so that this hiring process begins to move forward.
7. HR moving forward with scheduling the planning meeting with the Talent Acquisition Specialist and the Sheriff’s Office to post the Office Manager 1 – 2. Similar to the issue above, this process was unable to be addressed as neither RCSO leader showed up for the weekly meeting or communicated why they were unable to do so. I ask that RCSO leadership reach directly to HR leadership to prioritize this conversation so that this hiring process begins to move forward.

8. Two meetings have been scheduled for 9/18 and 9/26 to address missing I-9 information for 27 active RCSO employees. Please prioritize these meetings so that we can get these issues resolved.
 - a. There are various other missing documents not in employee personnel files, and HR leadership will communicate during to RCSO leadership the remaining documents that remain missing and needed.
9. There remain temporary employees in the RCSO who have exceeded the statutory limit of six months and provisional employees in the RCSO who have exceeded the Personnel Rules limit of six months. This issue was communicated by HR leadership to RCSO leadership on September 1, and I am asking for clarity and resolution on this issue prior to next month.
10. The County Board has previously requested workshops with you on a variety of topics that I am ready to work with you to schedule. Thank you for your willingness to work to schedule a workshop on the jail population, bail reform and related efforts. Outstanding topics continue to include:
 - Contract Cities Policing
 - Drone Use Policy
 - High Speed Chase Policy
 - General Training, Employee Wellbeing and Culture

I appreciate your attention and assistance that is helping us work through these issues, and I believe if we can work through these ten topics we will be on a strong path for the rest of the year and beyond. I would appreciate updates on these topics by the end of September so that we can continue to work together toward progress.

Sincerely,

A handwritten signature in blue ink that reads "R. T. O'Connor". The signature is written in a cursive style with a horizontal line at the end.

Ryan T. O'Connor
County Manager
Ramsey County