



ORANGE COUNTY SHERIFF'S DEPARTMENT

SHERIFF-CORONER DON BARNES

OFFICE OF THE SHERIFF

March 29, 2019

Dear Contract Partners:

Thank you for the opportunity to review the final draft of the *Executive Analysis of Contract Law Enforcement Services Costs and Methodology for Contract Cities* prepared by the Matrix Group. I appreciate the manner in which our contract partners included the Orange County Sheriff's Department's participation throughout the study process. While opportunity exists for the OCSD and our contract partners to sustain our existing service delivery system based on the analysis in broad scope, I believe there are a few areas worth further evaluation, which may result in even more cost efficiencies. On that basis, I would like to share a few thoughts about possible short and intermediate-term opportunities to address the cost concerns of our contract partners.

As identified in the Matrix report, there are two specific areas related to personnel and vehicles that may result in short-term savings. The report makes the recommendation that OCSD change its personnel billing formula to actual pay rates rather than unitary top-step classifications. Modifying this formula is possible, but may present various implementation challenges. That said, I am supportive of this recommendation, but caution that savings may significantly fluctuate as assigned personnel move into and out of assignments in cities and other OCSD functions. In fact, history demonstrates the vast majority of deputies assigned to cities are at top-step pay grades or achieve that status quickly once assigned: hence the long standing pay formula in city contracts. Nevertheless, I am willing to work with city representatives to devise a new formula implementation process based on actual salary which may require an annual "true-up" reimbursement.

The other area of short-term savings promise relates to the maintenance of vehicles used in contract cities. I agree vehicle maintenance costs can be high – particularly for public safety vehicles. As the report identifies, the maintenance of OCSD vehicles is performed by the Orange County Public Works Department and, therefore, the associated costs are outside of my direct control. Nevertheless, I am supportive of further evaluating ways in which vehicle maintenance may be reduced; however such evaluation would need to be supported by the County Executive Officer and other County officials.

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Looking towards the intermediate perspective, I suggest we mutually evaluate the possible modification of our service delivery model for contract cities. As previously expressed to contract city managers, I have continually considered methods to regionalize some of the services currently provided on an individual city basis, e.g., investigations and emergency preparedness among a few others. I welcome continued dialogue with the city managers to explore these ideas.

Lastly, I would like to recommend the establishment of a reinvigorated City Manager's Technical Advisory Committee (TAC). I think the TAC would be extremely useful in co-devising implementation strategies for some conclusions and recommendations in the Matrix Report similar to those identified above. I also welcome the city managers' active participation in the creation of meeting agendas, as well as follow-up on ideas and opportunities for service and contract improvements.

I truly believe OCSD provides a high level of law enforcement services in an extremely cost efficient manner to Orange County and its contract partners. The crime rates experienced by OCSD contract city partners pale in comparison to non-sheriff service areas. As evidence, OCSD contract cities experience an average of 12.59 Part 1 crimes per 1,000 residents at an average cost of \$215 per capita; comparatively, non-sheriff service areas experience an average of 22.33 Part 1 crimes per 1,000 residents at an average cost of \$395 per capita. An additional factor not quantified in the Matrix study is the value added services our contract cities benefit from at no additional cost. As fiscal stewards for our respective agencies, we can be proud of this data supported fact: Our contract partners receive the best service at the lowest cost.

The Matrix Report demonstrates the value and cost effectiveness of current OCSD contracts for law enforcement services based on the relatively few recommendations for any further substantial costs savings and affirms the many ways in which services are currently provided. I hope our contract partners continue to appreciate the effective and mutually beneficial relationship between the OCSD and their communities. It remains my intention to continue the long-standing relationship with our contract partners well into the future and look forward to working collaboratively to ensure the safety of all in the County of Orange.

Sincerely,



Don Barnes
Sheriff-Coroner