



KING COUNTY SHERIFF'S OFFICE

**CONTRACTING:  
A PARTNERSHIP MODEL**

SCOTT SOTEBEER, PHD  
CHIEF OF STAFF  
AUGUST 2012

# KEY ASSUMPTION

---

- **FEAR OF CHANGE = THE MYTHS THAT BECOME SOMEONE'S REALITY**
  
- ***Change is the law of life. And those who look only to the past or present are certain to miss the future.***

*John F. Kennedy*

# Consolidation Modeling: Good Public Policy

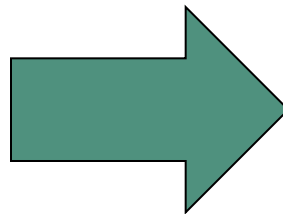
---

- We are the stewards of tax dollars
- We can achieve an optimum balance of local control and cost savings from economies of scale
- Eliminate redundant infrastructures that drain resources
- Frees up tax dollars for other public benefit

# KCSO Contracting Model

## “Police Service Partnership”

A Police Service Partnership is a contractual arrangement between the Sheriff’s Office and an incorporated city (or other entity) for the provision of a specific set of police services, as desired by the customer.



# Why the Sheriff?

---

- The Sheriff has jurisdiction throughout the county-- both incorporated and unincorporated areas
- The Sheriff provides both regional and local service
- The Sheriff is elected by residents in both the incorporated and unincorporated jurisdictions in the county (*throw the bums out!*)



# Regional vs. Local Services

## **REGIONAL SERVICES**

*(Provided on a countywide basis  
using **regional** tax dollars)*

**Air Support**  
**Bomb Disposal**  
**Homicide Investigations**  
**AFIS**  
**Child Find**  
**Civil Warrants**  
**Criminal Warrants**  
**Court Security**  
**Dignitary Protection**  
**Search and Rescue**  
**Sex Offender Registration**

*\*Regional due to mandate or  
funding, provided at no additional  
charge*

## **LOCAL SERVICES**

*(Provided to specific jurisdictions  
using **local** tax dollars)*

**Patrol**  
**Crime Prevention**  
**Investigations**  
**SWAT Team**  
**K9**  
**Marine Unit**  
**Hostage Negotiation**  
**Fire Investigations**  
**E911 / Communications**  
**Major Accident Response**  
**Specialty programs**

*\*Entity having primary jurisdiction  
bears the cost of providing these  
services*

# Is it **ONLY** a Sheriff's Model?

---

■ **NO!**

■ **The critical analysis and evaluation of which consolidation model to use between jurisdictions is the first, best decision!**

■ **A Police Service Partnership COULD BE a contract structure and agreement between ANY police department and another entity for the provision of a specific set of police services, as desired by the customer.**

***MYTH: SHERIFF'S ARE OUT TO TAKE OVER THE WORLD!***

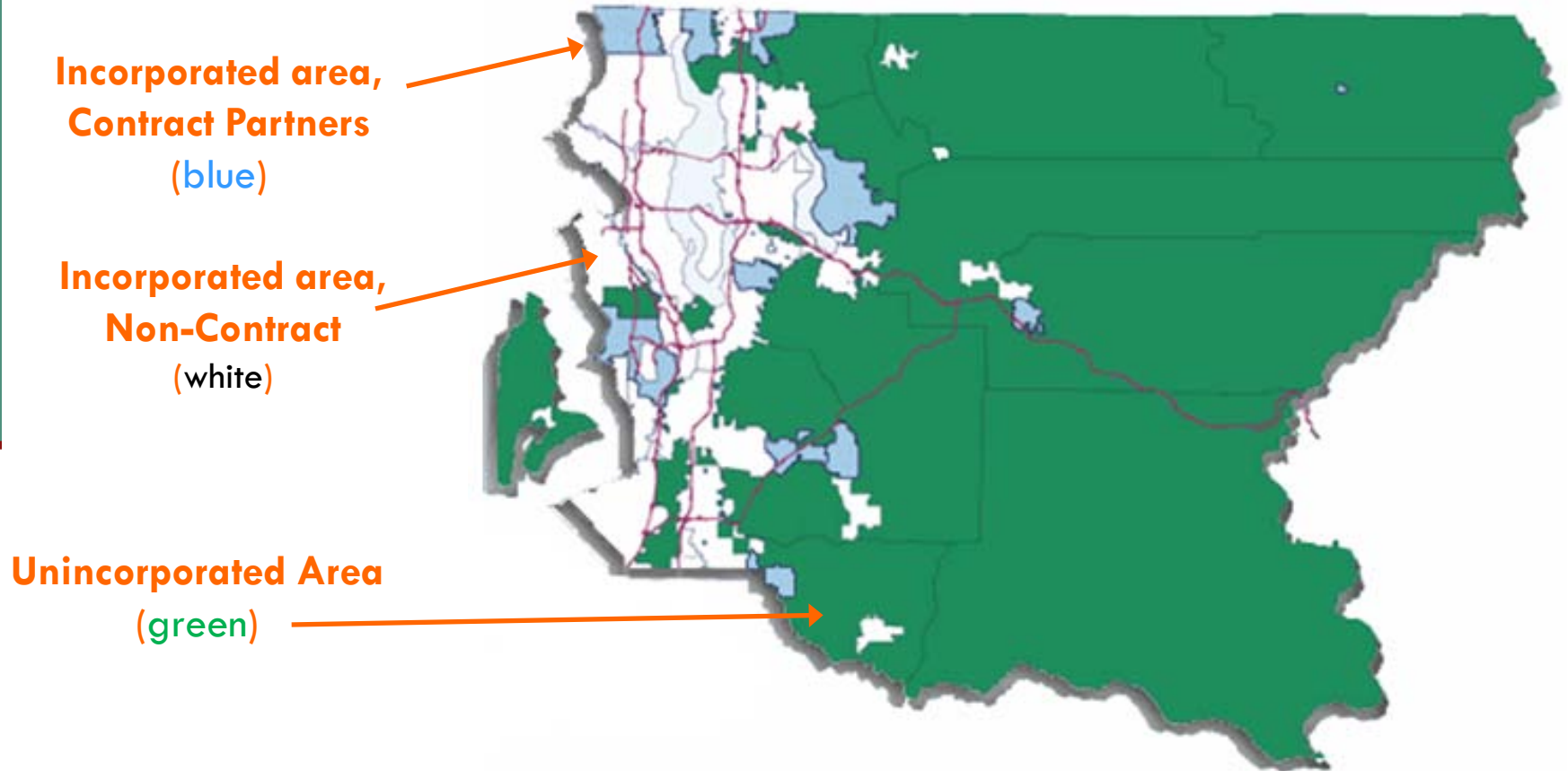
# ***THE MYTHS THAT BECOME SOMEONE'S REALITY***





# Where we are today

Today, KCSO provides full-service police departments to 12 cities in King County, and many other entities.



# Who we serve today...in addition to 12 cities



## Transit Police Departments

- King County Metro Transit
- Sound Transit
- KC Airport Police & Fire Fighters

## Tribal Police Department

- Muckleshoot Indian Reservation



## Specialty and Seasonal Service Contracts

- School Resource Officers
- Marine Unit & Dive operations
- Forest Service (Baker/Snoqualmie) patrols
- KC Housing Authority residence patrols
- Fire Investigation services



# The Model's Key Premise: Local Control & Identity

---



- The city chief is selected by the partner city; is responsible for the operations; reports directly to the city manager
- The city determines staffing level, services and police priorities.
- The partner city selects uniforms and vehicles with unique city markings

# Local Accountability

- **The police are accountable to city officials and citizens.**
- **City chiefs and police officers are part of the community:**
  - Community events
  - News distribution & communication
  - Block and business watches
  - Service organizations
  - Liaison with schools
  - Council meetings



# Partnership benefits

---

- **Contract provides a complete police department**
  - Locally dedicated officers
  - All support services and equipment
    - Complete personnel management, legal services, investigative support (photo lab, evidence management, etc...)
    - Quartermaster, fleet, radio communication, etc...
- **Access to specialized services**
  - Computer forensics, accident reconstruction, SWAT, media relations, etc...

# Partnership benefits (cont.)

---

- **Avoid infrastructure start-up costs**
- **Share in economies of scale**
  - Cost per employee goes down as number of employees goes up
    - Fractional costs of supervision and administration allocated to cities
  - Share expensive facility investments (communications center, gun range, police stations)
- **Liability**
  - Employees assigned to cities are indemnified by the county
- **Single Inter-local Agreement**
  - individual invoices based on service selections
- **Cross-dispatching cuts staffing needs for both partners**  
(key cost saver!)

# Partnership benefits (cont.)

---

- **EFFECTIVENESS** - Can more effectively catch bad guys
  - Communication and coordination of investigations improve
  - Money saved by eliminating redundancies can be invested in new technology, training, etc...

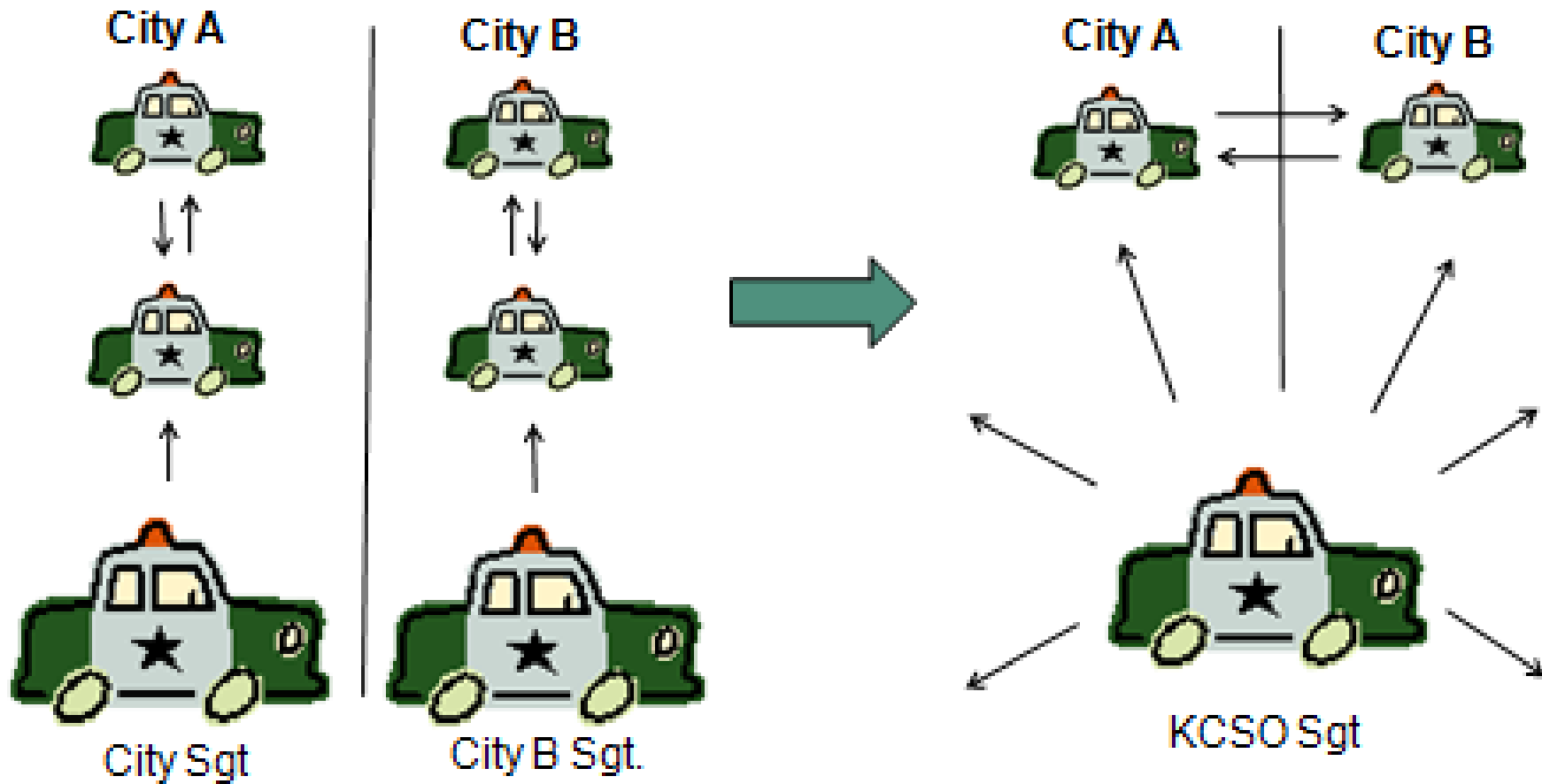
# Cross-Dispatching

---

- **Deputies/Officers on the same radio frequency routinely cross jurisdictional lines to provide back-up**
  - This allows for a lower staffing level by both jurisdictions – each can staff for average call load, rather than the exceptions



# Cross Dispatching – 2 cities



Independent Cities  
Total Personnel ~ 6 FTE

Contract Cities  
Total Personnel ~ 2.25

# Basic Contract Structure

---

## ■ Service Package

- Cities purchase a “package” of services including a specific number of FTE’s of identified rank and specialty along with mandatory and optional support services.
- The services provided are divided into two categories: (1) Precinct/City Services and (2) Support Services.

## ■ The contract has three defined models

- Flex – all services are shared (all deputies in green uniforms)
- Shared Supervision – cities select a mix of dedicated and shared services (supervisors in green, officers in blue)
- City – all precinct level services provided by staff dedicated to the city; central support and specialty units are provided as a shared service (all deputies and supervisors in blue)

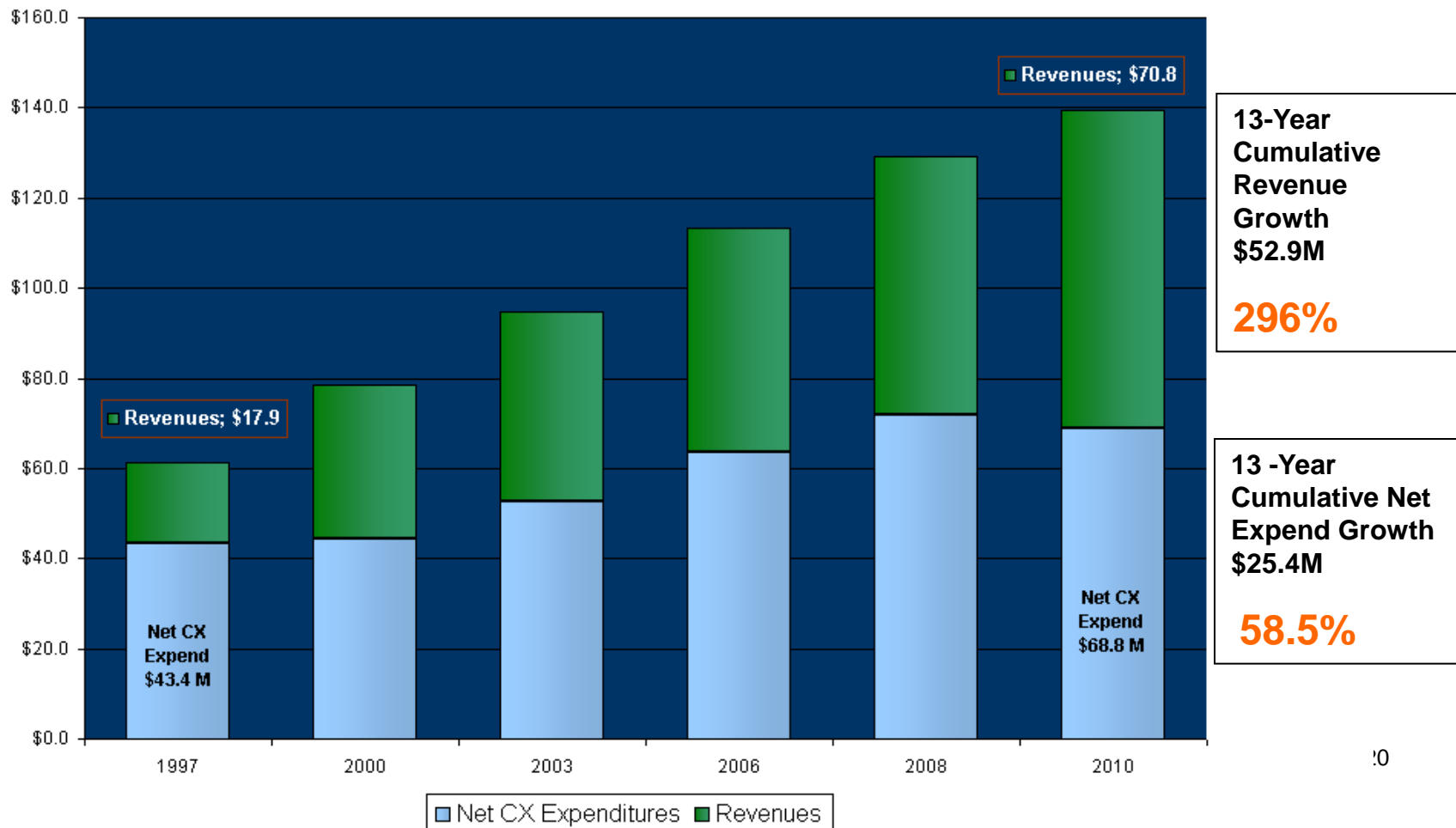
# KCSO Contracts Budget Impacts

**For over 10 years, nearly all of our discretionary expenditure growth has been backed by offsetting revenues for additional FTE's for contract customers**



# Revenue makes up greater percentage of expenditures

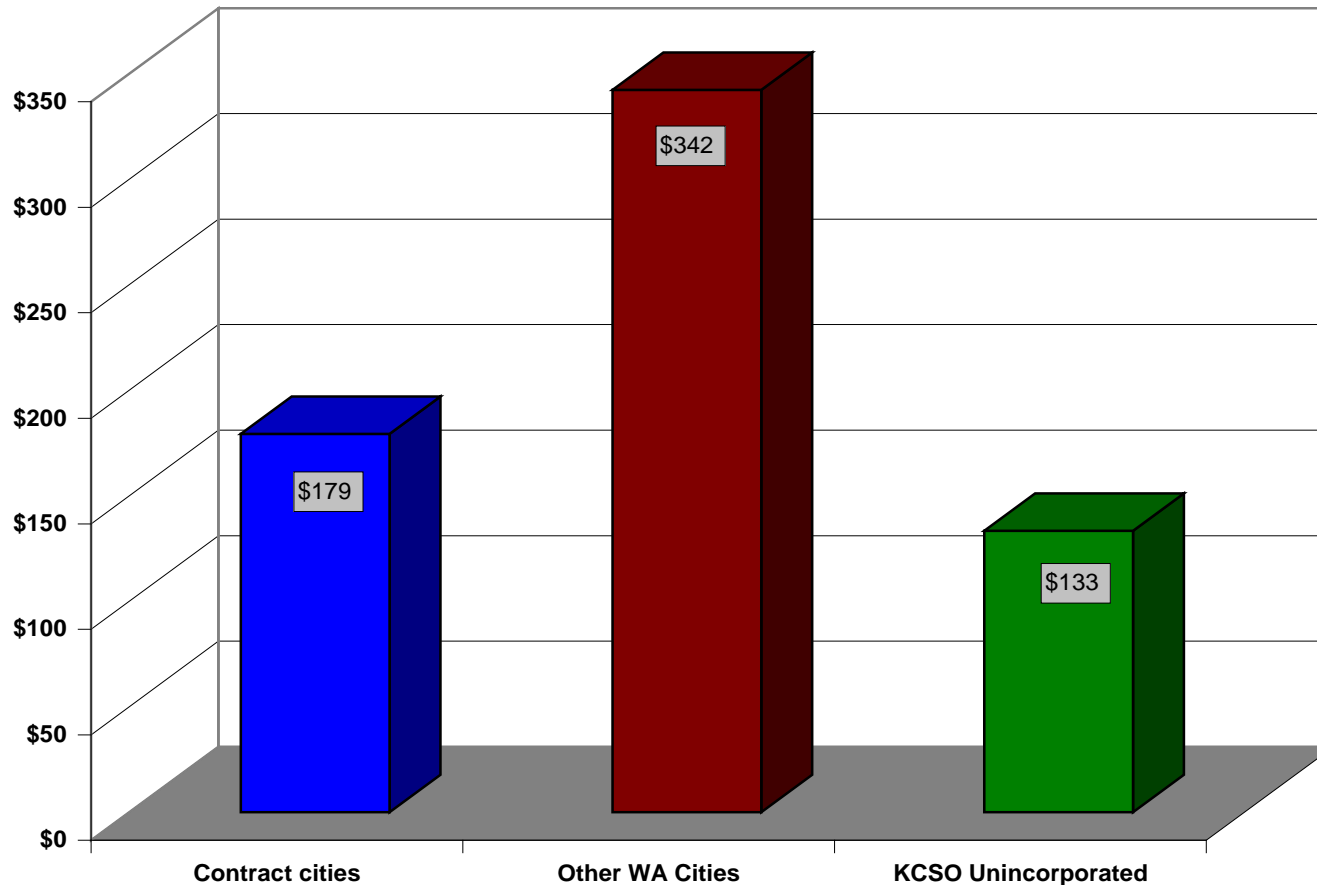
Sheriff's Office Net Expenditure Growth 1997- 2010



# Translates to a Relatively Low Cost Per Resident

Average Cost Per Capita Comparison

2009



**Contract cities**

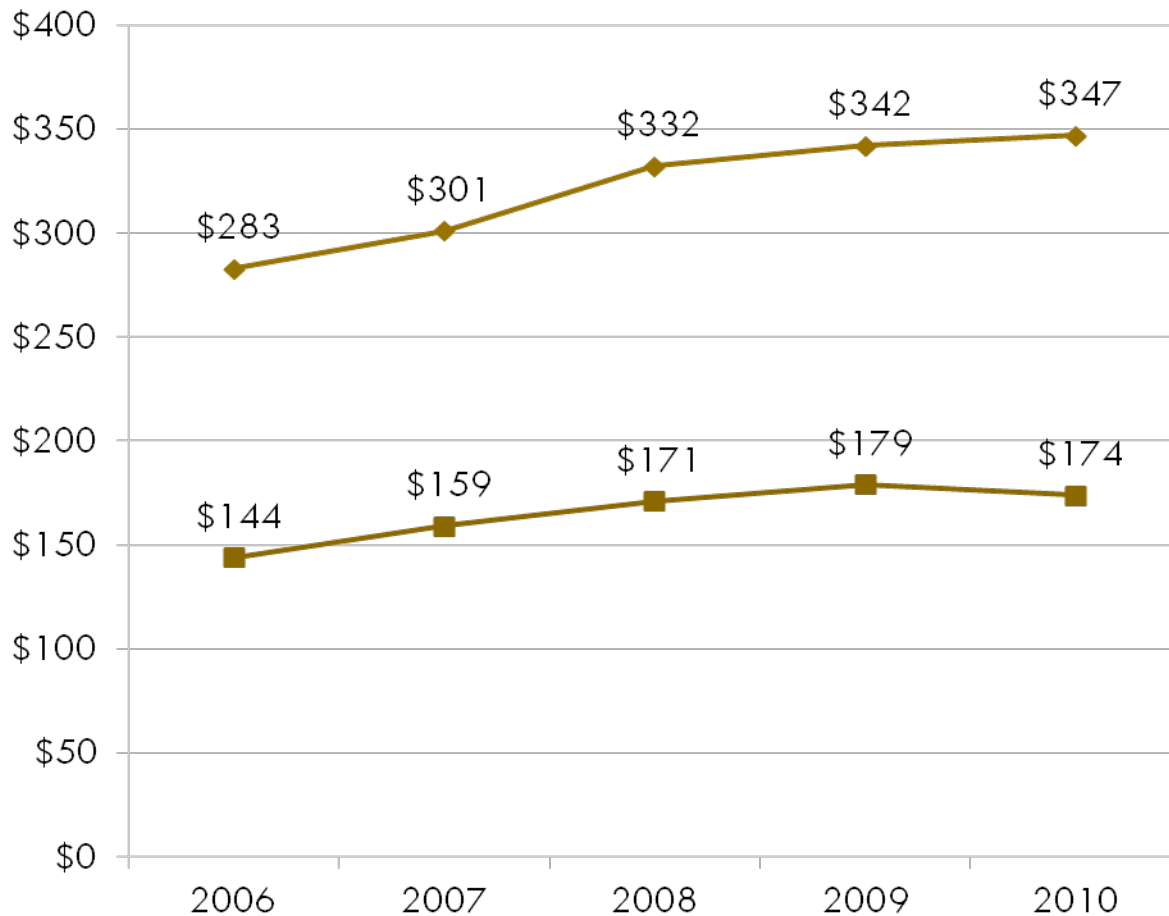
*Avg of 12 Contract cities incl: Buriem, Covington, Kenmore, Maple Valley, Newcastle, North Bend, Sammamish, SeaTac, Shoreline, Woodinville, etc.,*

**Other WA Cities**

*Avg of 28 Puget Sound Cities Incl: Auburn, Bellevue, Bothell, Duvall, Edmonds, Federal Way, Issaquah, Kent, Kirkland, Lynnwood, Lake Forest Park, Mukilteo, Puyallap, Redmond, Renton, Seattle, Tukwila, etc.,*

**KCSO Unincorporated**

# The Financial Reality

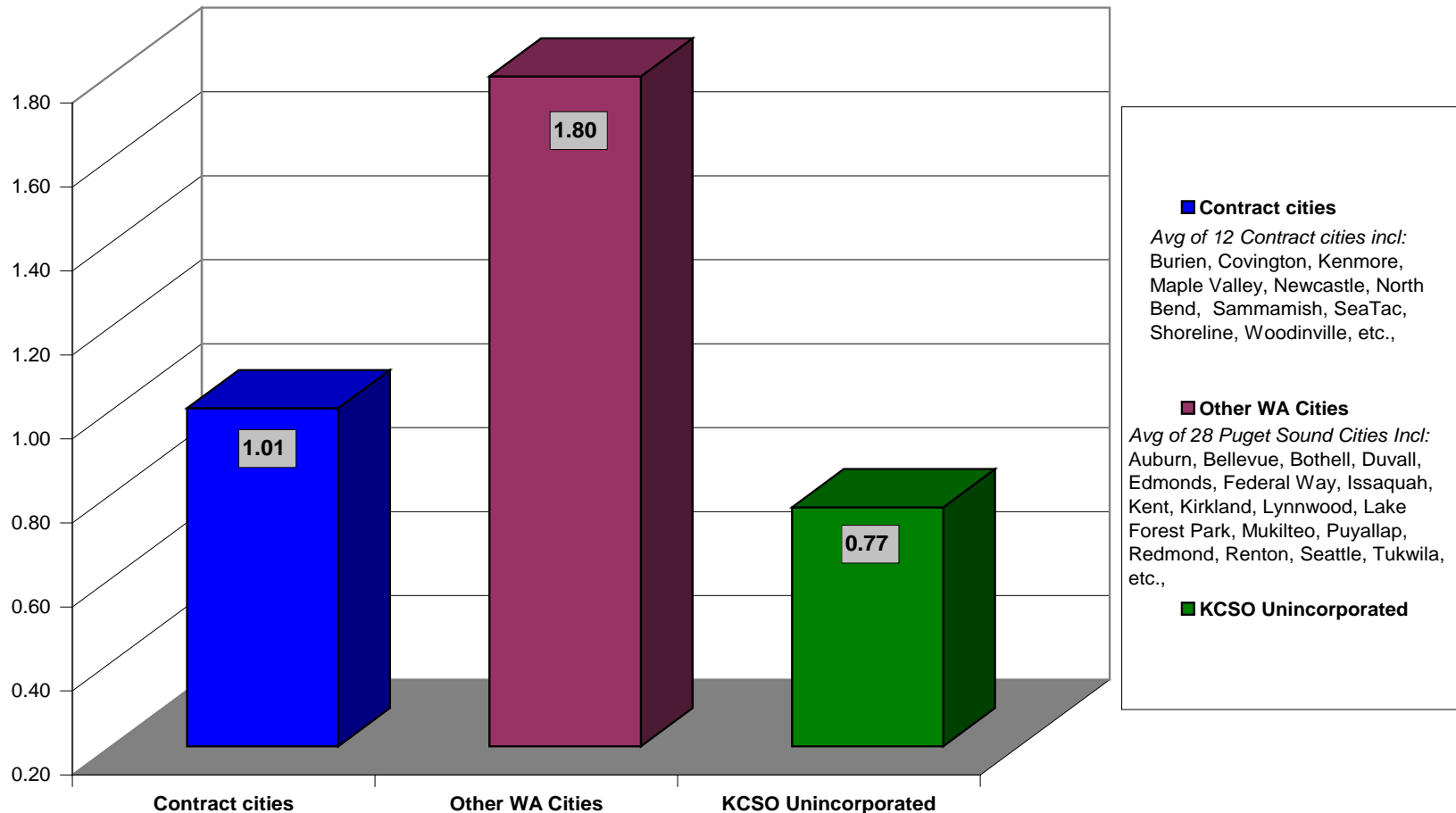


**Average Cost of Police Services per Capita**  
*Comparing Contracts with other Cities*

- ◆ Other King County Cities
- KCSO Contract Cities

# KCSO is a lean organization compared to both local and national averages

Sworn Officers Per 1000 Comparison



Nat'l Average - 2.7 Per 1000

# What drives the downside?

---

## ■ Concerns about.....

- Local control
- Overhead and labor- costs beyond the contract's scope
- Management, accountability, continuity, & oversight
- Personality and quality of citizen contact (citizen perception)
- Unions/complex contracts
  - Loss of position – across the board
- Conversion costs
- Lack of political cooperation/will (slippery slope?)
- Potential legislative hurdles
- Loss of services
- Cost of entry—and threat of “buyer’s remorse”—no turning back



# Lessons Learned – Keys to sustainability

---

- Trust-driven Relationships
- Local control
- Localized identity
- Shared decision-making
- Transparency
- Cost management = labor & overhead
- Politics, Public
- Customer-driven structure = responsiveness

# Where Can This Model and “Smart” Consolidation Evolve To Next?

---

- “Merger” with an existing department
  - All city police personnel, including Chief, become Sheriff’s Office employees, staffing reductions achieved through attrition
  - Labor agreements will be negotiated
- Shared dispatching, records, evidence management
- Cross-Dispatching with independent cities
- Consolidate all police/fire dispatching
- Regional Teams (SWAT, K-9, Marine, officer involved shooting investigations)

# What stands in the way?

---

- Politics
- Egos
- Labor unions
- Public perception of “need to do something”
- Human nature = aversion to change

# Thank you!

---

- ***“And it ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”***

- Niccolò Machiavelli (1469 – 1527), *The Prince*, Chapter 4