



MARIN COUNTY SHERIFF'S OFFICE

3501 Civic Center Drive, Room 145, San Rafael, CA 94903

ROBERT T. DOYLE

Sheriff

DENNIS FINNEGAN

Undersheriff

June 29, 2005

J. Patrick Burke, Foreman
Marin County Grand Jury
3501 Civic Center Drive, Room #303
San Rafael, CA 94913-4988

RE: Response to the May 23, 2005 Marin County Grand Jury Report Regarding
"Looking Between the Lines" A Review of the County's Budgeting Processes.

Dear Foreman Burke:

The following reply is pursuant to the requirements of Penal Code Section 933.05, regarding the Marin County Grand Jury May 23, 2005 Report, *"Looking Between the Lines" A Review of the County's Budgeting Processes.*

That being said, I do not fully understand why individual department heads, whether appointed or elected, are being required to respond to the report. The budget process and strategies are programs that have been for the most part designed and implemented by the County Administrator and the Marin County Board of Supervisors. So my responses will be my opinions based on my experiences and how my organization operates within the County structure. There are a couple of things that need to be clarified.

As an elected official, I do not answer to the County Administrator and only answer to the Board of Supervisors during the development of my budget. Neither entity has any supervisory authority over operational issues in the Marin County Sheriff's Office.

Grand Jury Finding #1:

F1. Commitment to the "Managing for Results" program is inconsistent.

Sheriff's Department's Reply to Finding #1:

F1. I disagree with the finding. My organization and I have a clear understanding of what our responsibilities and obligations are to provide quality service to the residents of Marin County. Staff and I, regularly examine operational issues to make sure we are conforming to sound business decisions.

Grand Jury Finding #2:

F2. Timelines for implementation of "Managing for Results" are either non-existent or not spelled out.

Sheriff's Department's Reply to Finding #2:

F2: I disagree. See above.

AREA CODE 415

24-HOUR NUMBER
499-7233

FAX
507-4126

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CIVIL
499-7282

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SERVICES
499-7243

EMERGENCY
SERVICES
499-6584

INVESTIGATIONS
499-7265

JAIL
499-6655

MAJOR CRIMES
TASK FORCE
884-4878

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Grand Jury Finding #3:

- F3. Performance measurements that would provide a yardstick for goal achievement are nonexistent in the Service Areas reviewed:
- a. Performance indicators tend to measure volume and not performance-based on outcomes.
 - b. There are no indications of the extent to which services reach the community.
 - c. Performance indicators do not inform whether or not it makes sense for the County to be performing the services.
 - d. There are no results-oriented performance indicators, nor are there any comparators.

Sheriff's Department's Reply to Finding #3:

- F3. I disagree. I do not know what service areas were reviewed because the Marin County Sheriff's Office has always tried to operate like a business, even though we provide free service.

Grand Jury Finding #4:

- F4. The County Administrator generally is not held accountable for program outcomes, even though he is responsible for budget preparation and control.

Sheriff's Department's Reply to Finding #4:

- F4. I agree. As I said in my opening statement, I do not answer to the County Administrator.

Grand Jury Finding #5:

- F5. Establishing clear lines of authority and accountability is difficult.

Sheriff's Department's Reply to Finding #5:

- F5. I disagree. As I have already mentioned, I do not answer to the County Administrator, and I only answer to the Board on fiscal issues. However, as an elected official, the residents of Marin County hold me accountable.

Grand Jury Finding #6:

- F6. The "Pay for Performance" goal may not be achievable.

Sheriff's Department's Reply to Finding #6:

- F6. I agree. Actually, I don't know if I agree or disagree. It is true that each job classification has a salary range but to travel through that salary range you have to meet standards in order to go from Step One to Step Two to Step Three, etc. Of course there are going to be some who are more competent than others but the bottom line is you have to meet standards and in my organization if you are not meeting standards, you won't get a step increase. And if an employee continues to not meet standards, they will be disciplined appropriately. And so the comment in the Report of someone will get a pay raise whether they are doing a good job or not is not a practice that occurs in the Sheriff's Office.

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Grand Jury Recommendations #1 through #6:


- R1. The Board of Supervisors define accountability for program outcomes
- R2. The "Management For Results" program have definite timelines for its implementation
- R3. The Maximizing Performance Program be mandatory
- R4. Performance indicators be outcome based
- R5. The performance measures be compared to other counties and the private sector to find the best practices so the County can ensure "We are doing the right things well"
- R6. Mechanisms be put in place so, when opportunities for improvement are identified, the improvements can be made in a timely manner

Sheriff's Department's Reply to Recommendation #1 through #6:

R1. through R6. requires further analysis. As I said in my opening paragraph, these are issues for the County Administrator and the Board of Supervisors to resolve. To be perfectly frank, I feel very uncomfortable being put in the position by the Grand Jury to offer criticism or to tell the County Administrator and the Board of Supervisors what to do and how to do it.

I will reiterate, as an elected official, I am fully aware of my duties, responsibilities and obligations to the residents of Marin County. My organization will do whatever is necessary to provide the best service we can in the most cost effective manner possible.

Sincerely,



ROBERT T. DOYLE
SHERIFF

cc: Members, Board of Supervisors
Matthew Hymel, County Administrator
Clerk of the Board of Supervisors
Marin County Grand Jury