

# KPMG Operational and Performance Review of the Sheriff's Office

## KPMG and Sheriff's Office Response



February 9, 2021  
Meeting of the Board of Supervisors

# Today's Presentation

1. Context and Scope
2. Sheriff's Office Organization Overview
3. KPMG Operational and Performance Review Summary – Sheriff's Office
4. Sheriff's Office Response and Implementation Timeframe

# Context

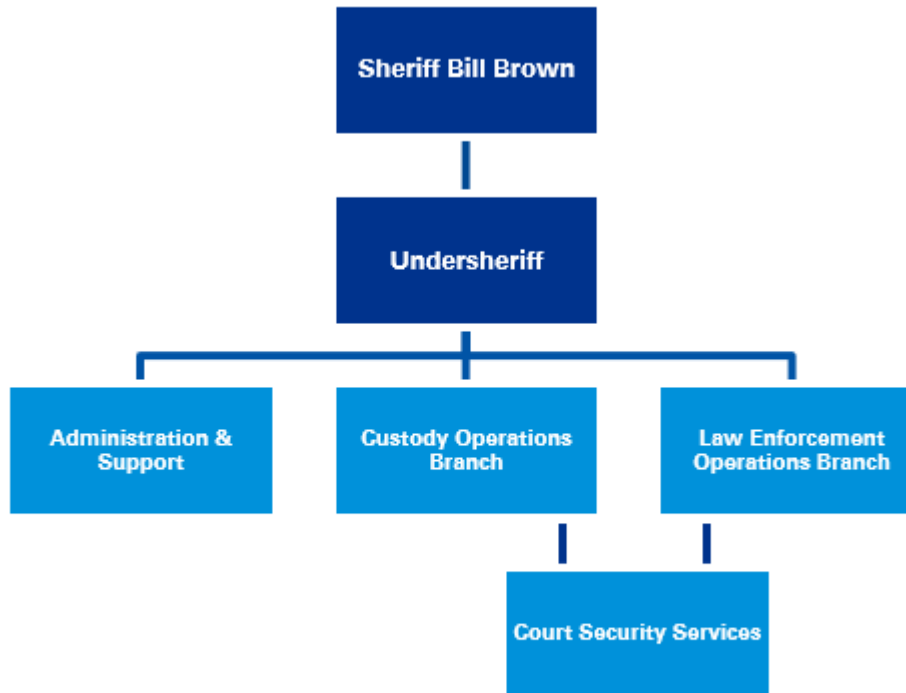
- Renew 22 – improve efficiency, effectiveness and customer service of all County operations.
- KPMG selected in May 2019 after competitive process
- Nine departments in first year
  - CEO, HR, GS – complete
  - Public Health and Planning & Development – complete or nearing completion
  - Sheriff, Public Defender – complete
  - Probation, District Attorney – complete
- Three departments in second year
  - Fire – under review
  - BeWell and Social Services – to be completed
- All departments to be reviewed over four-year period

# Scope

- Compare to best practices to highlight where improvements needed
- Not a financial audit or budget cutting exercise
- Recommendations should result in savings, efficiencies or better performance and outcomes
- Areas of focus - selected with department and CEO's office
- Relies on department cooperation, data availability and interviews
- Scope did not include implementation plans; will be up to departments

# *Organization Overview: Sheriff's Office*

Staff: 737 FTE  
Budget: \$155 Million





# Improving Performance to Better Serve Our County Residents

**Board of Supervisors Presentation**

# Year One Project Timeline

FY18-19			FY19-20											FY20-21					
Department	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November
County Executive Office	█	█	█	█	█														
Human Resources				█	█	█	█												
General Services				█	█	█	█												
Public Health						█	█	█	█	█									
Planning & Development						█	█	█	█										
Sheriff-Coroner									█	█	█	█	█	█					
Public Defender									█	█	█	█	█	█					
District Attorney														█	█	█	█	█	█
Probation														█	█	█	█	█	█

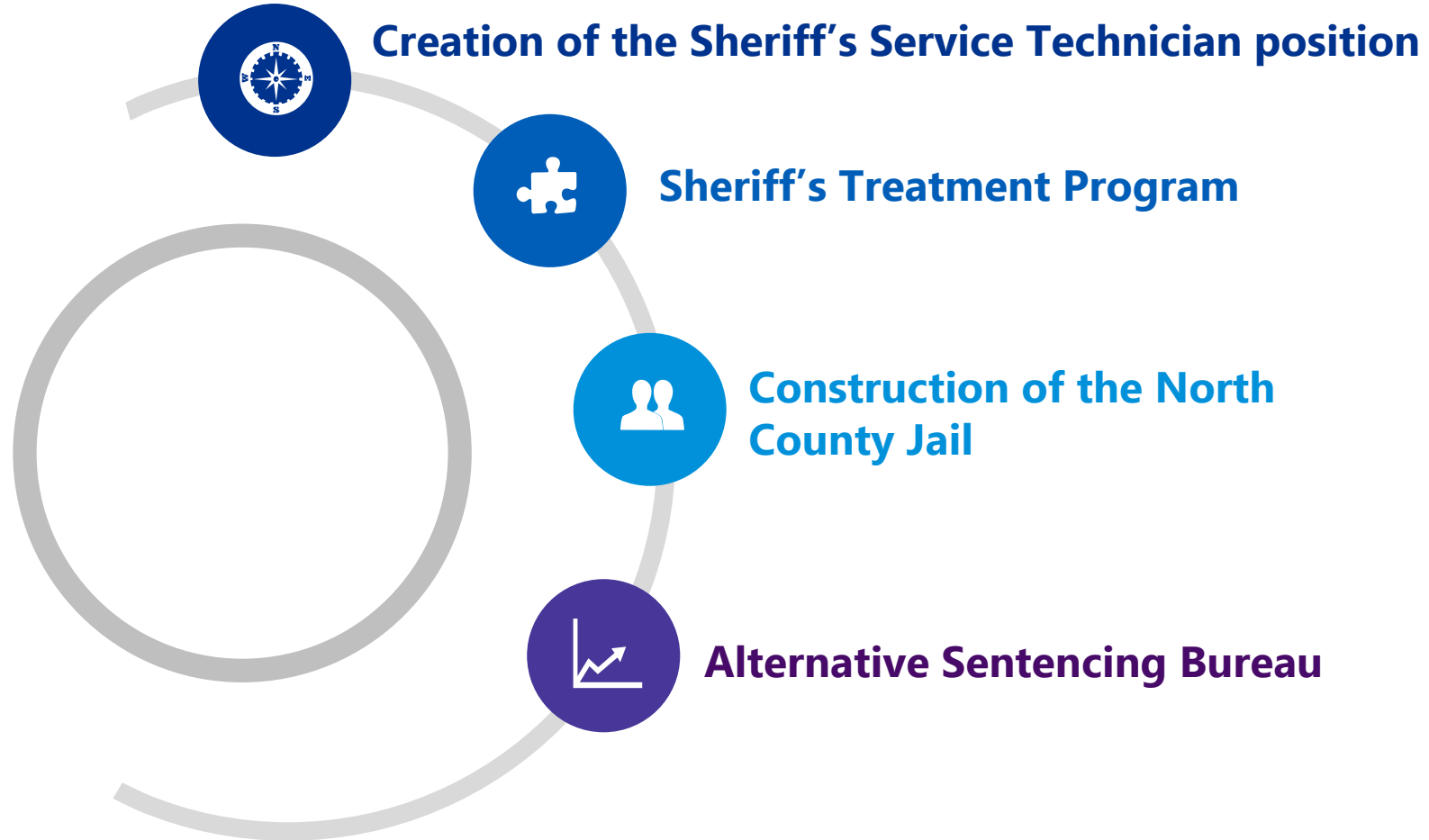
# Methodology

KPMG commenced the review of Sheriff's Office in February 2020. The purpose was to identify strengths and opportunities to improve the overall operational efficiency, effectiveness, and service delivery provided by the County.





# Commendations

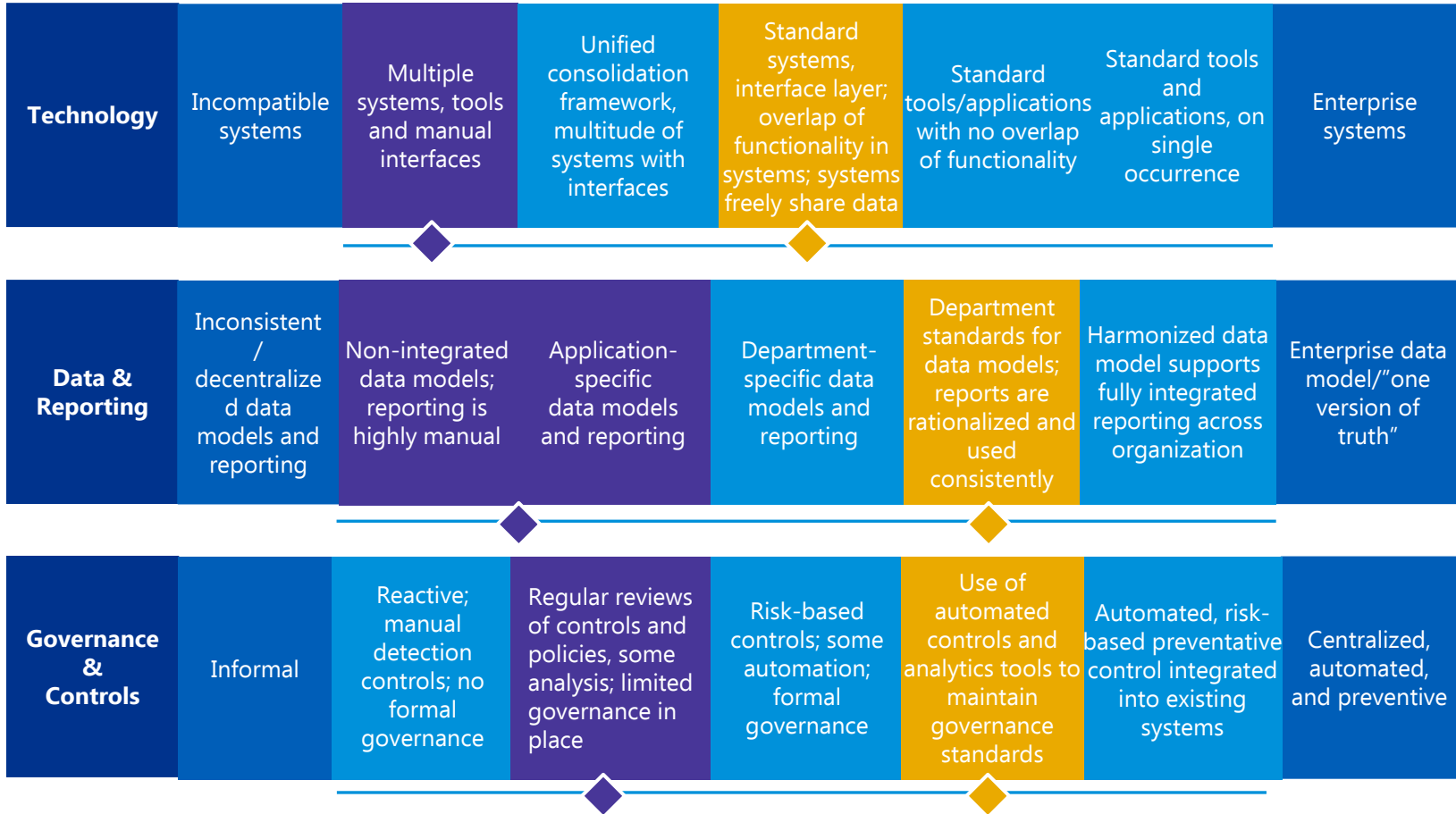


# Current and Recommended Operating Model



◆ Current State  
◆ Target State

# Current and Recommended Operating Model



◆ Current State  
◆ Target State

# Sheriff's Office Recommendations

<b>Office Recommendations</b>	1.1 Adopt demand-based, workload-driven processes to optimize staffing and service levels
	1.2. Restructure staffing model and assess barriers to filling funded positions and drivers of attrition
	2.0 Implement data-driven decision-making to enhance operational decision-making
	3.0 Maximize technology enablement through strategic planning, investments, and vendor management to increase operational efficiency
	4.0 Enhance performance measurement and management processes to streamline operations, finance, and service delivery

 Denotes Board Policy Item



# 1.1 Demand-driven staffing

**Law Enforcement Operations Calls for Service, OT Hours Worked, and Actual FTEs**

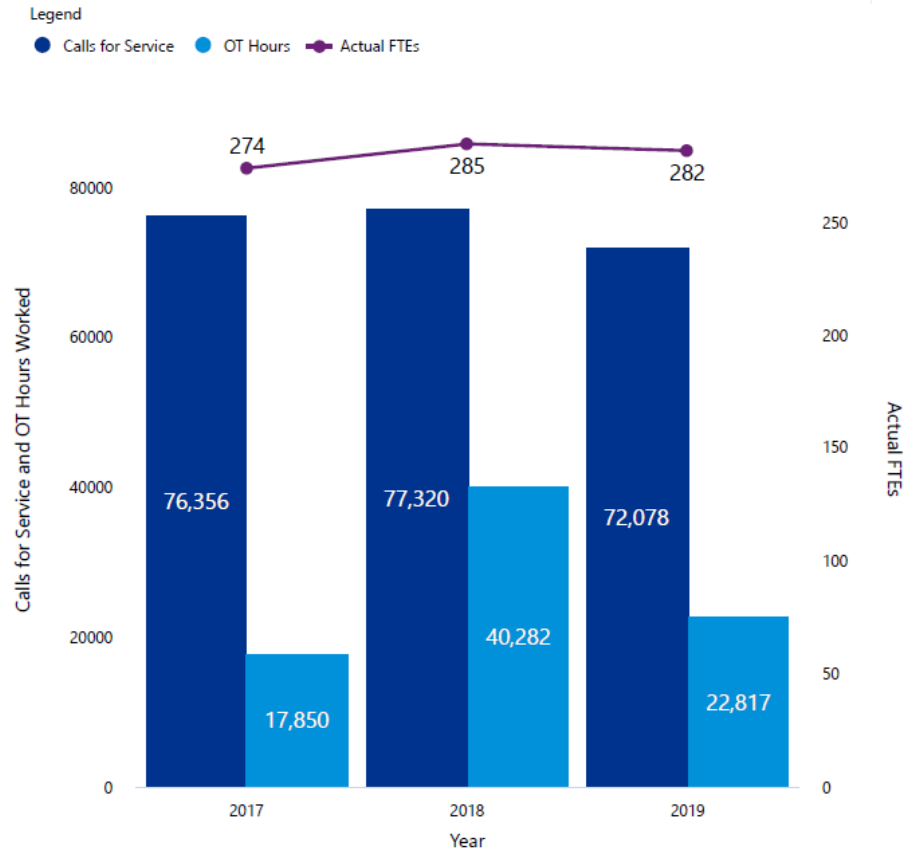


Figure 4: Source - KPMG LLP analysis of Sheriff's Office budget and CAD data

# 1.1 Demand-driven staffing

**Calls for Service by Priority**

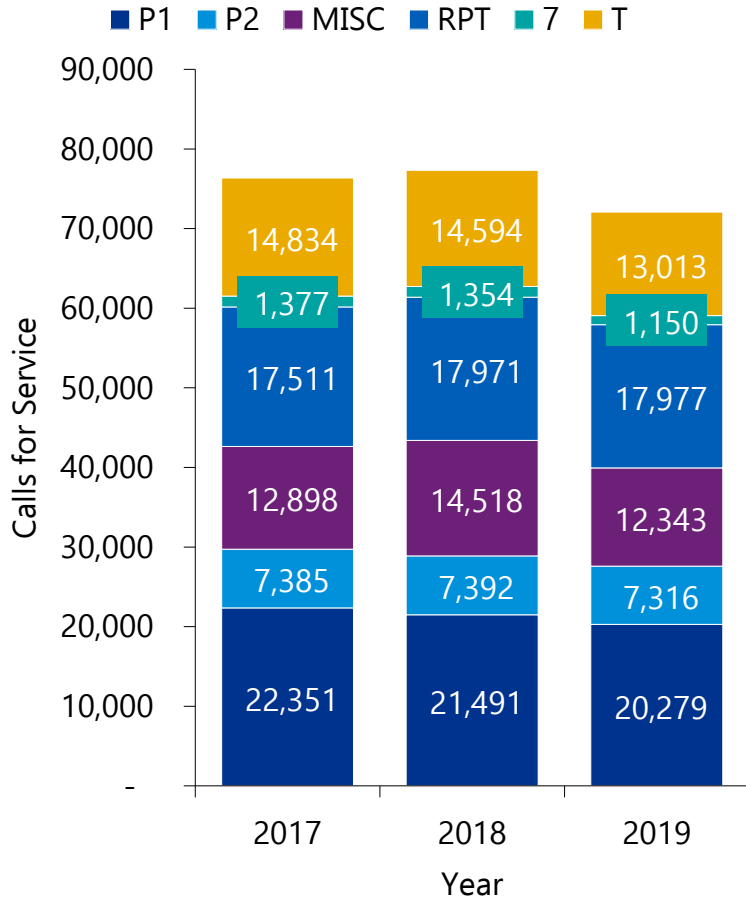


Figure 5: Source - KPMG LLP analysis of County CAD data

**Top 5 Calls for Service by Year**

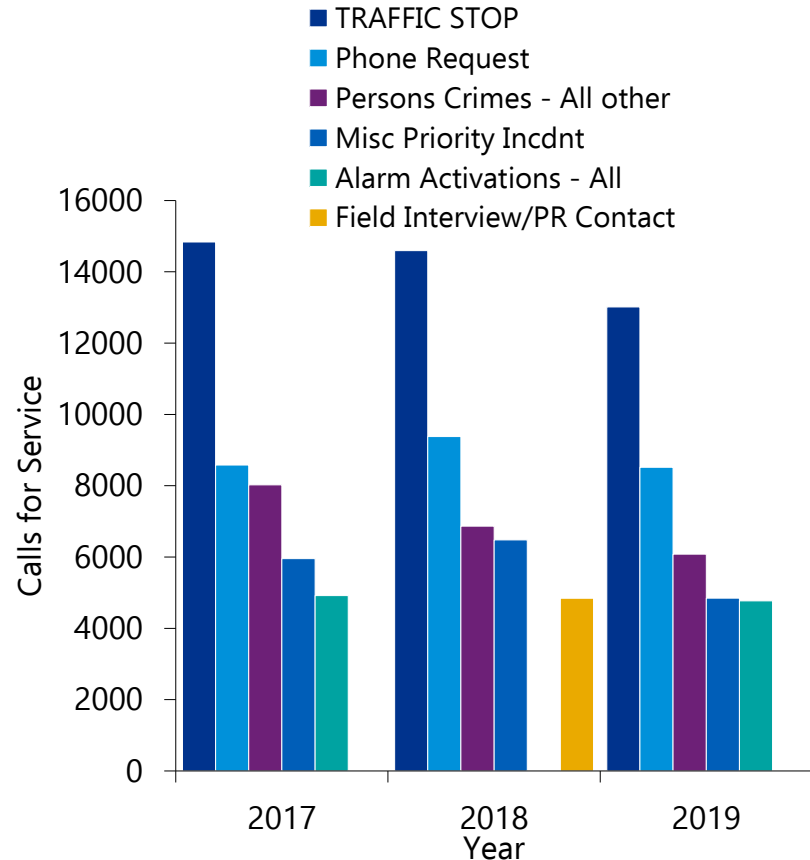


Figure 6: Source - KPMG LLP analysis of Sherriff’s Office CAD data

# 1.1 Demand-driven staffing

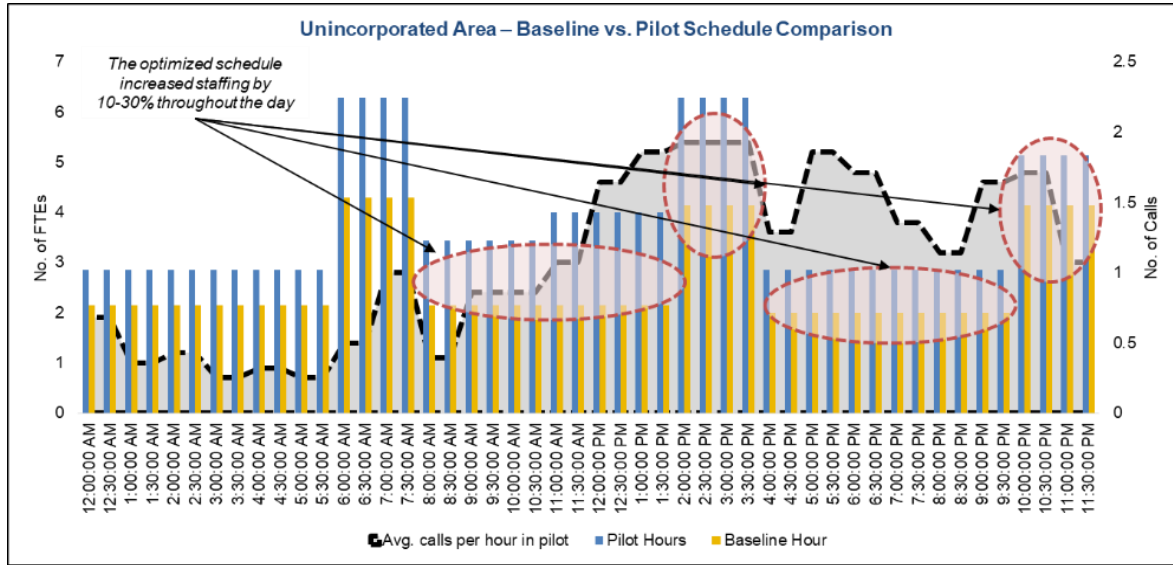


Figure 9: Source: KPMG LLP analysis of the Riverside County Sheriff’s Office schedules

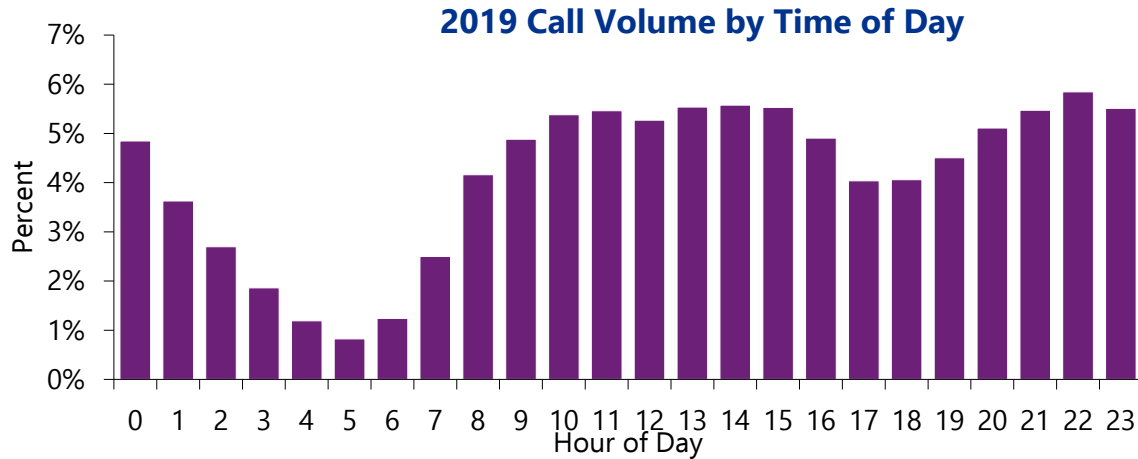


Figure 10: Source - KPMG LLP analysis of Sheriff’s Office CAD data

# 1.1 Demand-driven staffing

**Custody Operations Average Daily Population, OT Hours, and actual FTEs**

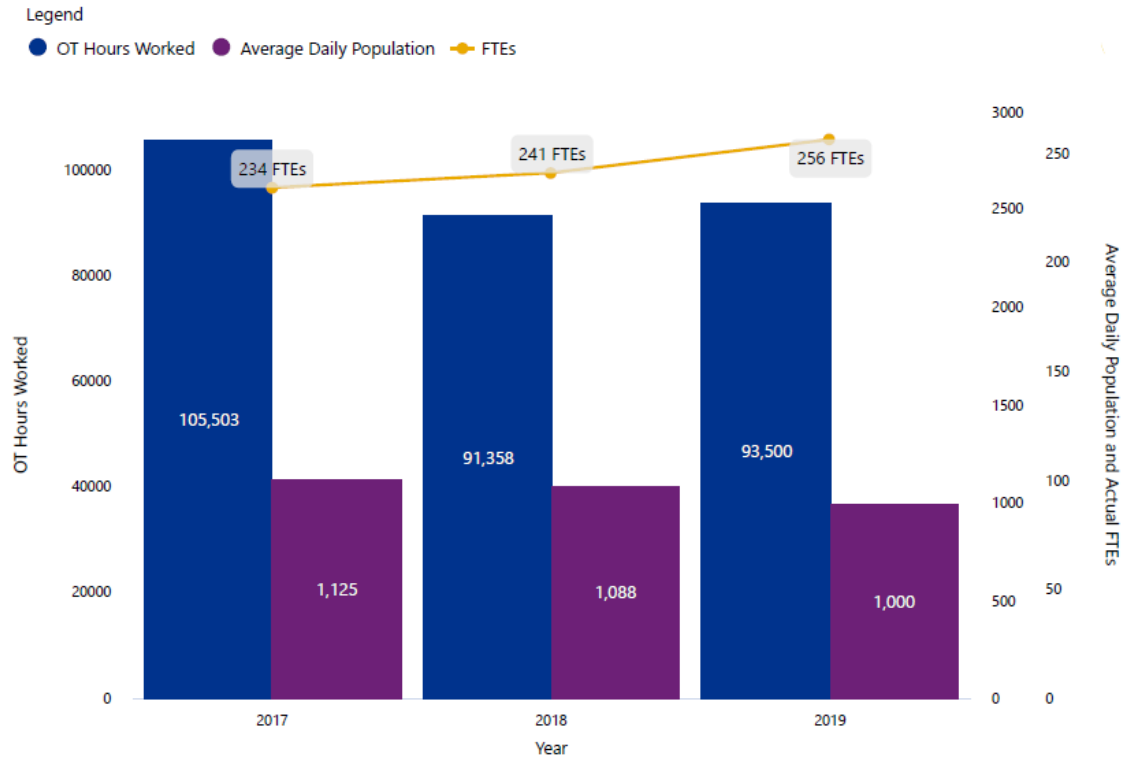


Figure 14 - Source: KPMG LLP analysis of Custody Operations Branch data



# 2.0 Data-driven Decision-making

## Exemplar Report: Jail Utilization

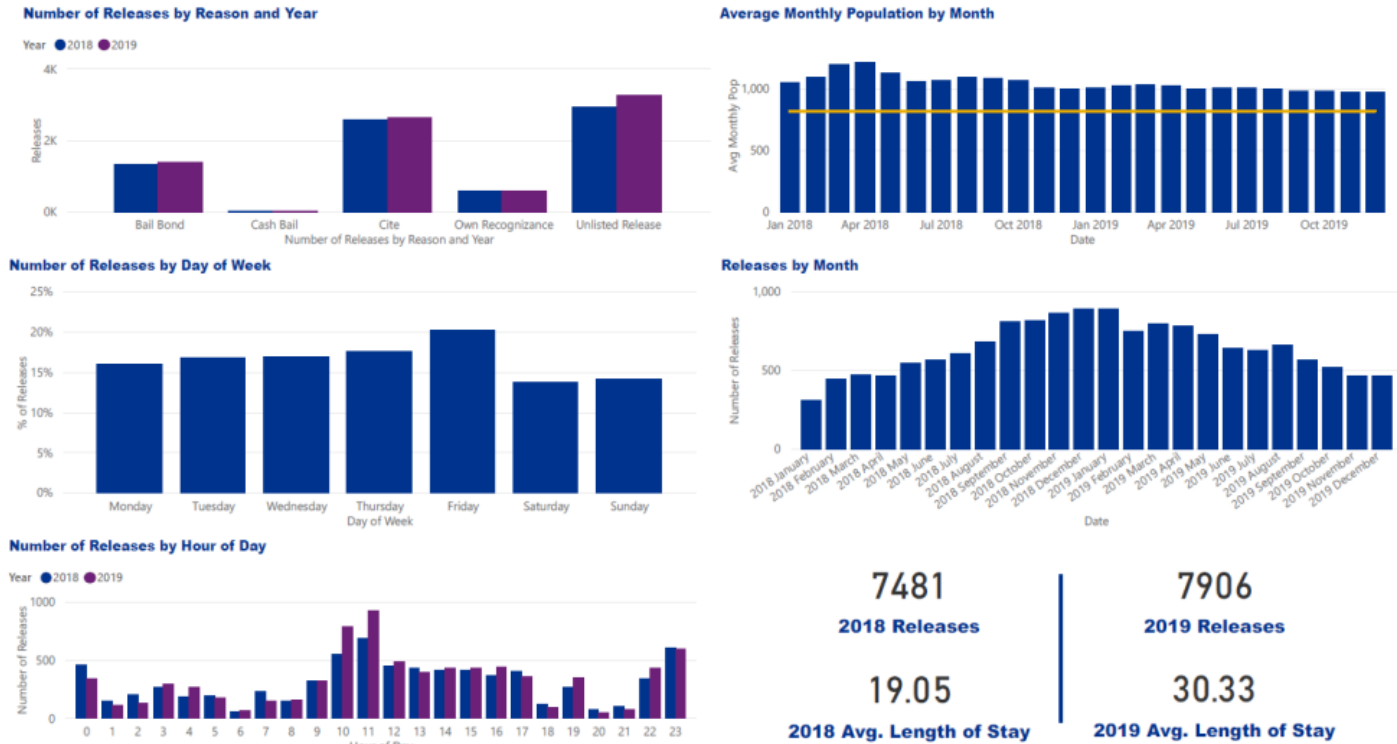


Figure 20: Source - KPMG visualization of SBSO data

# 2.0 Data-driven Decision-making

## Exemplar Dashboard: Law Enforcement Operational Report

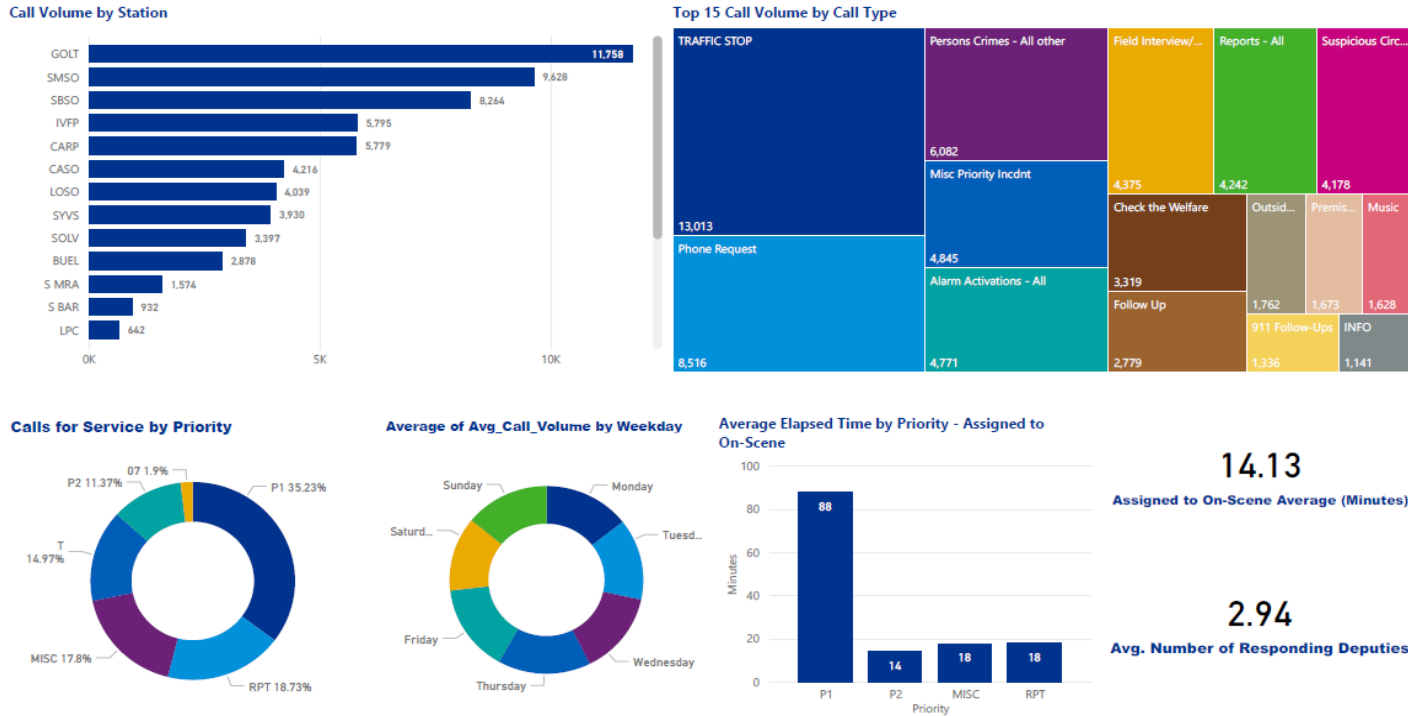


Figure 21: Source - KPMG visualization of SBSO data

# Sheriff's Office Recommendations

**Branch  
Recommendations:  
Law Enforcement  
Operations**

5.1 Realign call type descriptions and priority levels to enable tracking and in-depth analysis of calls for service

5.2. Implement tracking of response time targets to improve service delivery and performance

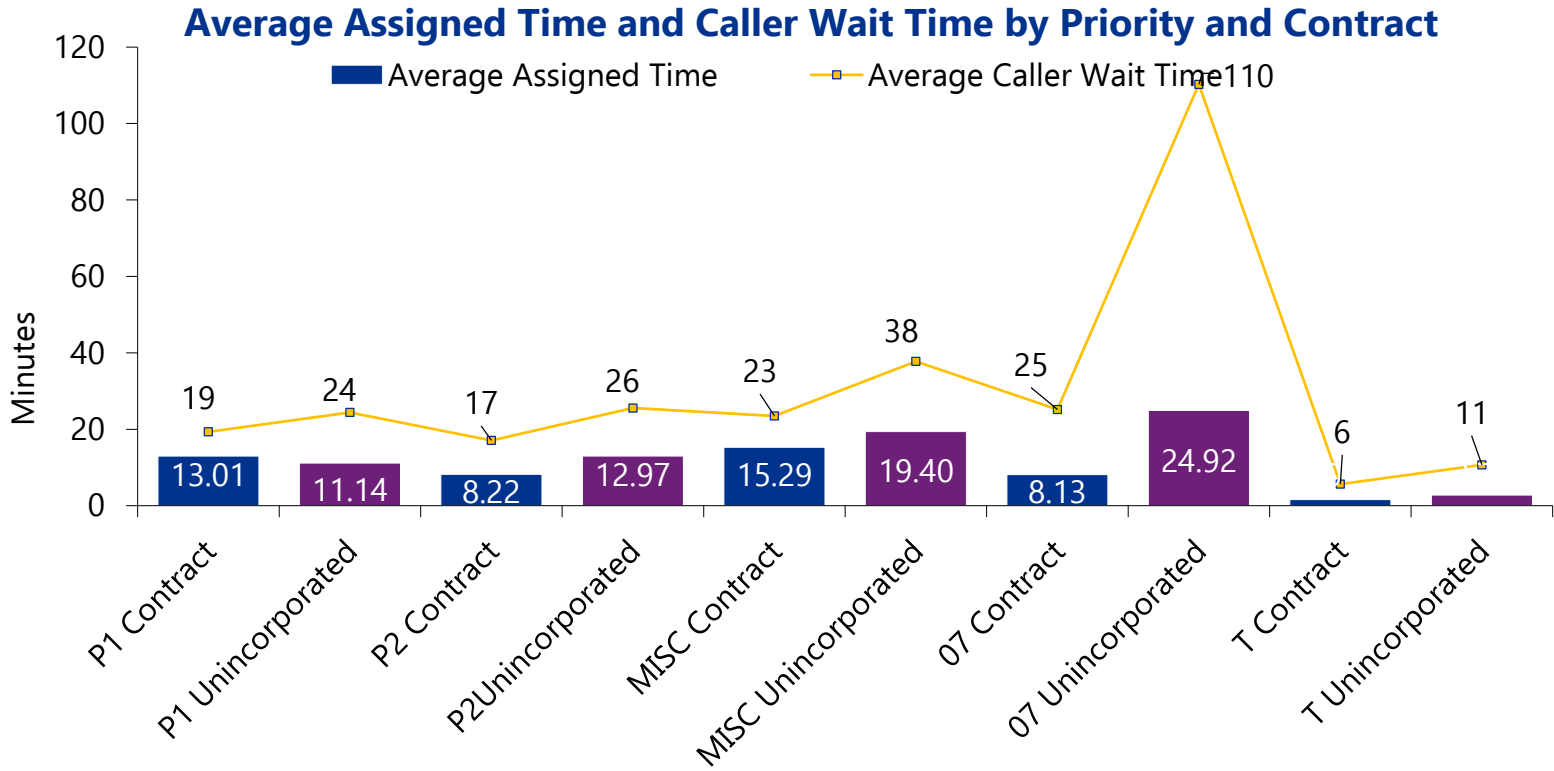
5.3 Expand call diversion, telephone reporting, and online reporting to allow for the appropriate prioritization of resources

5.4 Develop and codify consistent, data-driven policies to govern the use of overtime

5.5 Improve deputy time tracking to enhance understanding of productivity and utilization

 Denotes Board Policy Item

# 5.2 Response time targets



Call priority by contract city and unincorporated area

Figure 34: Source - KPMG LLP analysis of Sheriff’s Office CAD data

# 5.3 Alternative call resolution

## Online Reporting and 911 Calls for Service

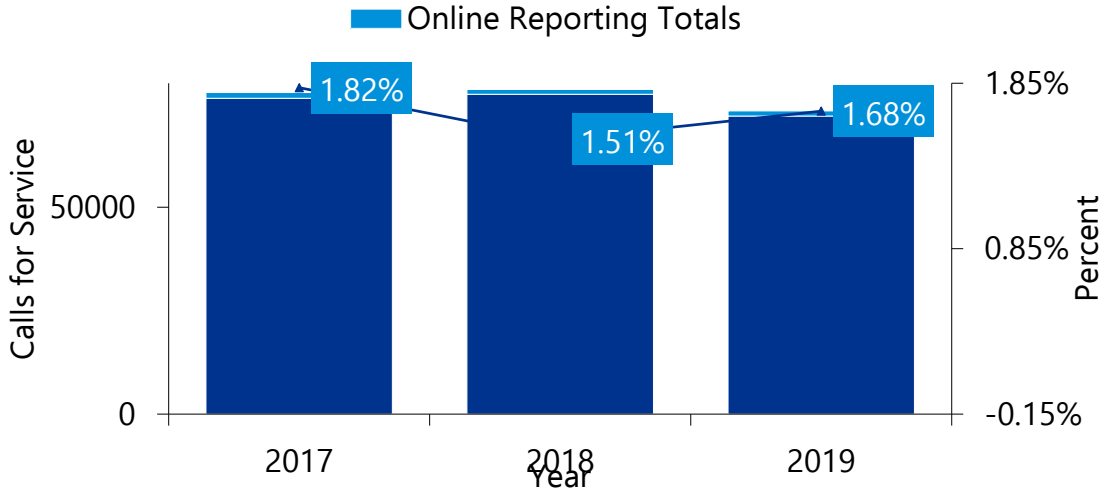


Figure 35 - Source: KPMG LLP analysis of Sheriff's Office CAD and Online Reporting Data

## Exemplar Civilian Call Diversion Analysis

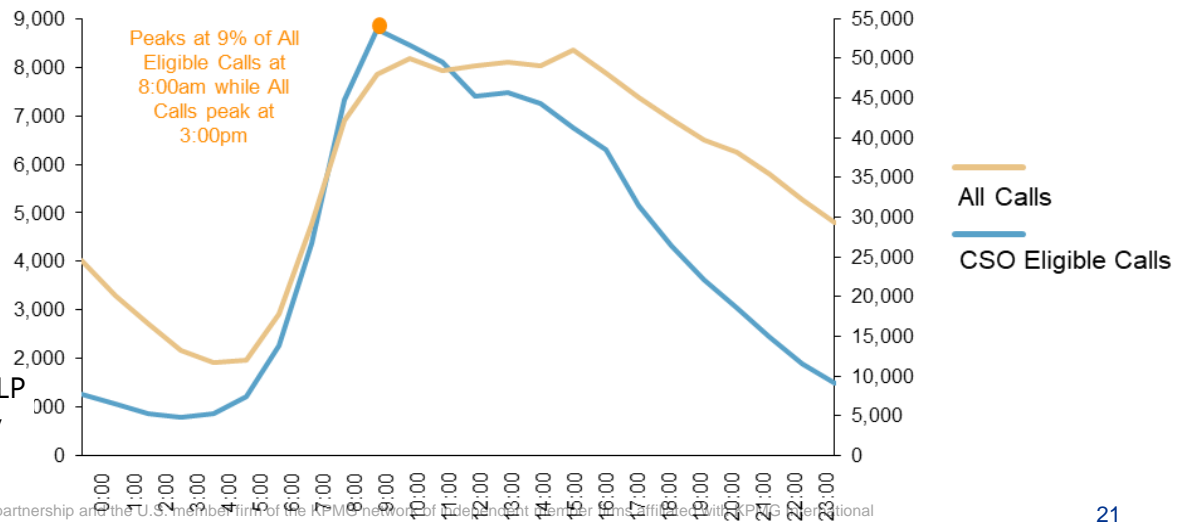


Figure 36 - Source: KPMG LLP analysis of Riverside County Sheriff's Office

# 5.4 Overtime

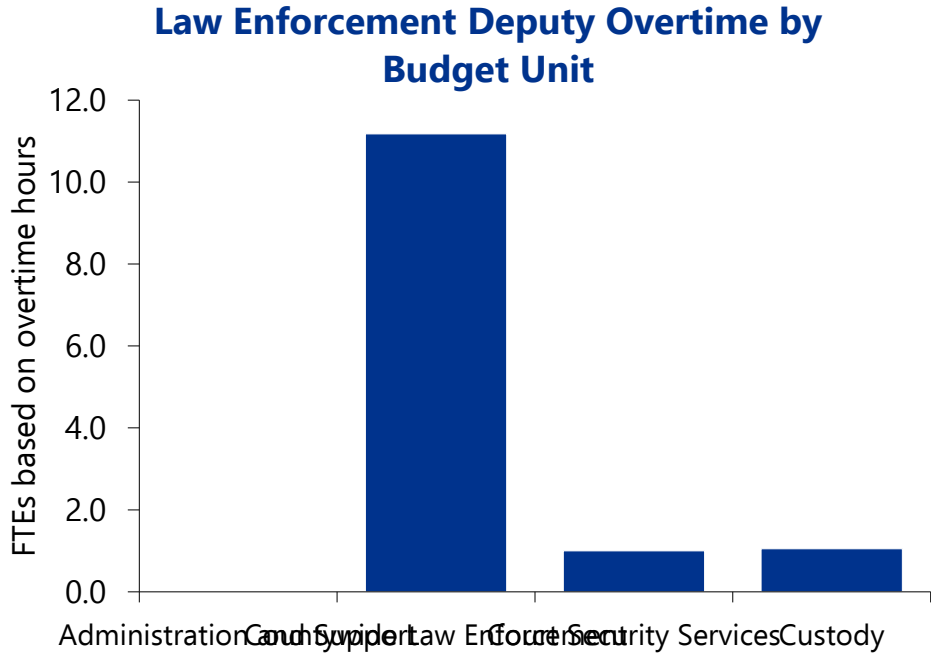


Figure 37: Source - KPMG LLP analysis of Sheriff’s Office payroll data

### Law Enforcement Operations Calls for Service, OT Hours Worked, and Actual FTEs

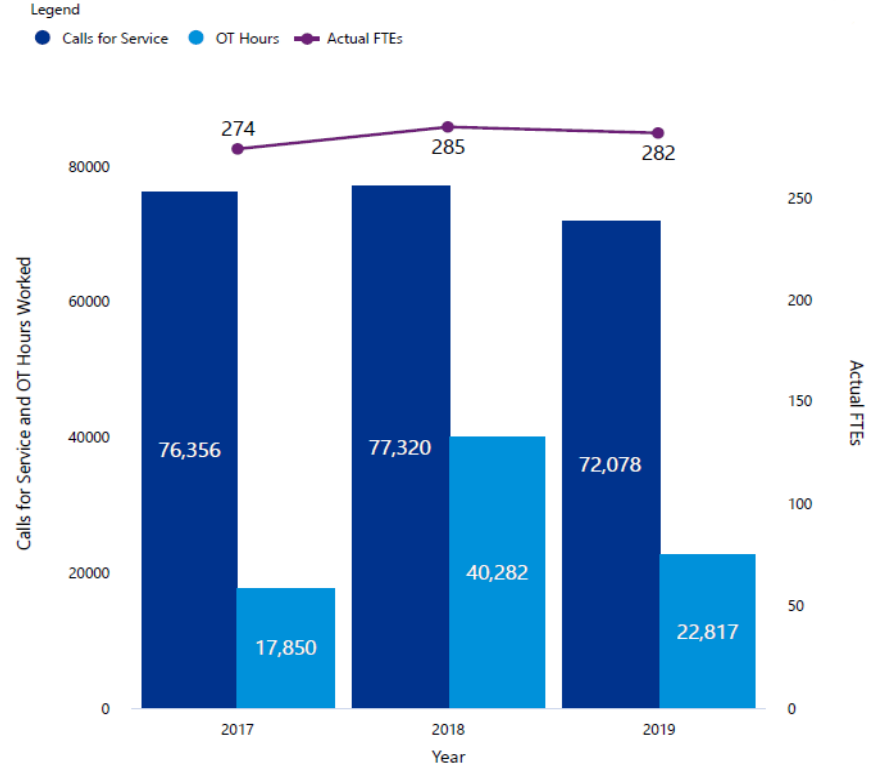


Figure 4: Source - KPMG LLP analysis of Sheriff’s Office budget and CAD data

# Sheriff's Office Recommendations

**Branch  
Recommendations:  
Custody  
Operations**

6.1 Conduct jail utilization analysis to better understand drivers of incarceration

6.2 Expand diversion programs to reduce jail utilization

6.3 Assess drivers of Custody Operations Branch overtime to better reflect demand for service

6.4 Realign custody staffing mix and increase utilization of SSTs

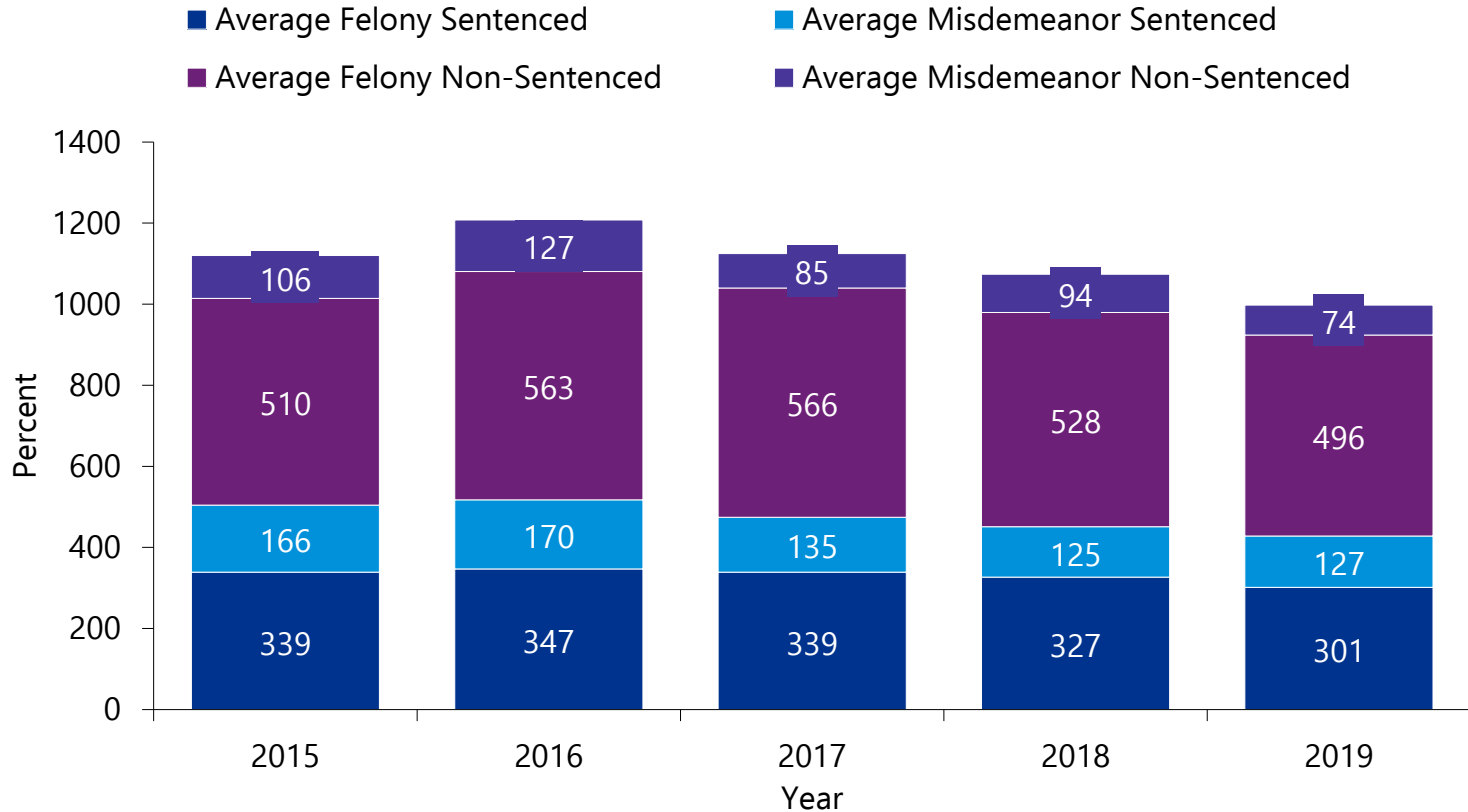
6.5 Enhance programming and increase capacity in the ASB to reduce overpopulation

6.6 Increase internal collaboration and support of the Sheriff's Treatment Program to address inmates' criminogenic needs

 Denotes Board Policy Item

# 6.2 Jail Utilization Analysis

## Average Daily Population by Charge Type and Status

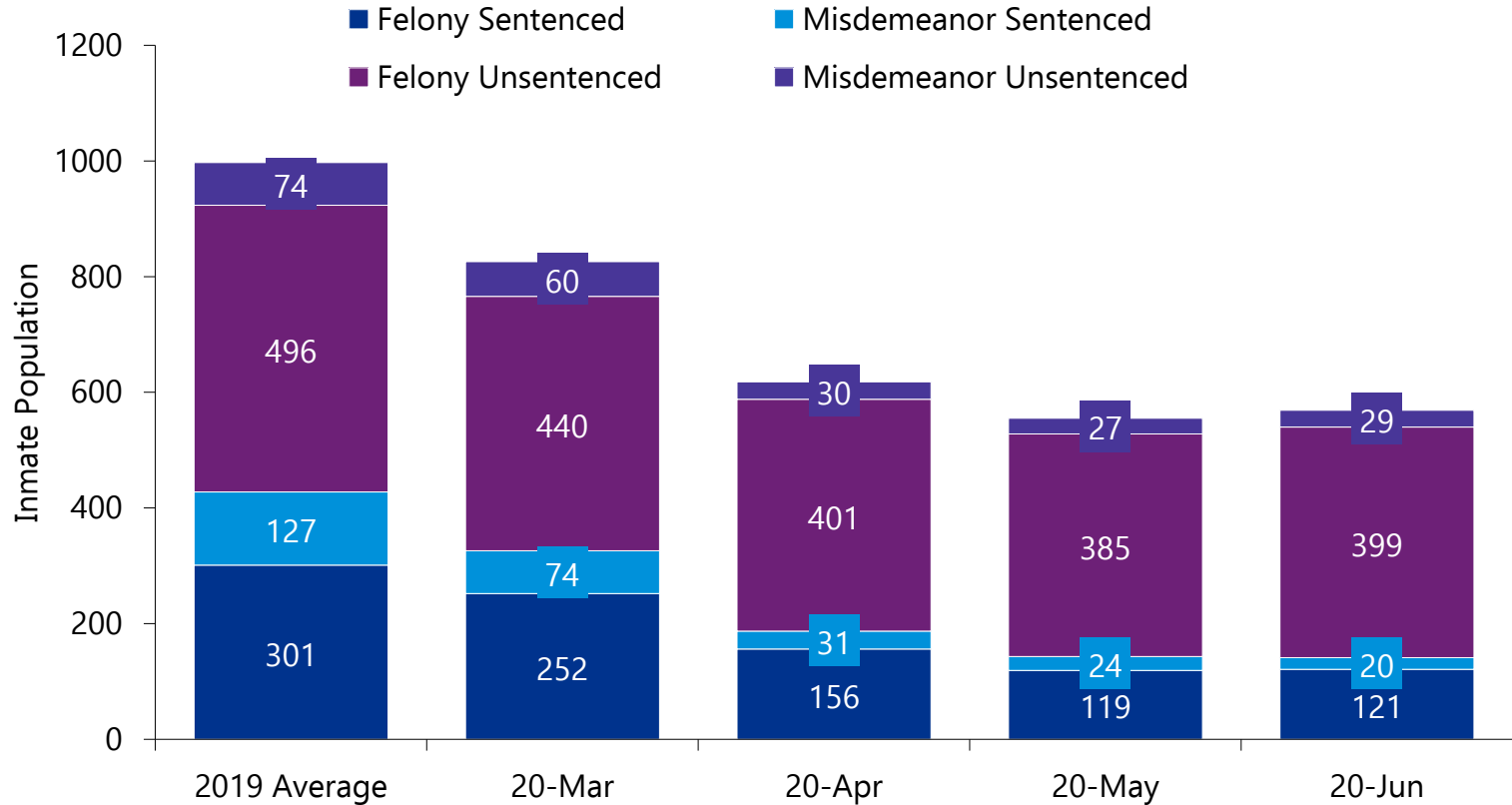


Source - KPMG LLP analysis



# 6.2 Jail Utilization Analysis

## COVID-19 Impact on Average Daily Population



Source - KPMG LLP analysis

# 6.2 Jail Utilization Analysis

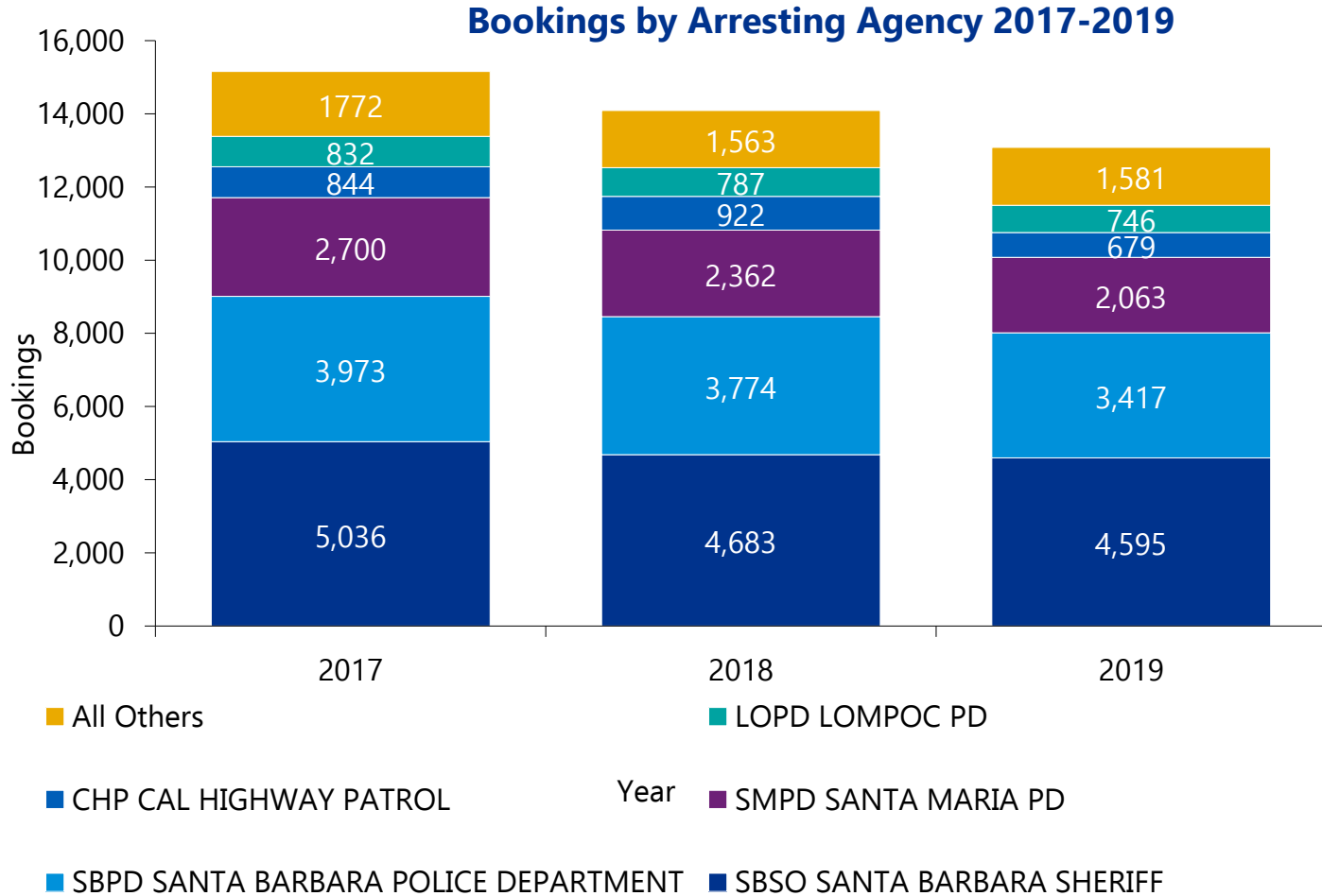


Figure 45 - Source: KPMG LLP analysis of inmate data 2017–2019'

# 6.2 Jail Utilization Analysis

**Cite Release as a Percent of Total Bookings**

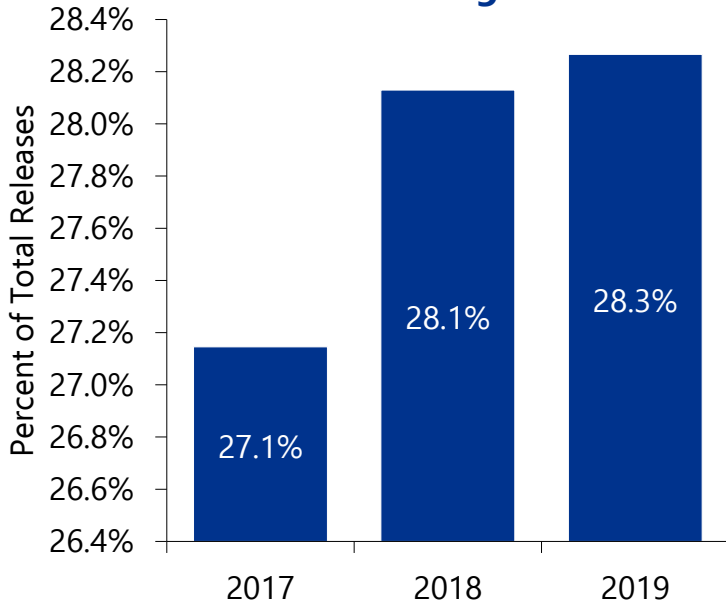


Figure 43 - Source: KPMG LLP analysis of inmate data 2017–2019'

**Revocation of Parole and Probation Bookings 2017-2019**

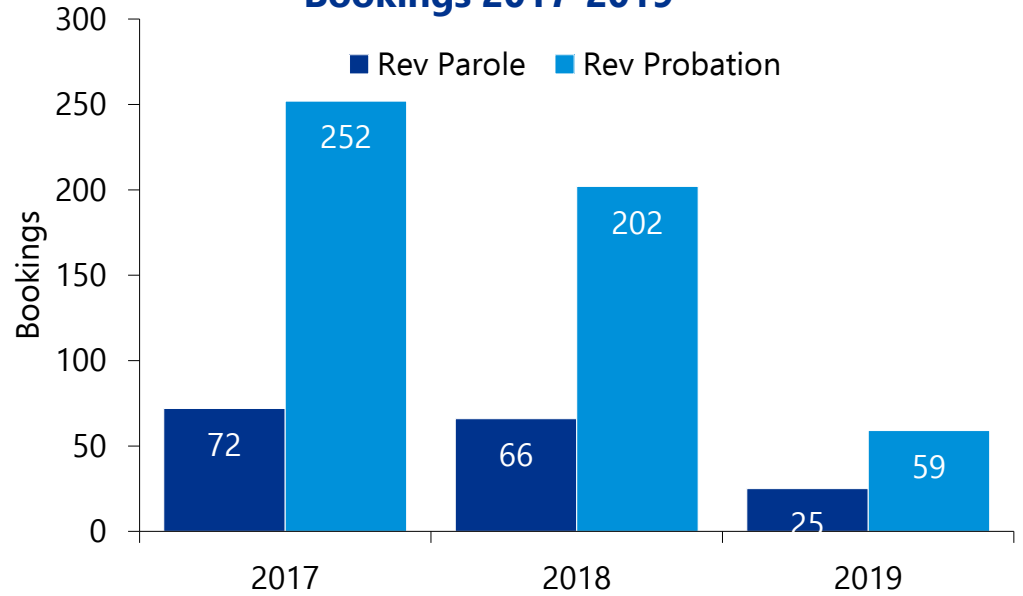


Figure 44 - Source: KPMG LLP analysis of inmate data 2017–2019'

# 6.3 Custody Operations Overtime

**Custody Operations Average Daily Population, OT Hours, and actual FTEs**

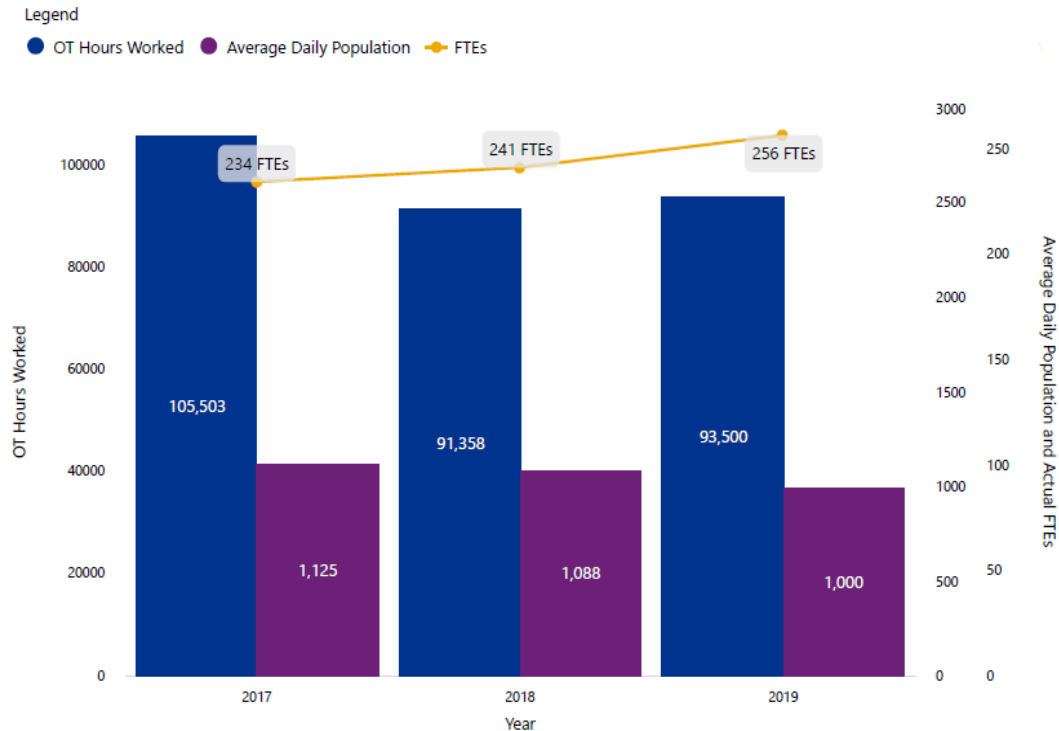
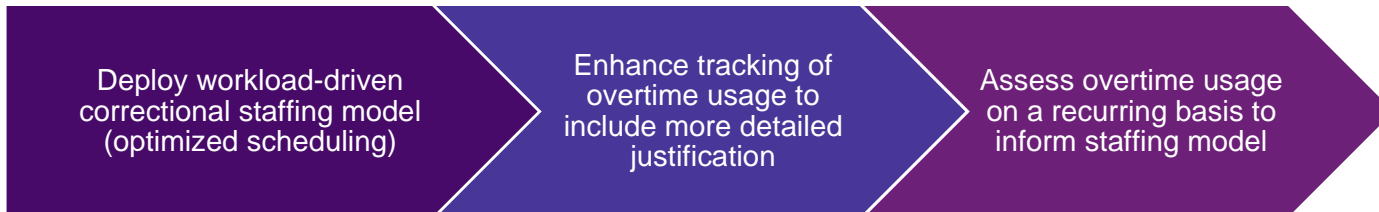


Figure 14 - Source: KPMG LLP analysis of Custody Operations Branch data



# 6.4 Custody Operations Staffing Mix

## Custody Branch Breakout of Custody Deputy and Sheriff Service Technician

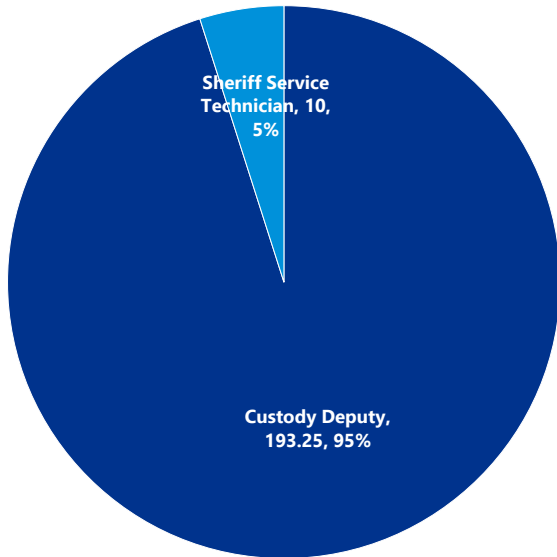


Figure 58 - Source: KPMG LLP analysis of Sheriff’s Office budget

## Staffing Cost Analysis

		Staff Count and Savings
25% Model	<i>Sheriff’s Service Technician</i>	51
	<i>Custody Deputy</i>	122
	<i>Savings Delta</i>	\$ 765,177
35% Model	<i>Sheriff’s Service Technician</i>	67
	<i>Custody Deputy</i>	106
	<i>Savings Delta</i>	\$ 1,071,249
50% Model	<i>Sheriff’s Service Technician</i>	92
	<i>Custody Deputy</i>	82
	<i>Savings Delta</i>	\$ 1,530,355

Figure 59: Source - KPMG LLP analysis of Sheriff’s Office budget data



# Questions