

KPMG Operational and Performance Review of the Probation Department

KPMG and Probation Department Response



January 26, 2021
Meeting of the Board of Supervisors

Updated 1.22.21

Today's Presentation

1. Context and Scope
2. Probation Department Organization Overview
3. KPMG Operational and Performance Review Summary – Probation Department
4. Probation Department Response and Implementation Timeframe

Context

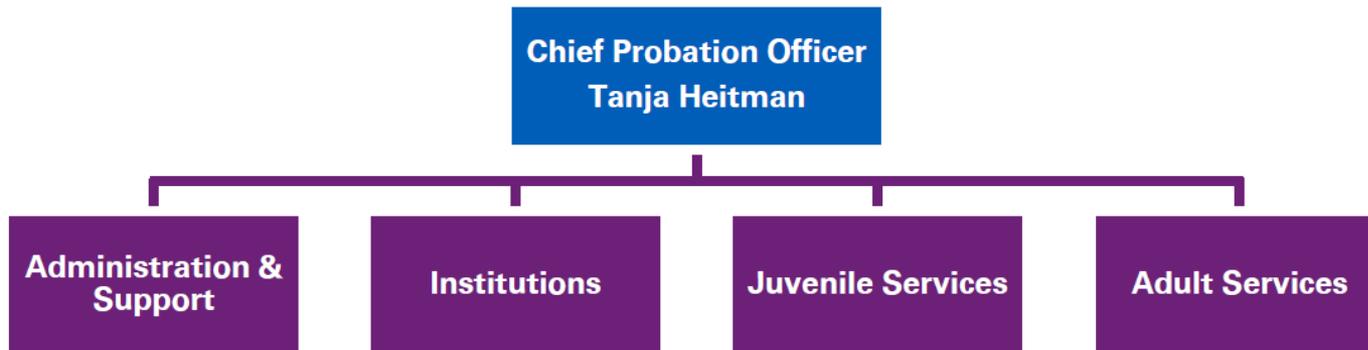
- Renew 22 – improve efficiency, effectiveness and customer service of all County operations.
- KPMG selected in May 2019 after competitive process
- Nine departments in first year
 - CEO, HR, GS – complete
 - Public Health and Planning & Development – complete or nearing completion
 - Sheriff, Public 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: Probation Department

Staff: 337 FTE
Budget: \$61.9 Million





Improving Performance to Better Serve Our County Residents

Board of Supervisors Presentation
Probation Department
January 26, 2021

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	Active	Active	Active	Active	Active														
Human Resources				Active	Active	Active	Active												
General Services				Active	Active	Active	Active												
Public Health						Active	Active	Active	Active	Active									
Planning & Development						Active	Active	Active	Active										
Sheriff-Coroner									Active	Active	Active	Active	Active	Active					
Public Defender									Active	Active	Active	Active	Active	Active					
District Attorney													Active	Active	Active	Active	Active	Active	Active
Probation													Active	Active	Active	Active	Active	Active	Active

Methodology

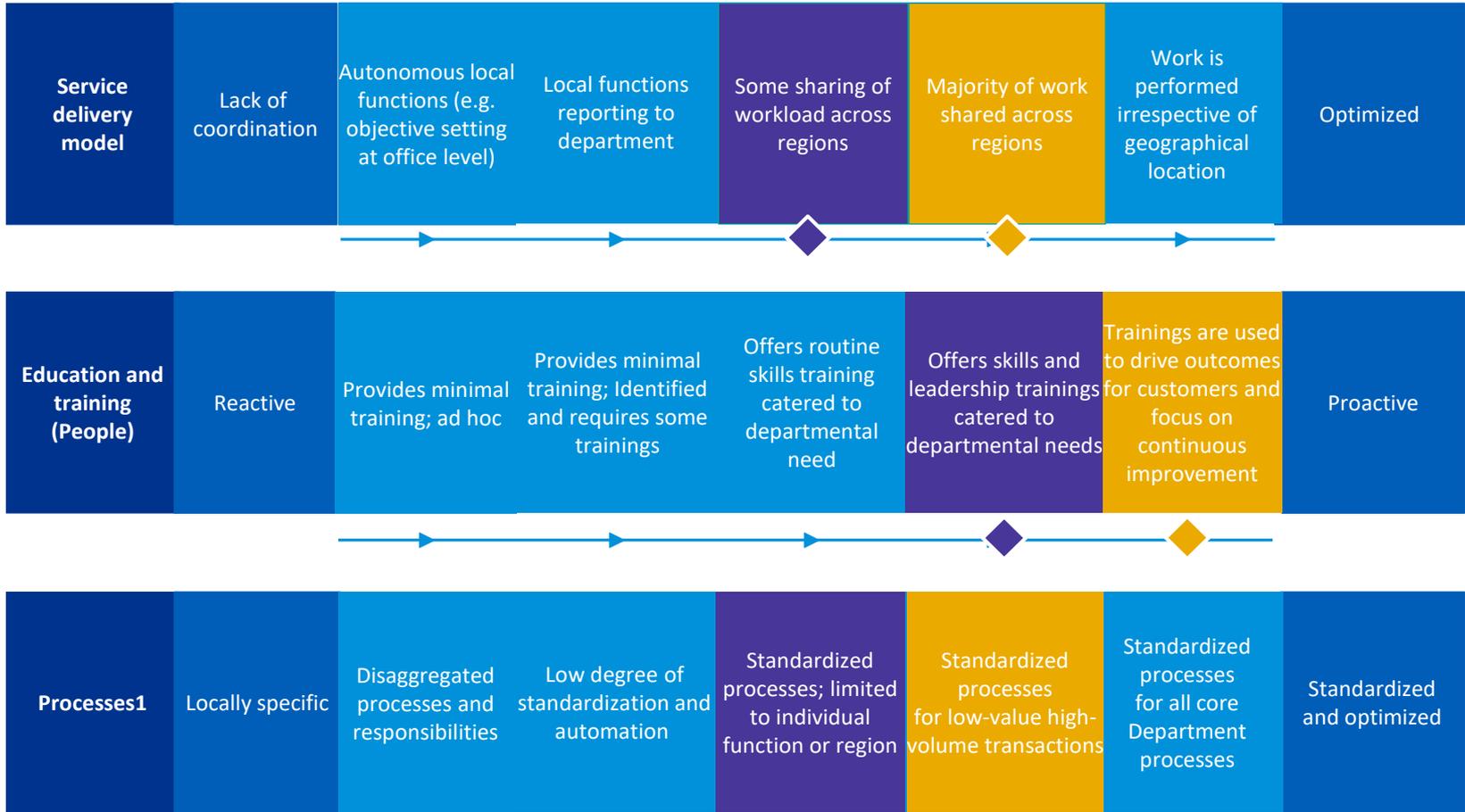
KPMG commenced the review of the Probation Department and District Attorney in May 2020. The purpose was to identify strengths and opportunities to improve the overall operational efficiency, effectiveness, and service delivery provided by the County.



Commendations

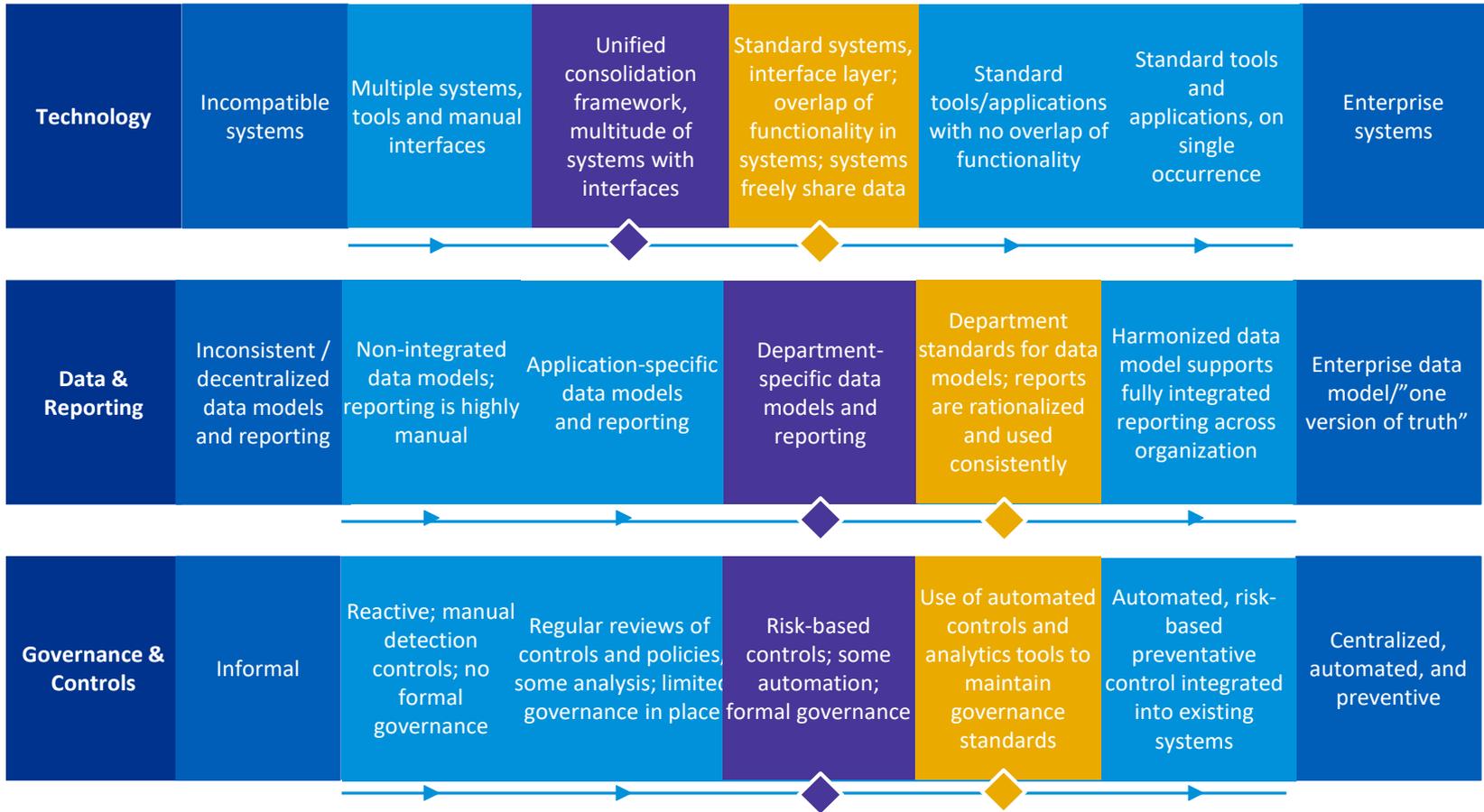


Current and Recommended Operating Model



◆ Current State
◆ Target State

Current and Recommended Operating Model



◆ Current State
 ◆ Target State

Probation Department Recommendations

Strategy and Budget

1.1 Develop overarching strategic plan to align Department operations, initiatives, and budget development to strategic priorities

1.2. Strengthen capacity for monitoring and planning for legislative changes, and review processes for communicating information to staff

Organizational Structure

2.1 Review senior staff responsibilities to enhance delegation of tasks to the appropriate staff level and right-size manager workload

2.2 Develop a proactive strategy to enhance succession planning and Department resiliency

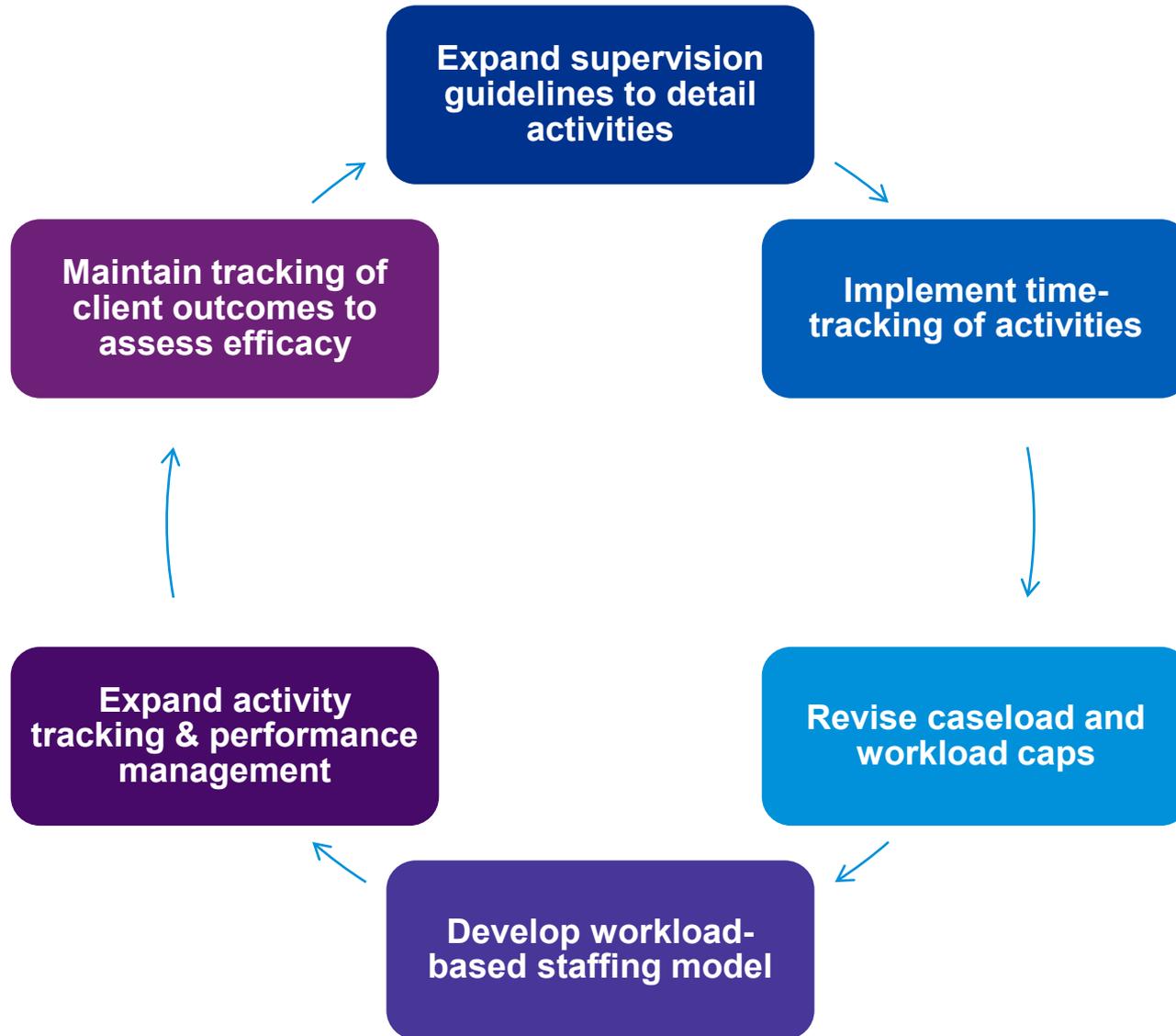
Community Supervision

3.1 Enhance use of an activity-driven, workload-based caseload allocation model to inform staffing and budgeting decisions

3.2 Continue commitment to analyzing drivers of Probation and Post Release Community Supervision (PRCS) revocations

 Denotes Board Policy Item

Probation Department Recommendations



Probation Department Recommendations

Institutions

4.1 Continue efforts to utilize demand-based, data-driven staffing to best align workforce to changes in population size and supervision philosophy

4.2 Develop a strategic roadmap to guide and prioritize ongoing expansion of rehabilitative programming

4.3 Expand scenario planning for excess Juvenile Hall and Camp capacity

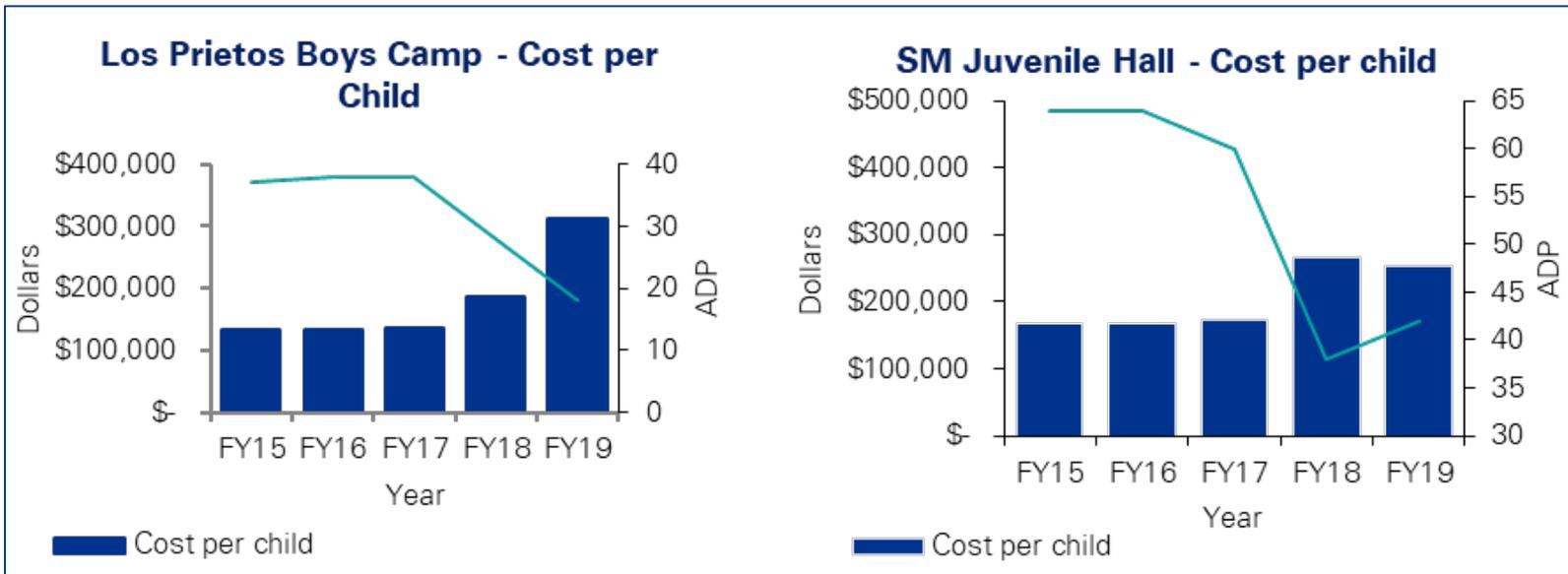
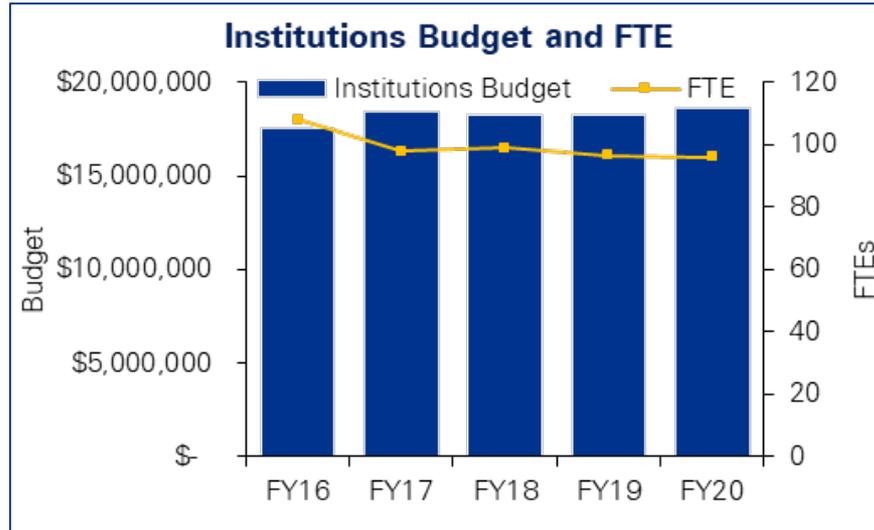
Data-driven decision-making

5.1 Develop a data management strategy to improve the quality and efficient use of data across the Department

5.2 Expand performance measures to increase insight into staff activities and Department operations

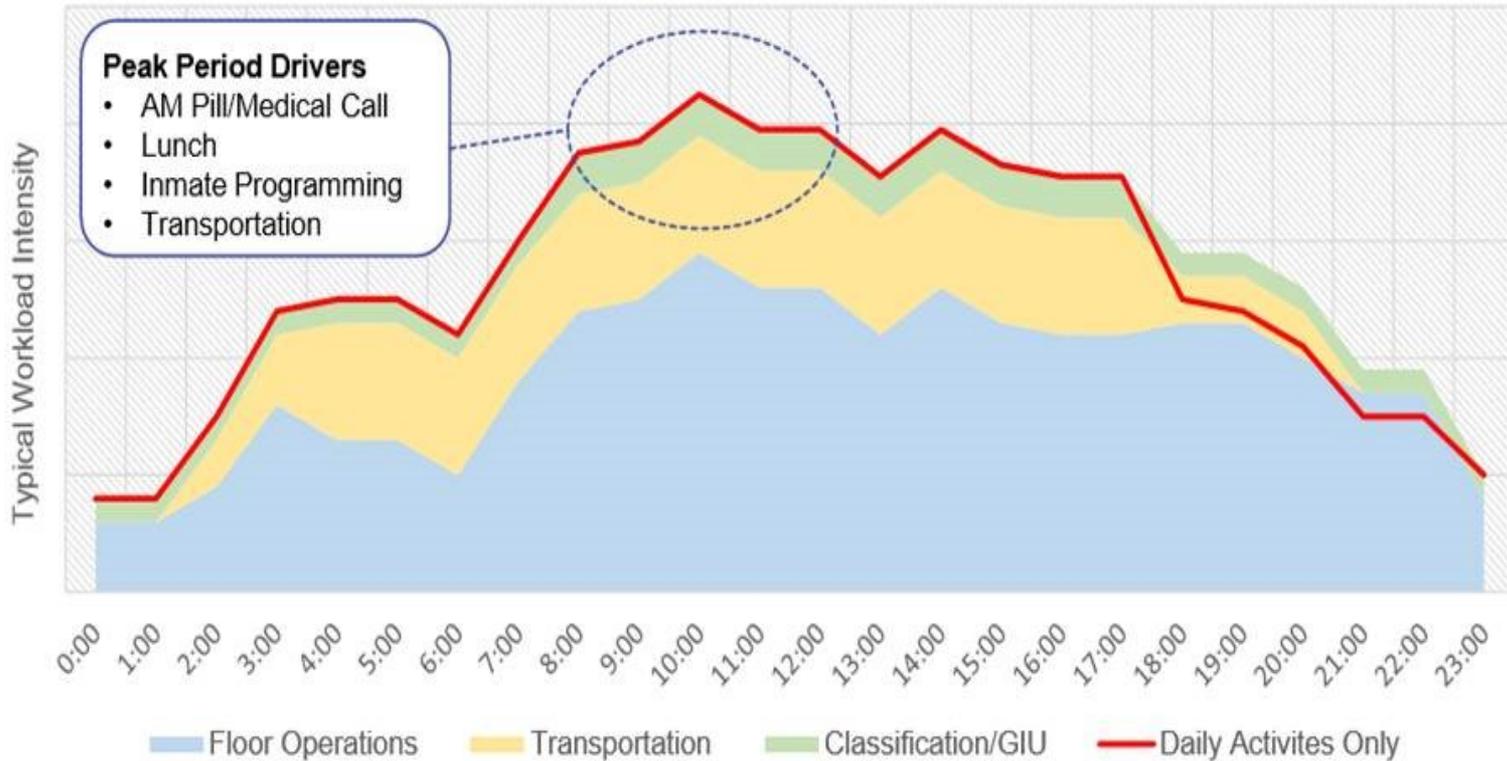
 Denotes Board Policy Item

Probation Department Recommendations



Probation Department Recommendations

Exemplar Graphic: Temporal Trends in Staff Workload by Time of Day



Probation Department Recommendations

Exemplar Graphic: Caseload Dashboard in Power BI



Lompoc Santa Barbara Santa Maria

Probation Department
Adult Caseload Analysis - July 2020

97

Number of Probation Officers

3309

Number of Clients

2850

Felony Cases

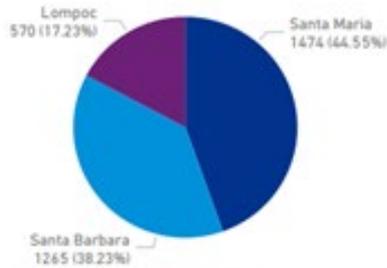
1031

Misdemeanor Cases

1277

High Risk Clients

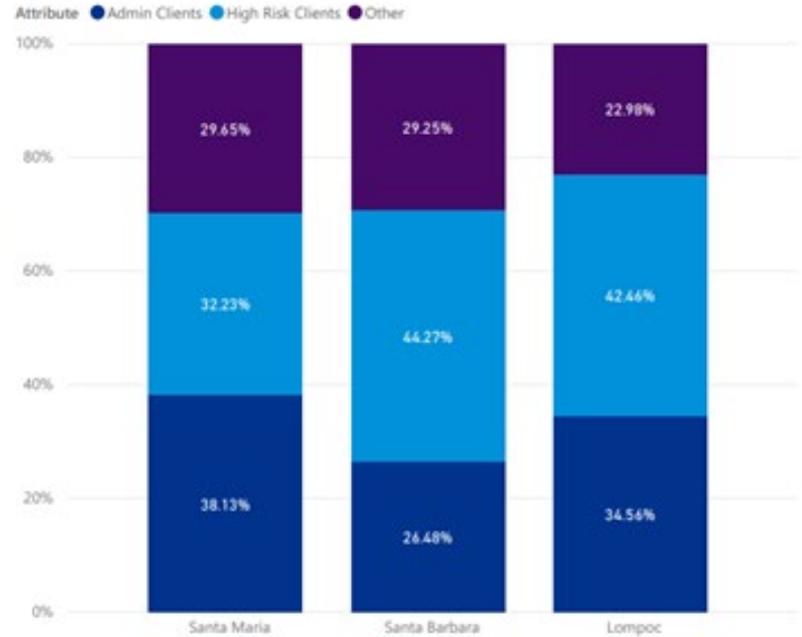
Clients by Location



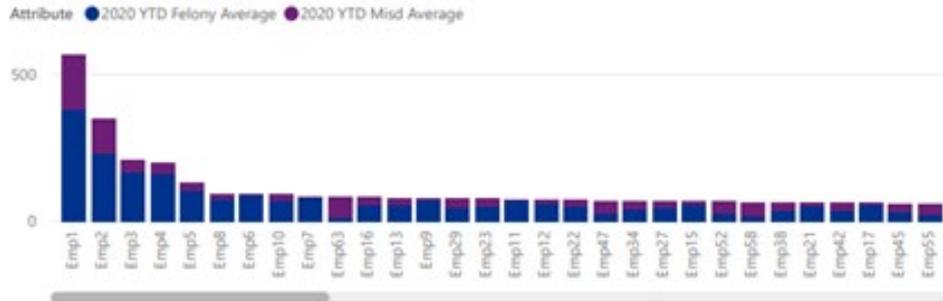
Cases by Case Type



Clients by Location and Type



Number of Clients by Anonymized Employee





Questions