KPMG Operational and Performance Review of the Office of the Public Defender

KPMG and Public Defender Response

September 22, 2020
Meeting of the Board of Supervisors

Today's Presentation

1. Context and Scope

2. Public Defender Organization Overview

3. KPMG Operational and Performance Review Summary

4. 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 or nearing completion
  - Probation, District Attorney – underway

- 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

Public Defender Organization Overview

Staff: 67 FTE
Budget: $13.6 Million
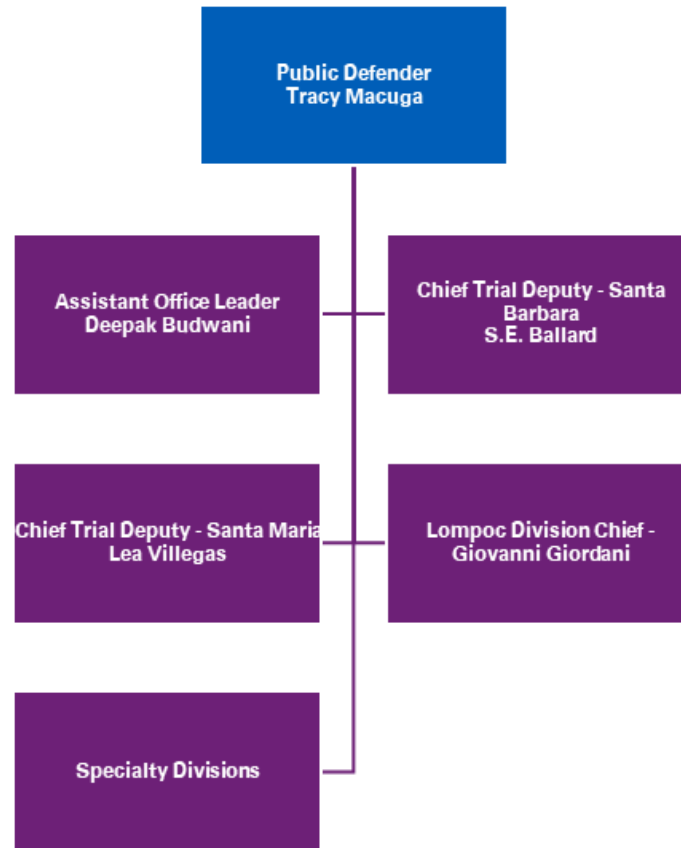
Improving Performance to Better Serve Our County Residents

Board of Supervisors Presentation

Year One Project Timeline

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

Methodology

KPMG commenced the review of the Public Defender'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.
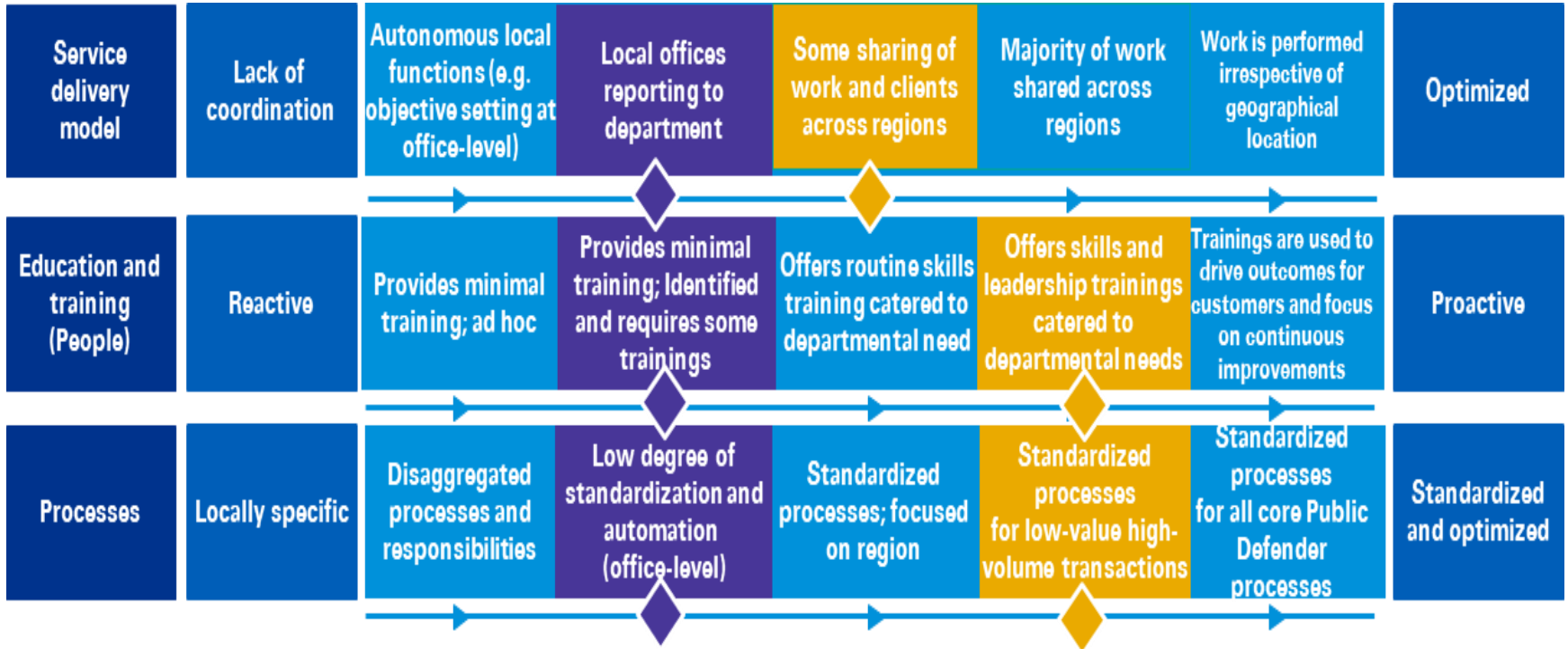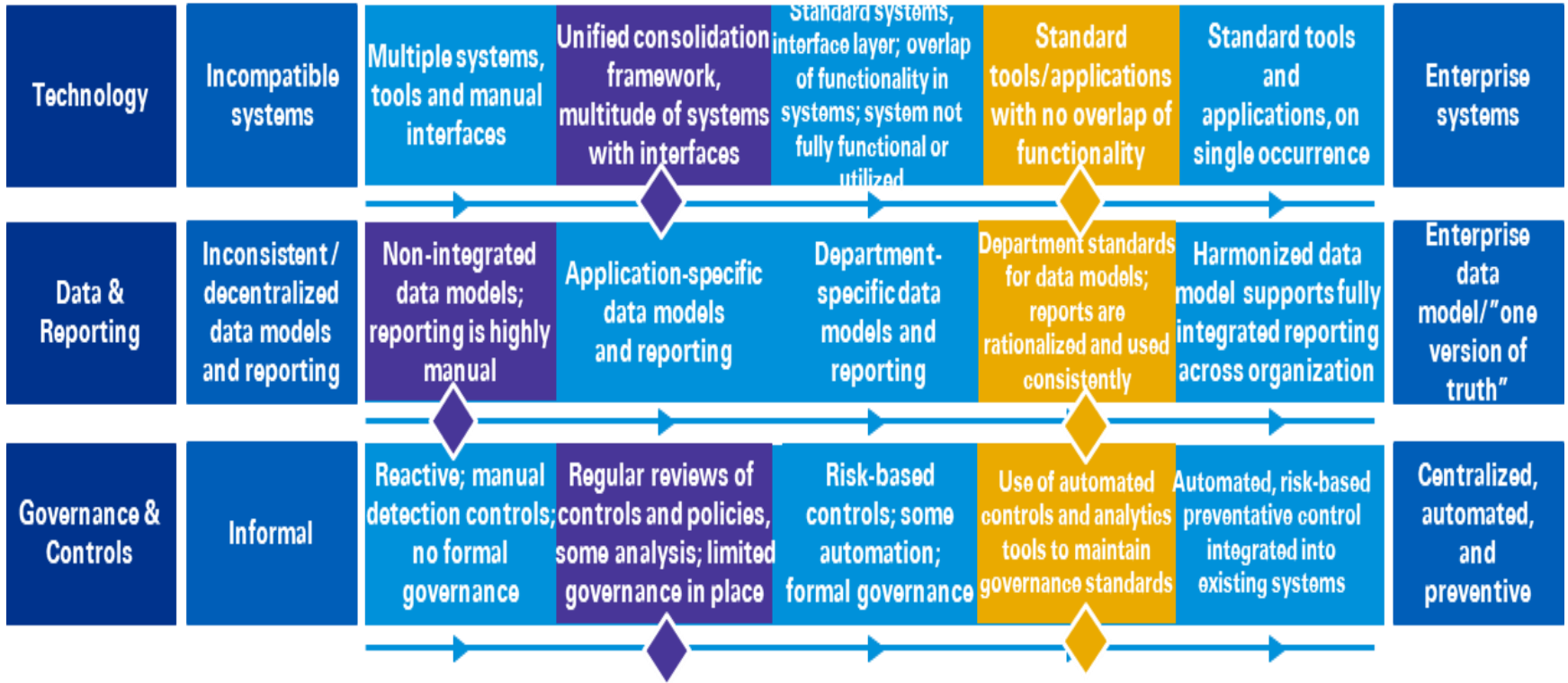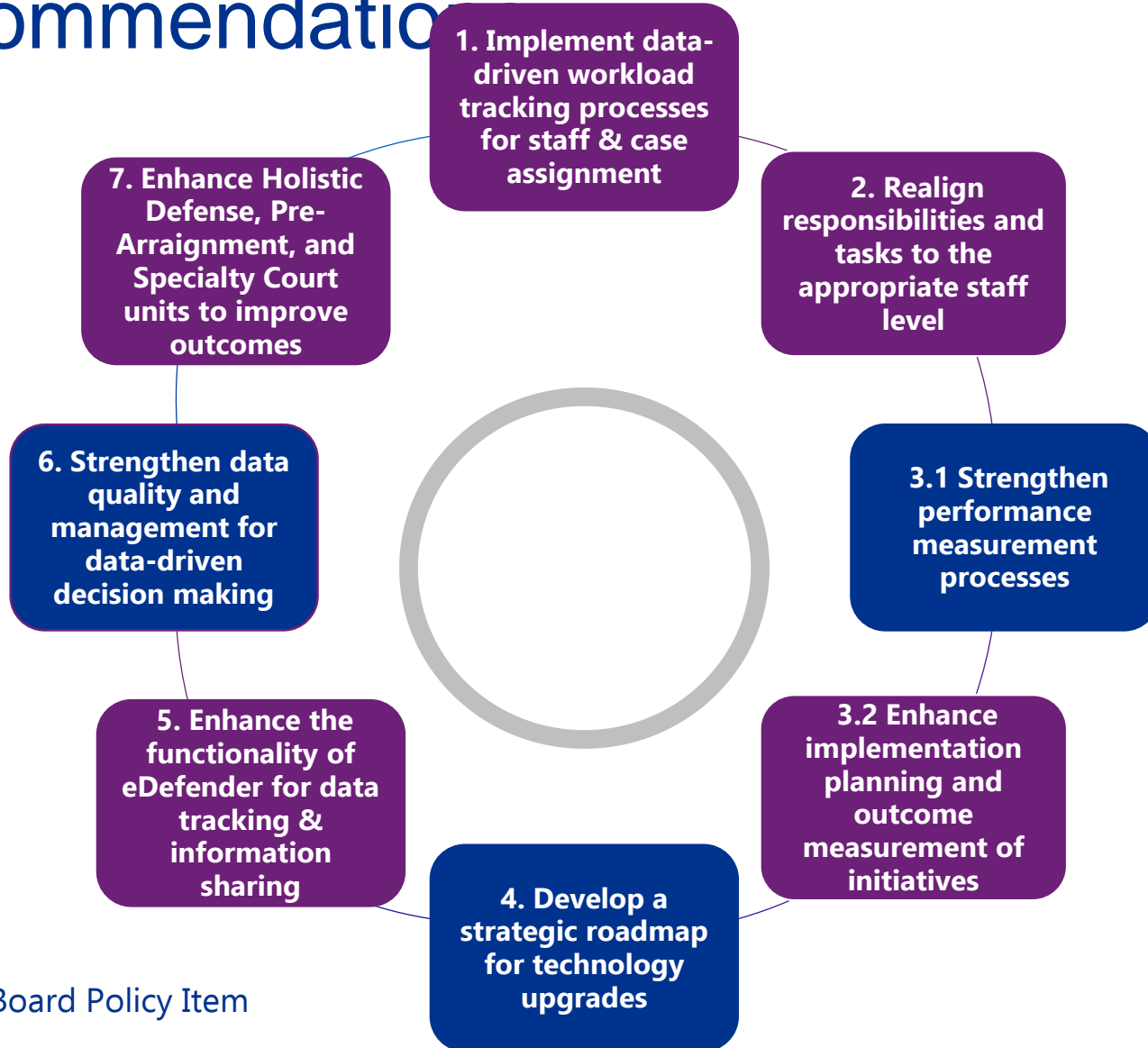
Commendations

eDefender Rebuild

Staff Dedication

Innovative Initiatives

Time Tracking

Current and Recommended Operating Model

Service delivery model	Lack of coordination	Autonomous local functions (e.g. objective setting at office-level)	Local offices reporting to department	Some sharing of work and clients across regions	Majority of work shared across regions	Work is performed irrespective of geographical location	Optimized
Education and training (People)	Reactive	Provides minimal training; ad hoc	Provides minimal training; Identified and requires some trainings	Offers routine skills training catered to departmental need	Offers skills and leadership trainings catered to departmental needs	Trainings are used to drive outcomes for customers and focus on continuous improvements	Proactive
Processes	Locally specific	Disaggregated processes and responsibilities	Low degree of standardization and automation (office-level)	Standardized processes; focused on region	Standardized processes for low-value high-volume transactions	Standardized processes for all core Public Defender processes	Standardized and optimized

◆ Current State
◆ Target State

Current and Recommended Operating Model

Technology	Incompatible systems	Multiple systems, tools and manual interfaces	Unified consolidation framework, multitude of systems with interfaces	Standard systems, interface layer; overlap of functionality in systems; system not fully functional or utilized	Standard tools/applications with no overlap of functionality	Standard tools and applications, on single occurrence	Enterprise systems
Data & Reporting	Inconsistent / decentralized data models and reporting	Non-integrated data models; reporting is highly manual	Application-specific data models and reporting	Department-specific data models and reporting	Department standards for data models; reports are rationalized and used consistently	Harmonized data model supports fully integrated reporting across organization	Enterprise data model/"one version of truth"
Governance & Controls	Informal	Reactive; manual detection controls; no formal governance	Regular reviews of controls and policies, some analysis; limited governance in place	Risk-based controls; some automation; formal governance	Use of automated controls and analytics tools to maintain governance standards	Automated, risk-based preventative control integrated into existing systems	Centralized, automated, and preventive

◆ Current State
◆ Target State

Public Defender Office Recommendations

1. Implement data-driven workload tracking processes for staff & case assignment

2. Realign responsibilities and tasks to the appropriate staff level

3.1 Strengthen performance measurement processes

3.2 Enhance implementation planning and outcome measurement of initiatives

4. Develop a strategic roadmap for technology upgrades

5. Enhance the functionality of eDefender for data tracking & information sharing

6. Strengthen data quality and management for data-driven decision making

7. Enhance Holistic Defense, Pre-Arraignment, and Specialty Court units to improve outcomes

Denotes Board Policy Item

KPMG

Questions

Department Recommendations Response

1. Implement data-driven workload tracking processes to guide decision-making regarding case assignment and staffing

Recommendation	Response	Timeline
Develop Standard Operating Procedures manuals for core tasks	Agree with recommendation	Currently underway, target date for completion December 2021
Implement internal time and workload tracking processes	Agree with comments	Currently underway, target date for completion December 2021.
Perform or commission a timekeeping and workload study	Agree with comments, budgetary impact	Timing TBD, pending funding
Assess case assignment process and equity of attorney workload	Agree with comments	Pending eDefender rebuild and workload analysis. eDefender rebuild of feature to be completed by December 2021

Department Recommendations Response

2. Realign responsibilities and tasks to the appropriate staff level to increase operational efficiency

Recommendation	Response	Timeline
Review management responsibilities and delegate lower-level tasks to appropriate staff level	Agree with comments	Currently underway, timeline affected by budgetary needs. Tentatively by end of FY21/22.
Delegate case management and administrative responsibilities from attorneys to specialized staff	Agree with recommendation	Currently underway, timeline affected by budgetary needs. Tentatively by end of FY21/22.
Assess the potential benefits of shifting basic legal tasks from attorneys to LOP IIIs or creating a paralegal position	Agree with comments	Currently underway, timeline affected by budgetary needs. Tentatively by end of FY21/22.
Develop cross-training to allow LOPs to flex across courts	Agree with recommendation	Currently underway, target date June 2021
Assess demand and delivery models for translation services	Agree with recommendation	Timing TBD, pending funding

Department Recommendations Response

3.1 Strengthen performance measurement processes to enable regular evaluation of progress towards established targets

Recommendation	Response	Timeline
Develop comprehensive performance measures at the initiative, unit and office levels	Agree with recommendation	Pending eDefender rebuild, part of Phase 5-8 in FY21/22. Target date for completion June 2022
Develop meaningful reports for staff to track key metrics such as caseload, case types, and workload across the Office	Agree with recommendation, additional IT staffing needed	Pending eDefender rebuild, part of Phase 5-8 in FY21/22. Target date for completion June 2022
Fully operationalize data that is collected	Agree with recommendation	Pending eDefender rebuild, part of Phase 5-8 in FY21/22. Target date for completion June 2022
Develop routine feedback loops for performance	Agree with comments	Currently underway

Department Recommendations Response

Recommendation	Response	Timeline
3.2 Enhance implementation planning and outcome measurement to assess the impact of new initiatives	Agree with recommendation	Currently underway, five-year office/IT strategic plan provides roadmap. Plan to be complete November 2020
4.0 Develop a strategic roadmap to prioritize implementation of technology upgrades	Agree with recommendation, additional IT staffing/resources needed	Currently underway, five-year office/IT strategic plan provides roadmap. Plan to be complete November 2020
Expand automation and paperless processes	Agree with recommendation, additional IT staffing/resources needed	Currently underway, as of June 2020 all new files electronic. Automation part of eDefender rebuild, phase 5-8. Target date December 2022
Integrate ServiceNow into IT support and enhance collaboration	Agree with comments	Pending eDefender rebuild, part of Phase 5-8 in FY21/22. Target date for completion December 2022

17

Department Recommendations Response

> 5. Enhance the functionality of eDefender to facilitate data tracking and information sharing

Recommendation	Response	Timeline
Document and prioritize operational needs for eDefender rebuild	Agree with recommendation, additional IT staffing/resources needed	Pending eDefender rebuild, part of Phase 5-8 in FY21/22. Target date for completion December 2022
Utilize the time tracking component within eDefender	Agree with recommendation	Currently underway, target date for completion December 2021.
Cases with multiple parties are time consuming to create	Agree with recommendation, interagency data sharing limitation	Currently underway, target date for completion December 2022.
Strategy, Execution, and Change Management	Agree with comments	Currently underway, target date for completion December 2021

Department Recommendations Response

> 6. Strengthen data quality and management to enable data-driven decision-making

Recommendation	Response	Timeline
Fully migrate Loco data to eDefender	Agree with comments, budgetary impact	Timing TBD, pending funding. Outlined in PD IT five-year strategic plan, years 4-5
Develop consistent processes and structure for data entry into eDefender	Agree with recommendation	Currently underway, target date for completion December 2021.
Improve data sharing across the public safety departments	Agree with recommendation, interagency data sharing limitation	Timing TBD, pending funding. Outlined as need in PD IT five-year strategic

Department Recommendations Response

7. Enhance Holistic Defense, Pre-Arraignment, and Specialty Court units to improve impacts on recidivism

Recommendation	Response	Timeline
Codify and implement clear processes to refer clients into the Holistic Defense (HDU) to connect justice-involved individuals to supportive services	Agree with recommendation	Agree with recommendation
Assess staffing needs for the Pre-Arraignment Unit (PAU) and measure outcomes	Agree with recommendation, budgetary impact	Timing TBD, pending funding
Add social workers to Specialty Court staffing	Agree with recommendation, budgetary impact	Timing TBD, pending funding