KPMG Operational and Performance Review of the Office of the District Attorney

KPMG and Office of the District Attorney Response

January 26, 2021
Meeting of the Board of Supervisors

Updated 1.22.21

Today's Presentation

1. Context and Scope

2. Office of the District Attorney Organization Overview

3. KPMG Operational and Performance Review Summary – Office of the District Attorney

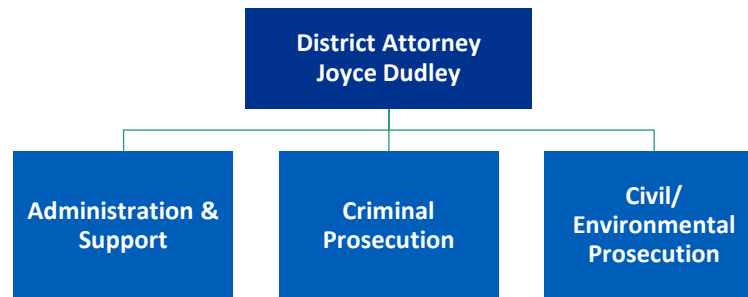4. Office of the District Attorney Response and Implementation Timeframe

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: Office of the District Attorney

Staff: 142 FTE
Budget: $28.6 Million

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                    │  District Attorney  │
                    │    Joyce Dudley      │
                    └─────────────────────┘
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  ┌───────────────┐ ┌───────────────┐ ┌───────────────┐
  │ Administration│ │   Criminal    │ │    Civil/     │
  │  & Support    │ │  Prosecution  │ │ Environmental │
  │               │ │               │ │  Prosecution  │
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Improving Performance to Better Serve Our County Residents

Board of Supervisors Presentation
Office of the District Attorney
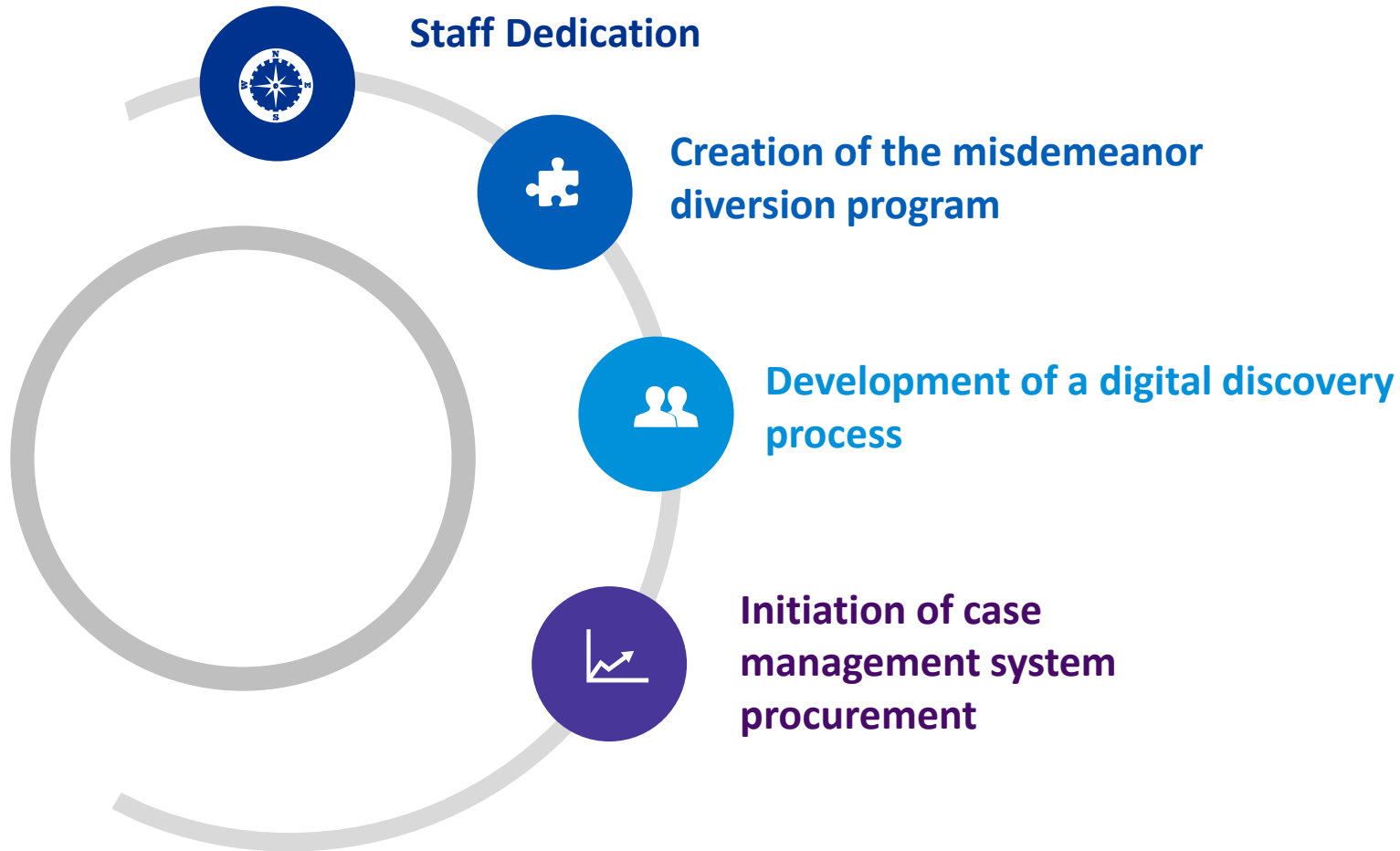**January 26, 2021**

Year One Project Timeline

Department	FY18-19		FY19-20												FY20-21				
	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

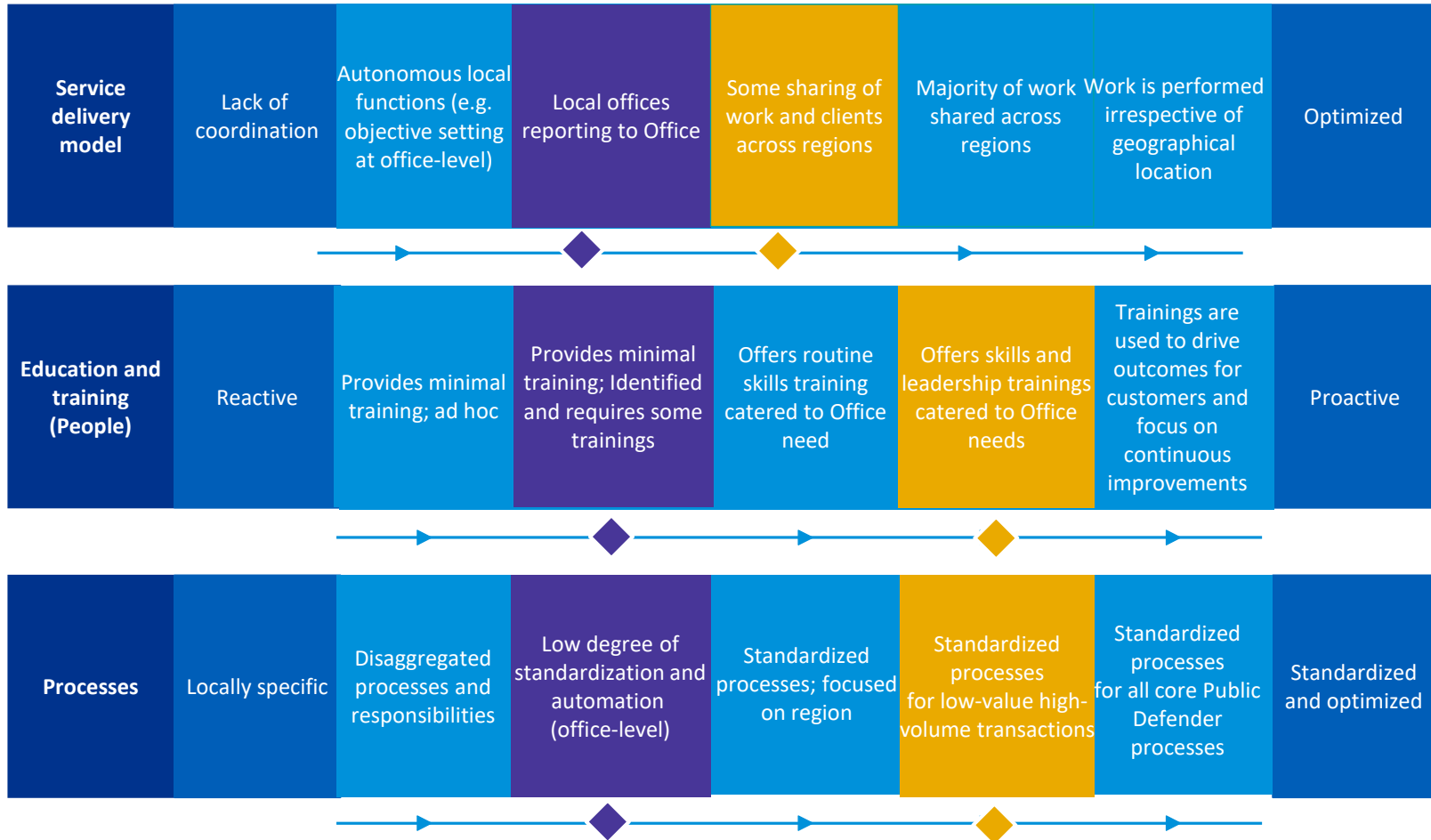KPMG commenced the review of the District Attorney in May 2020. The purpose was to identify strengths and opportunities to improve the overall operational efficiency, effectiveness, and service delivery provided by the County.
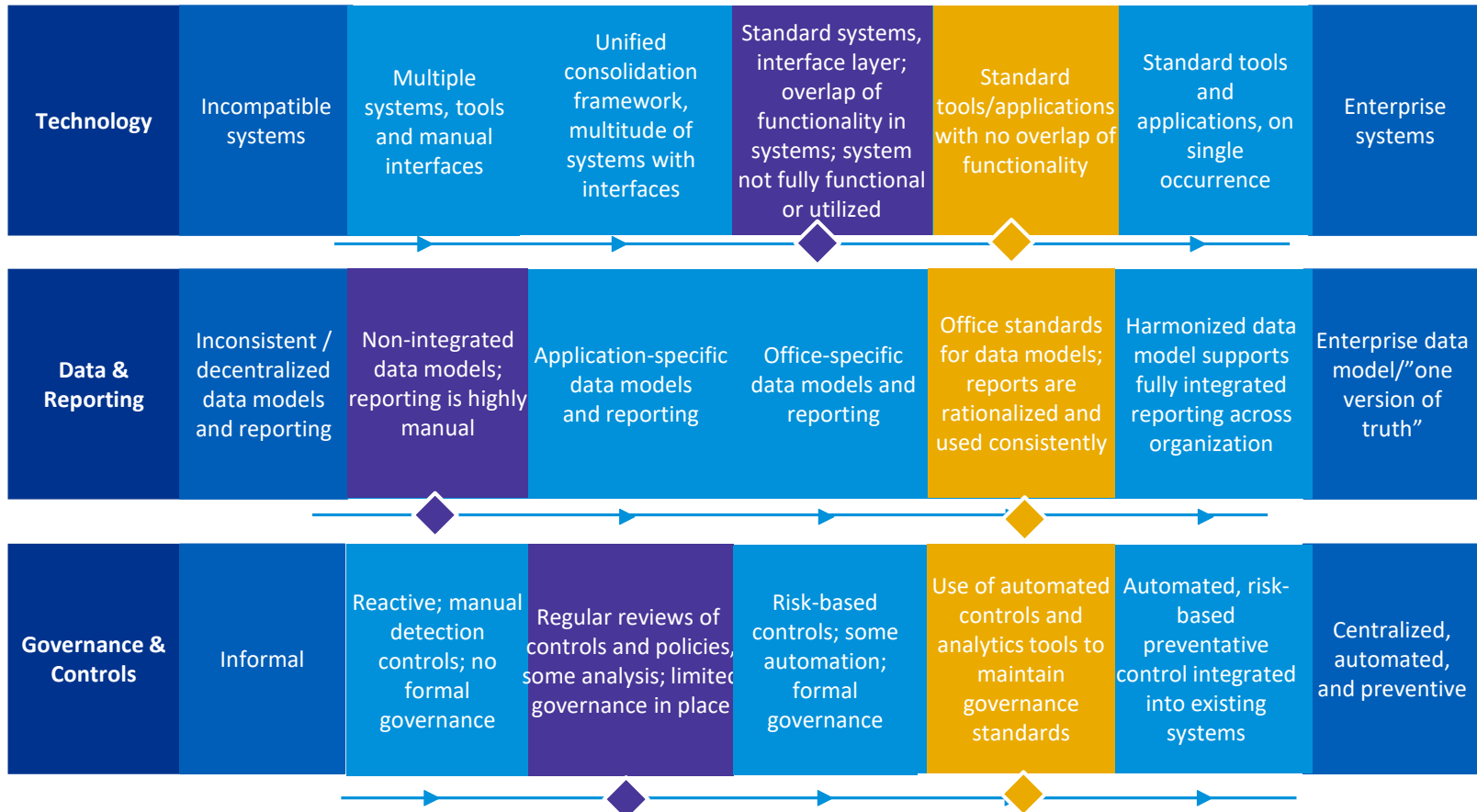
Commendations

Staff Dedication

Creation of the misdemeanor diversion program

Development of a digital discovery process

Initiation of case management system procurement

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 Office	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 Office need	Offers skills and leadership trainings catered to Office 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	Office-specific data models and reporting	Office 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

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District Attorney's Office Recommendations

Workload Management

1.1 Enhance timekeeping and staff workload tracking to transition to a data-driven workload allocation and staffing model

1.2. Delegate administrative responsibilities from attorneys to LOPs

Organizational Structure

2.1 Delegate basic legal tasks from attorneys to LOP IIIs, as permitted under California law

2.2 Review mid-level attorney pay for parity with benchmark counties

2.3 Streamline the case filing process to create consistency and accountability

Discovery

3.1 Track discovery volume and processing time

3.2 Develop action plan to manage expected increases in the volume of digital discovery

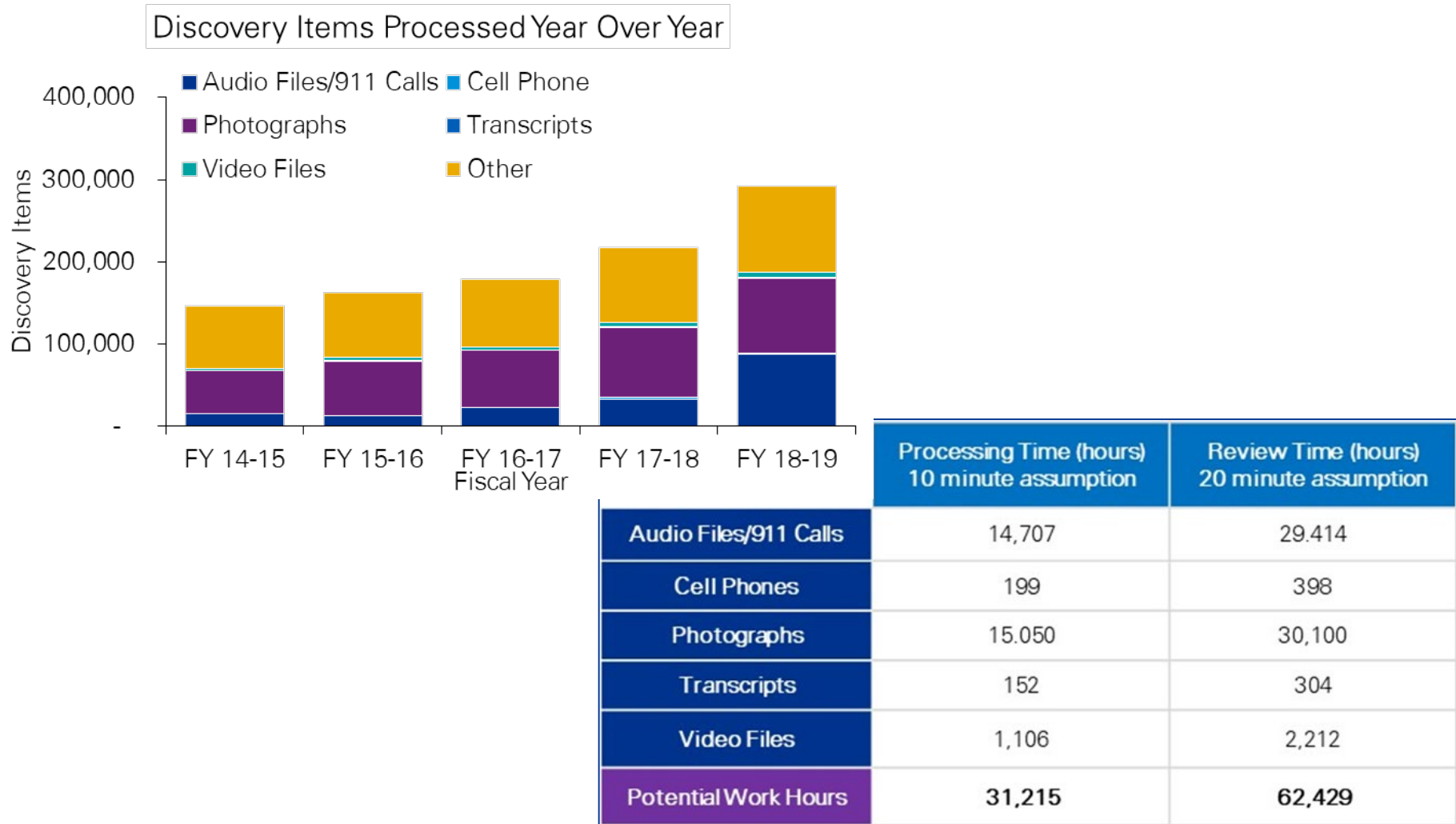**3.3 Delegate media-based discovery materials to nonsworn investigative technicians**

3.4 Coordinate with law enforcement to establish minimum standard for evidence conveyance

■ Denotes Board Policy Item

KPMG
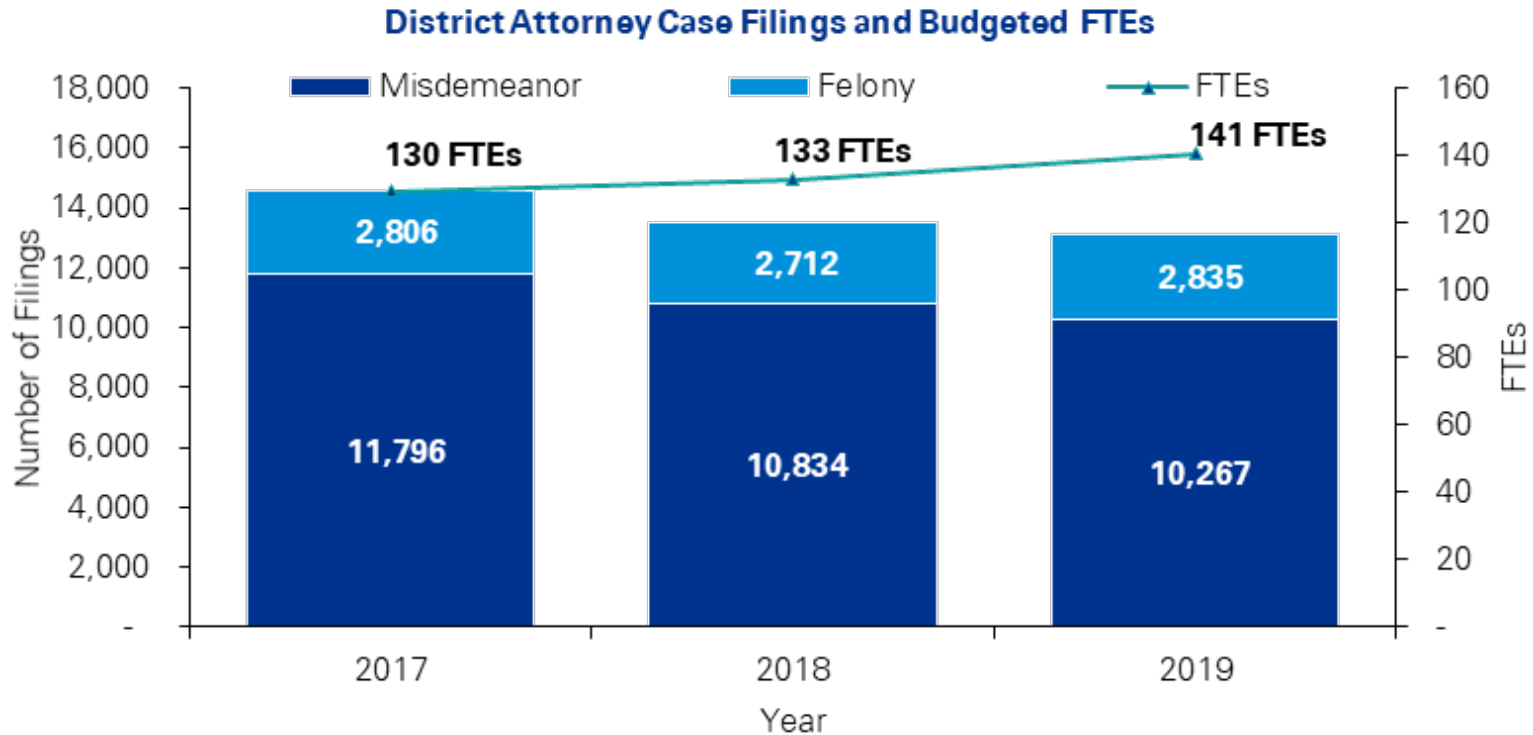
District Attorney's Office Recommendations

District Attorney Case Filings and Budgeted FTEs

District Attorney's Office Recommendations

Discovery Items Processed Year Over Year

Legend:
- ■ Audio Files/911 Calls
- ■ Cell Phone
- ■ Photographs
- ■ Transcripts
- ■ Video Files
- ■ Other

	Processing Time (hours) 10 minute assumption	Review Time (hours) 20 minute assumption
Audio Files/911 Calls	14,707	29.414
Cell Phones	199	398
Photographs	15.050	30,100
Transcripts	152	304
Video Files	1,106	2,212
Potential Work Hours	31,215	62,429

District Attorney's Office Recommendations

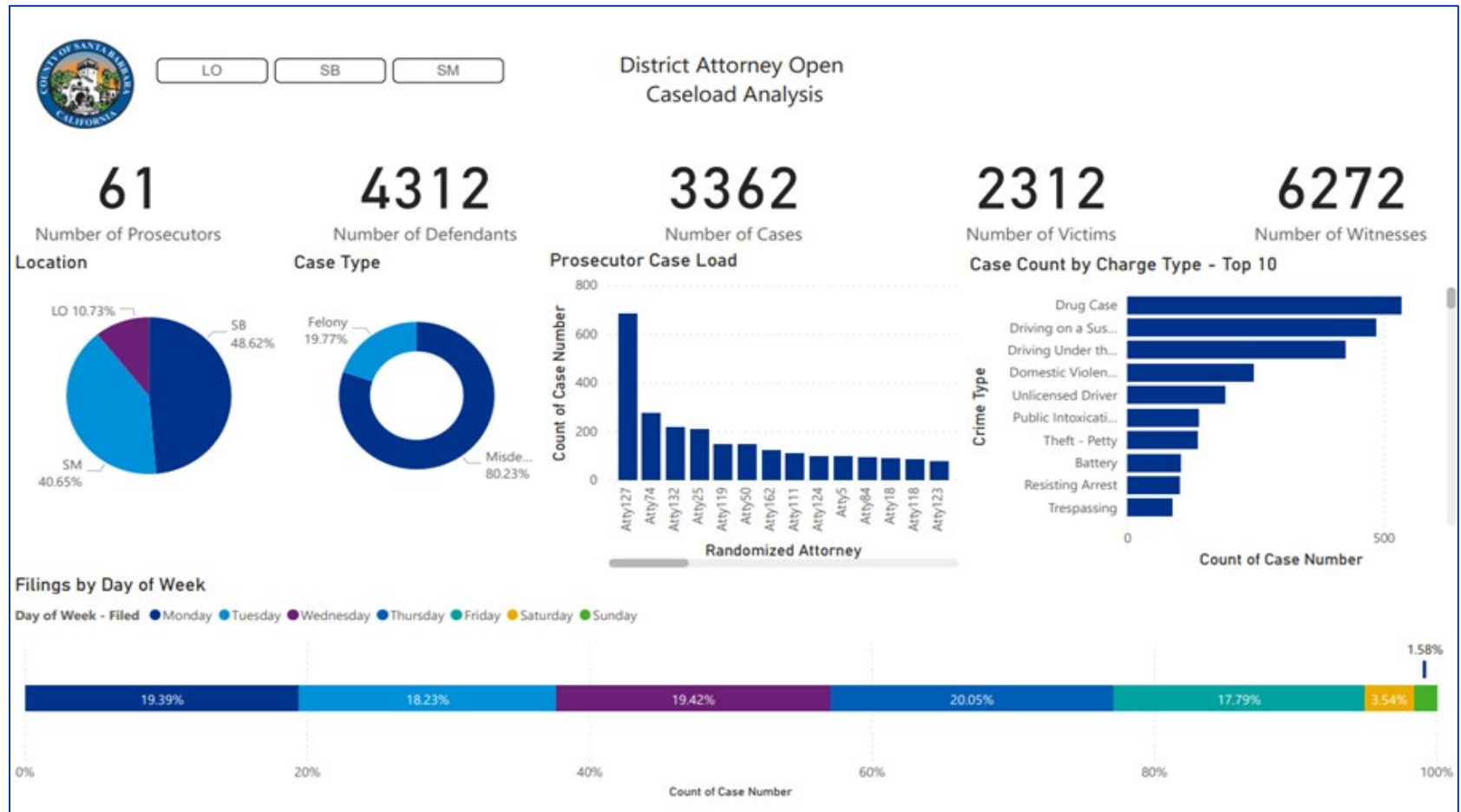| Data-driven decision-making	Performance management	Initiative Management
4.1 Develop and implement standing operating procedures (SOPs) to remedy inconsistent data entry into Damion	5.1 Strengthen performance measurement processes to enable regular evaluation of progress towards established targets	6.1 Develop a strategic roadmap for key initiatives to facilitate coordination, prioritization, and sequencing
4.2 Develop interim reporting solutions for key metrics to guide management decision-making		6.2 Expand outcome tracking for diversion programs

■ Denotes Board Policy Item

KPMG

District Attorney's Office Recommendations

Exemplar Graphic: Caseload and Workload Dashboard in Power BI