#	KPMG Recommendations	Sheriff's Office Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
Sheriff Office				
1.1	Adopt demand-based, workload-driven processes to optimize staffing and service levels • Conduct workload analysis to understand the drivers of demand, staffing levels required and how deputy time can be reprioritized • Utilize the workload analysis to develop demand-driven patrol and custody schedules • Review drivers of overtime usage and alignment to demand for service for closer management and overtime reduction	The Sheriff's Office <u>generally agrees</u> with the recommendations. The Sheriff's Office has a history of using this type of analysis. It was used to develop the Isla Vista schedule and critical minimum staffing schedule. The Sheriff's Office is currently in the process of capturing statistics for the unincorporated areas and analyzing the needs for patrol based on the Deputy Sheriff Service Unit (DSSU) model used for city contracts. Any broad use of call load and staffing analysis must also carefully consider the unique challenges of providing law enforcement services within a semi-rural county. Simple call load statistics oftentimes fail to paint a full picture insofar as maintaining appropriate levels of community and officer safety. Key considerations that must be included within call load analysis are geographic areas of responsibility and closest additional resources. Most in-progress calls for service require at least two deputies to simultaneously handle the call. Safe handling of in-progress calls requires that minimum staffing levels be maintained in each of the geographically isolated patrol areas. A recent management internal review of workload in the Sheriff's Office Criminal Records Bureau led to the reorganization of some of the tasks completed at headquarters and the various substations. This change has realized the benefit of more timely entries into the various data systems. KPMG's recommendation supports the need for a Sheriff's Office data specialist as previously requested.	Fiscal Challenge: The Sheriff's Office currently lacks the funding to address staffing shortfalls in several areas of the organization. Multiple studies have identified inadequate staffing inadequacies in Custody Operations. The Sheriff's Office does not have a data specialist who could aid in gathering and analysis of data to help identify drivers of overtime, among other tasks. Substantial considerations for patrol overtime drivers are officer safety, and geographic considerations. Contractual obligations with contract cities and other entities must be considered. The Sheriff's Office will conduct a more in-depth analysis of the workload of our records clerical staff to seek possible efficiencies in either task or staff reorganization.	As a result of a recent update to the Sheriff's Office Computer Aided Dispatch (CAD) system, necessary data is being captured. The Sheriff's Office intends to work over the next few months to extract and analyze the data. Even if a data specialist is approved in the Sheriff's Office budget, it may take six months to recruit and hire that person. The Sheriff's Office ability to use data in its decision making would be considerably enhanced thereafter. The Sheriff's Office is currently working with the CEO's Office in developing a process to fill the over hire positions previously approved by the Board of Supervisors. The Sheriff's Office intends to conduct more in-depth analysis of records work within the next calendar year.

#	KPMG Recommendations	Sheriff's Office Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
		CEO's response: The crucial minimums analysis and Isla Vista model were a good start and were limited geographically. The DSSU model is another positive change. KPMG recommends further demand driven staffing using call for service workloads.		
1.2	Restructure staffing model and assess barriers to filling funded positions and drivers of attrition	The Sheriff's Office partially agrees with the recommendations.

As one of its Renew '22 initiatives the Sheriff's Office has reviewed positions within the organization that could be civilianized. Over the past several years ten previously sworn positions have been replaced by civilian staff. Those positions include one Sheriff's Pilot, one Records Manager, one Human Resources Manager, one Forensics Supervisor, one Crime Scene Technician Senior, four Crime Scene Technicians and one Public Information Officer.

Rather than replace 10 sworn positions that were reduced in a previous budget, the Sheriff's Office identified certain tasks that could be handled by a civilian staff. More cost-effective Sheriff Service Technicians assumed these tasks at a reduced cost. The Sheriff's Office also created five Call Taker positions to relieve some of the workload from, and reduce the need for, additional and more costly Dispatchers.

The Sheriff's Office increased the frequency of hiring steps. In 2018 84 new employees were hired, as were 107 in 2019 and 77 in 2020. We have identified and overcome various barriers to hiring and retention of employees.

Over the past three fiscal years the Sheriff's Office has successfully reclassified and retained 36 employees who were not a good fit for positions for which they were originally hired. | The Sheriff's Office continues to review civilianization opportunities.

Recruiting people into a career in law enforcement and custody has become more challenging over the past year.

The cost of living in Santa Barbara County makes it difficult for some of our newly hired Sheriff's staff to afford to live here.

A recent reorganization has allowed the Sheriff's Office to address certain staffing issues, to include span of control, civilianization, and other concerns.

Plans for the Main Jail redesign reduce the staffing needed for the control rooms by 50%, with further savings by staffing these control rooms with Sheriff Service Technicians. | Ongoing: The Sheriff's Office will continue to look for opportunities to identify positions to civilianize some of its positions.

Further reorganization steps will be expanded over the next year.

Over the next year we will coordinate with County HR to identify a mechanism to refer candidates who are not a good fit for the Sheriff's Office, but may be good candidates for another department.

Ongoing: The Sheriff's Office will continuously evaluate changes in its hiring and retention practices. |

#	KPMG Recommendations	Sheriff's Office Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
2.0	Implement data-driven decision-making to enhance operational decision-making. • Develop prioritization framework to identify critical pieces of data collection and analysis needs • Develop and implement low burden or automated processes for data pulls, visualization and analysis • Review staffing requirements for data and analytics needs to match analyst FTE to demand • Utilize data to drive operational decisions, oversight and problem solving	The Sheriff's Office <u>agrees</u> with this recommendation. Data that the Sheriff's Office managers are currently able to extract from our current RMS is utilized to make operational and staffing decisions. This data is very minimal as our management staff have not received extensive training on our data systems. We have been attempting to upgrade our Records Management System (RMS) for several years, but have been unable to secure necessary funding. Our agency is lacking a data specialist who could compile data, and create reports and dashboards that could be used in management decision making.	The Sheriff's Office recently used asset forfeiture funds to upgrade its RMS. This upgrade will give the Sheriff's Office the ability to create more data reports. Fiscal Challenge: There currently is no funding for a data specialist position. Some Sheriff's personnel have been trained on some aspects of Power BI, however not to the level of a data specialist.	The RMS project is slated to be completed within the next 18 months. If funding for a data specialist is realized we foresee the ability to fill the position within six months. Once reports are created, supervisors and managers will be trained in using the reports.
	CEO Comment: KPMG's recommendation is for the department to first develop a priority of data to be collected and reported most needed to run operations, develop and document work flows for getting the data, then determine required staffing to implement these operations. The CEOs office recognizes this need and will work with the department in the upcoming budget cycle to implement this recommendation, looking at any available or redirected resources. The need for a data specialist also will be part of a broader approach to data evaluation among the public safety functional group, which may need to be coordinated by the CEOs office to ensure data sharing across the entire criminal justice system and timely information to the Board of Supervisors.			
3.0	Maximize technology enablement through strategic planning, investments, and vendor management to increase operational efficiency • Create a priority and justification framework to guide and plan for technology investments Maximize production functionality through contract management	The Sheriff's Office <u>generally agrees</u> with the recommendation. See above regarding our Records Management System. The Sheriff's Office does have a plan/guide that was created and is maintained by its Systems and Technology Bureau. The guide identifies needed upgrades addressing hardware and software throughout the organization. The plan has identified the need to address the Sheriff's Office aging data center and the creation of a redundant data center.	See above regarding RMS. Fiscal: Due to budgetary constraints most of our recent plans require a repair or catch up approach toward our technology. The technology plan managed by the Sheriff's Office Systems and Technology Bureau identified early the need to	See above regarding RMS. The replacement of the current Data Center and the design and implementation of a redundant center would take approximately eight to ten months. Over the next year the Sheriff's Office will continue to explore the ability to use cloud services and other

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		Several years ago, the Sheriff's Office created a Technology Committee that reviews technology proposals and helps our Systems and Technology Bureau prioritize technology projects. When necessary, projects and proposals are brought to the Technology Advisory Group, which is comprised of agency executives who can make high-level decisions and provide needed direction. The Sheriff's Office Systems and Technology Bureau has a 5-year Strategic Plan. This includes infrastructure maintenance and new technologies or system upgrades. Unfortunately, due to budget constraints, most of these items are past due. This year in order to assist and complement this Bureau, Microsoft Unified Support was added to our budget. This has allowed our engineers to work on projects more efficiently with the assistance of Microsoft. The Sheriff's Office will continue to effectively manage its contracts.	upgrade to Microsoft 10. The Technology plan also recognized the need to move to Office 365. There are legal restrictions that inhibit the ability to easily contract out some of our IT work and functions. The Sheriff's Office has been able to contract out cloud service for some of its data storage and will be looking to further expand its use.	options for some of our data storage.
	CEO comment: The Sheriff's department is commended for prioritizing their technology improvements; this was just recently shared with the CEOs office and General Services ICT. The second part of KPMG's recommendation referred to ensuring appropriate vendor negotiation, management, compliance and accountability for its technology purchases, which should be part of the department's ongoing contract management work.			
4.0	Enhance performance measurement and management processes s) • Establish performance measures at the unit, bureau and Office levels • Enhance data collection processes, as necessary, to allow for evaluation of performance measures • Establish performance reporting and feedback	The Sheriff's Office agrees with some aspects of this recommendation and will evaluate others. The Sheriff's Office currently has budget-related performance measures that track various bureaus and divisions within the Sheriff's Office. See above regarding a data specialist. The upgraded RMS system will afford Sheriff's Office management and executive staff with enhanced ability to pull and evaluate information that will assist in making data-driven decisions and in sharing relevant information with other interested parties.	The Sheriff's Office is in the process of updating its budget performance measures. Several have been developed to address jail average daily population. See above regarding a data specialist. Once useable data reports are developed from the upgraded RMS system an	The Sheriff's Office is developing new budget performance measures for the upcoming budget book. The budget performance measures will be evaluated annually. See above regarding a data specialist. Once reports are created supervisors and managers will be trained in use of the

#	KPMG Recommendations	Sheriff's Office Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
			evaluation to develop additional performance metrics will be completed.	reports for performance tracking.
CEO Comment: The Sheriff is updating its performance measures; KPMG's report (pages 36 – 38) gives sample measures for patrol, investigations, custody and air support that are recommended to be considered and implemented.				
**Law Enforcement Operations Branch**				
5.1	Realign call type descriptions and priority levels to enable tracking and deeper analysis of calls for service • Develop clear call type categories • Revise call priority framework	The Sheriff's Office generally agrees with this recommendation. However, changing priority coding within CAD software would require significant time and resources that are currently not available. However, the Sheriff's Office previously capitalized upon a more efficient alternative and created detailed Problem and Disposition codes within its CAD software. This option required significantly less resources, captured similar information and allows for detailed analysis with the addition and assistance of a data specialist to build the necessary reports.	To fully capitalize upon the raw data possessed by the Sheriff's Office, it is necessary to hire a data specialist to build reports that extract raw data and deliver usable information to the management team. The Sheriff's Office will continue to use Problem and Disposition codes to evaluate calls for service and adjust staffing levels. It will also continue to review and evaluate these codes and make necessary additions or deletions.	The Sheriff's Office will continue to evaluate our CAD data and the feasibility of adding or deleting Problem and Disposition codes on a bi-annual basis.

#	KPMG Recommendations	Sheriff's Office Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
	CEO Comment: KPMG's recommended greater clarity around priorities assigned and call types. such as the example on page 41 of "misc. priority incidents" and "misc." call types. The Sheriff reports that its Problem and Disposition codes are more detailed than even what KPMG suggested but cannot currently be used to build necessary reports. The CEOs office will work the department on these issues. Regarding the data analyst, see comment in 2.0.			
5.2	Implement tracking of response time targets to improve service delivery and performance	The Sheriff's Office <u>agrees</u> with this recommendation. The Sheriff's Office executive team previously utilized this type of CAD data to guide our critical minimum staffing model. However, the Sheriff's Office is hampered by a lack of data analysis resources, requiring extensive time and resources to extract and evaluate what should be low-threshold, pushed information. The Sheriff's Office is hopeful that the future integration of its CAD and RMS systems will afford management and executive staff with an enhanced ability to make data-driven decisions and share relevant information with interested entities. To do so, the Sheriff's Office requires the addition of a data specialist to assist in building reports that extract raw data from our systems, translates that data into usable information and pushes it to managers and executives.	The Sheriff's Office will review the system for outliers that may skew its data.	The Sheriff's Office anticipates reviewing and considering additional CAD data analysis within the next year.
	CEO Comment: The Sheriff's Office is commended for looking at ways to advance its current system. KPMG is recommending a higher level of sophistication capturing response time trends daily, weekly, monthly and monitoring adherence on daily and weekly basis. See Comment #2 regarding data analyst.			
5.3	Expand call diversion, telephone reporting, and online reporting to allow for the appropriate prioritization of resources	The Sheriff's Office <u>disagrees</u> with this recommendation. The Sheriff's Office has wholeheartedly embraced telephone and online reporting and is actively engaged in appropriate call diversion. Several years ago, the Sheriff's Office contracted with Cop Logic to provide online reporting services to its customers. Since then, it repeatedly evaluated its use of online and telephonic reporting and expanded the number and types of reports that should be submitted via telephone or online. The Sheriff's Office is currently at the forefront of maximizing the number and types of reports that can be reported online.	Resources are currently budgeted.	Completed.

#	KPMG Recommendations	Sheriff's Office Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
		The Sheriff's Office previously provided its dispatchers, deputies and supervisors with training, protocols and direction on the use of appropriate call diversion. Additionally, the Sheriff's Office created and implemented a Sheriff's Service Technician (SST) position several years ago. The SST program provides an alternative to using more expensive sworn deputy resources to handle certain responsibilities. With respect to this recommendation, we are actively expanding upon the use of the SST position in the field and via telephone to handle appropriate calls for service and non in-progress reports, thereby freeing up sworn deputies to provide proactive services within our communities. We currently have only one SST vacancy.		

CEO Comment: The Sheriff has implemented these new practices and is recognized for doing so. KPMG's review found that online currently represents less than 10% of all calls received and recommended an increase in the level of diversion (as other agencies have done, in the range of 10-20%).

#	KPMG Recommendations	Sheriff's Office Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
5.4	Develop and codify consistent, data-driven policies to govern the use of overtime • Track and enforce overtime usage and approvals • Use data to understand the fiscal impact of overtime • Specifically monitor first shift overtime	The Sheriff's Office <u>partially agrees</u> with this recommendation. The Sheriff's Office is very cognizant of its need to monitor, track and control the use of overtime. The Sheriff's Office continuously works to educate its managers and supervisors on the importance of properly documenting overtime usage within timesheets. The Sheriff's Office currently possesses and utilizes policies governing overtime use and time sheet procedures. It also adheres to relevant sections within the MOUs between the County and the recognized employee representation organizations (unions). Each division within the Sheriff's Office generates a biweekly overtime report, detailing the amount and reasons for overtime use. These reports are reviewed by command and executive teams to identify and address unnecessary overtime use.	The Sheriff's Office has some span of control issues relating to the reviewing of timecards, particularly within the Main Jail. Currently a shift of over 30 people has only two sergeants to review and approve timesheets for these squads. The Sheriff's Office is reviewing the feasibility of implementing a physical time clock system to augment the County's current ESS timecard system.	The Sheriff's Office will review our policies and procedures relating to overtime and timesheet use and make any needed revisions within the next 90 days. The Sheriff's Office will review its overtime reports to see if there could be other data added within the next 90 days. Biannually, the Sheriff's Office Technology Committee will review time tracking software offered by various vendors to see if a

#	KPMG Recommendations	Sheriff's Office Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
		The recommendation related to first shift overtime will not be implemented as it would substantially hinder the tracking of the underlying causes of overtime and is not consistent with applicable MOUs between the County and recognized employee representation organizations.		more useable product becomes available.
CEO Comment: CEO will request County HR work with department on any impediments in the MOU related to better codifying, tracking and understanding overtime usage.				
5.5	Improve deputy time tracking to enhance understanding of productivity and utilization	The Sheriff's Office agrees with this recommendation and had already begun working on this issue before KPMG's audit.	Over the past year the Sheriff's Office has educated its staff on the importance of capturing time worked, especially as it relates to administrative time. This resulted in a substantial increase in proper reporting of administrative time.	The Sheriff's Office has been and will continue to review the administrative time reported by patrol staff on a monthly basis.
Custody Operations Branch				
6.1	Conduct jail utilization analysis to better understand drivers of incarceration	The Sheriff's Office agrees with this recommendation. Custody staff have initiated quality control measures for data entry. This includes training of current intake staff and Custody Records staff to complete data entry and double check paperwork. In addition, the Sheriff's Office is working with our JMS vendor, Advanced Technical Information Management System (ATIMS) to develop ad hoc reporting for its database. As reports are identified, there is potential for ATIMS to develop programming to extract required data. The Data Sharing Committee is developing procedures and MOUs to share data across multiple agencies which will assist in compiling needed data.	Fiscal Challenge: Programming costs from ATIMS for report development.	On-going

#	KPMG Recommendations	Sheriff's Office Response	Fiscal / Challenges / Opportunities	Implementation Timeframe

CEO's Comments: This recommendation is being reviewed in a variety of venues including the Community Corrections Partnership (CCP), Criminal Justice Planning Group and Stepping Up. Additionally, there are three distinct grants focused on reducing the Average Daily Population (ADP) in the jail.   There is no clear timeline however in doing this analysis. KPMG recommended that while awaiting the ATIMS vendor to program reports, there is significant data available from JMS to power analytics, as included on pages 53-58 and the example Power BI dashboard on page 27.

#	KPMG Recommendations	Sheriff's Office Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
6.2	Expand diversion programs to reduce jail utilization • Evaluate whether ROVAR score used during classification is leading to over-classification precluding inmates from work release or electronic monitoring • Continue working collaboratively with other criminal justice partner agencies • Maximize utilization of existing diversion and rehabilitation programs • Leverage Behavioral Wellness, Public Health and other community-based organizations to assist in wrap-around services post incarceration	The Sheriff's Office <u>agrees</u> with this recommendation. The Applied Correctional Transition Strategy (ACTS) software program is a suite of applications aimed at consolidating classification, programming, recidivism and criminogenic needs assessments, all in one dashboard. This program has just been brought on line and the Sheriff's Office is in the process of populating it with data. As more data is captured, the agency may be in a better position to determine which assessment tool is most effective. The Custody Branch maintains strong relationships with criminal justice partners and community-based organizations, such as: membership in Stepping Up, Community Corrections Partnership, Forensic Community Action Team, Reentry Steering Committee, Criminal Justice Mapping Project, and the Bureau of Justice Assistance 6th Amendment Grant, amongst others. The Sheriff's Office will continue to seek opportunities to collaborate with criminal justice partners and community-based organizations. The ACTS software suite will be the method for tracking and evaluating diversion and rehabilitation efforts. The Sheriff's Office will be working to develop performance measures to report with ACTS.	The ACTS program was purchased and the maintenance agreement are paid through the Inmate Welfare Fund, not GFC.	The Sheriff's Office will complete these efforts by June 2021. This timeline will provide six months of data to make more reliable assessments.

CEO Comment: See Comment for 6.4

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6.3	Assess drivers of Custody Operations Branch overtime to better reflect demand for service	The Sheriff's Office generally agrees with this recommendation. As reported in 1.1 above, Custody Operations is primarily a post-driven organization. Population numbers *may* be reduced enough to close housing areas in the Main Jail; however; the net gain is extremely hard to predict.	Cost avoidance of overtime is possible, but the amount is unknown. It is contingent on inmate daily population, which itself is driven by the level and seriousness of crime in the community.	On-going
6.4	Realign Custody Operations Branch staffing mix and increase utilization of SST	The Sheriff's Office will explore this recommendation for viability. The Custody Branch has selected a committee, led by a Commander, and has a plenary session on this topic scheduled for mid-January 2021. Staff interviews and work shadowing will be conducted to develop a comprehensive list of activities potentially being performed by SST's. The Sheriff's Office will study the concept of using SST's to manage inmates. An implementation plan will be developed. If deemed feasible a report will be prepared within 9 to 12 months of being initiated.	Potential cost avoidance in the form of overtime reductions offset by additional salary of SST FTEs.	The Sheriff's Office will have a study completed on this recommendation no later than January 2022
6.5	Enhance programming and increase capacity in the ASB to reduce overpopulation • Streamline and automate ASB application process to reduce barriers to applying an relieve the administrative burden on ASB staff • Develop data-driven processes to assess demand for the program • Assess caseload size and opportunities for civilianization	The Sheriff's Office generally agrees with this recommendation. The Sheriff's Office is in the process of negotiating with Global Tele-Link (GTL), our inmate telephone provider, to provide kiosks and tablets in the Main Jail and Northern Branch Jail. Included will be an automated Alternative Sentencing Bureau (ASB) application process for inmates. This will assist in tracking and reducing staff time for recruiting and processing applications. ACTS will track the program and provide data for determining efficacy. An assessment will be conducted when the above enhancements are in place.	If assessment determines an increase in ASB is feasible, the costs associated with electronic monitoring equipment and tracking will increase.	The Sheriff's Office will complete its evaluation of this recommendation by June 2021

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	CEO's Comments: The CEO's Office is working with Probation and the Sheriff's Office to see if some combining of efforts might result in greater efficiency, per Board direction of at the special meeting on criminal justice and racial equity efforts on December 1, 2021.			
6.6	Increase internal collaboration and support of the Sheriff's Treatment Program to address inmates' criminogenic needs • Review discharge planning staffing • Integrate the Sheriff's Treatment program into the JMS • Establish a clear strategy and vision for STP and dedicate the funding and resources necessary to achieve this strategy and vision • Develop strategic external relationships to address housing	The Sheriff's Office <u>agrees</u> with this recommendation. The Sheriff's Office has identified the need for an additional Discharge Planner. The Sheriff's Office is in the process of incorporating Sheriff's Treatment Program (STP) and other programming scheduling and attendance records into its ATIMS Jail Management system. The Program Manager has recently developed a Vision and Mission Statement that clearly outlines STP objectives. Resources and funding are continually reviewed and funded through the Inmate Welfare fund and CCP funding. Housing and program placement are coordinated through grants and funding managed by Behavior Wellness and the United Way. The Access Line is a telephonic assessment completed by mental health clinicians and provides immediate placement for qualifying inmates. In addition, Social Services works with Custody Operations to reinstate benefits for inmates being released so there is no gap in services.	Fiscal Challenge: Additional 1 FTE Discharge Planner equals $96,400	On-going
	CEO comments: CEO office will work with the Sheriff's office on this issue and evaluate possible funding sources, including CCP or other funding.			