



**BOARD OF SUPERVISORS  
AGENDA LETTER**

**Agenda Number:**

**Clerk of the Board of Supervisors**  
105 E. Anapamu Street, Suite 407  
Santa Barbara, CA 93101  
(805) 568-2240

**Department Name:** Probation  
**Department No.:** 022  
**For Agenda Of:** January 26, 2021  
**Placement:** Departmental  
**Estimated Time:** 45 minutes  
**Continued Item:** No  
**If Yes, date from:**  
**Vote Required:** Majority

**TO:** Board of Supervisors

**FROM:** Department Director(s) Contact Info: Mona Miyasato, County Executive Officer  
Tanja Heitman, Chief Probation Officer  
Bernard Melekian, Assistant County Executive Officer  
Damon Fletcher, Administrative Deputy Director

DocuSigned by:  
*Mona Miyasato*  
DocuSigned by:  
*Tanja Heitman*

**SUBJECT: KPMG Operational Performance Review – Santa Barbara County Probation Department**

**County Counsel Concurrence**

As to form: N/A  
Other Concurrence: N/A  
As to form: Select Concurrence

**Auditor-Controller Concurrence**

As to form: N/A

**Recommended Actions:**

It is recommended that the Board of Supervisors:

- a) Receive and file a report on KPMG’s Operational and Performance Review of the Santa Barbara County Probation Department;
- b) Provide direction as appropriate; and
- c) Find that the proposed actions do not constitute a “Project” within the meaning of the California Environmental Quality Act, pursuant to 14 CCR 15378(b)(2), as it consists of general policy and procedure making.

**Summary Text:**

The Santa Barbara County Probation Department is the ninth County departmental review completed by KPMG. The purpose of this review is to provide a high-level assessment of the Department, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The focus is to improve the overall operational efficiency, effectiveness, and service delivery provided by the Department. KPMG’s report, entitled “Improving Performance to Better Serve our County Residents:

County-wide Operational Performance Review – Santa Barbara County Probation Department” is attached. The Department’s response and implementation timeframe is also attached.

**Overview of the Department:**

The Department has 348 Full-Time Equivalent (FTE) between four divisions: Administration and Support, Institutions, Juvenile Services, and Adult Services. The Department’s Adopted Fiscal Year (FY) 2020-21 operating budget is \$64,666,000 million, which is approximately 5.4% of the total County adopted operating expenditure budget.

The Probation Department’s mission is to protect and serve the community by providing information and recommendations to the Courts; providing safe, secure, and effective juvenile detention and treatment programs; enforcing court orders and supervision and release conditions, requiring client responsibility/accountability, and supporting rehabilitation; and supporting victims of crime by facilitating reparation and restitution collection. The Department’s main responsibilities are to:

- Provide custody, education, vocational, and treatment services for youth detained at the Santa Maria Juvenile Hall (SMJH) and the Los Prietos Boys Camp (LPBC).
- Provide assessment, investigation, pretrial, and supervision services for justice-involved individuals.
- Provide victim assistance through notification services and the collection of restitution.

**Overview of KPMG Recommendations:**

In brief summary, the KPMG report identifies 11 recommendations. The recommendations are divided into five categories: Strategy and Budget; Organizational Structure; Community Supervision; Institutions; and Data-Driven Decision Making. These recommendations are summarized below, and are discussed more fully in the attached response and implementation table.

*Strategy and Budget*

**1.1:** Develop overarching strategic plan to align Department operations, new initiative, 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 to improve client outcomes while maximizing state funding.

*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 to help maximize impact of County resources.

*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.

The Department generally agrees with the majority of these recommendations, and many recommended changes are already underway. While several identified recommendations could potentially be accomplished with existing staff and resources, there are some which would require additional resources.

**Background:**

The County contracted with KPMG in May 2019, following a competitive process, to conduct these operational and performance reviews as part of the Renew '22 initiative. The Board of Supervisors funded these reviews in order to provide a high-level assessment of departments, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The Board approved the initial contract with KPMG to review nine departments (“year one,” or first phase). The Board approved three subsequent amendments related to the initial contract to expand the scope of work to have KPMG provide a more focused and detailed review of specific County programs and processes at the request of the departments reviewed. The current contract cost is \$1,477,439 for reviews of nine departments: The County Executive Office, General Services, Human Resources, Planning and Development, Cannabis Permitting Process, Public Defender, Public Health, Sheriff’s Office, and Probation.

In October 2020, the Board approved Amendment No. 4 to the contract with KPMG to review the next set of departments, and perform a focused review of the cannabis tax revenue assessment and collection process. The three additional departments included in this amendment are Fire, Social Services and Behavioral Wellness. The proposed cost of the work associated with this amendment is \$806,881 and the work is expected to be completed by December 31, 2021.

**Performance Measure:**

Performance measures will be developed in conjunction with the report recommendations and included in the FY 2022-23 budget to track progress and cost/benefit of the operational and performance reviews.

**Fiscal and Facilities Impacts:**

Most recommendations provided by KPMG do not involve additional resources or budget; and if implemented will likely result in efficiencies of cost, time savings or improved outcomes. Some areas of improvement, however may involve additional resources, which will be evaluated through the annual budget process.

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**Attachments:**

- a) KPMG report: Improving Performance to Better Serve our County Residents: County-wide Operational Performance Review – Santa Barbara County Probation Department
- b) Santa Barbara County Probation Department Response and Implementation Timeframe
- c) PowerPoint Presentation

**Authored by:**

Lesley Stewart, Administrative Office Professional Senior