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
# Santa Barbara County Operational and Performance Review

## Year One Project Timeline

<table>
<thead>
<tr>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
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</thead>
<tbody>
<tr>
<td>Department</td>
<td>May</td>
<td>June</td>
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<tr>
<td>County Executive Office</td>
<td></td>
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<tr>
<td>Human Resources</td>
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<tr>
<td>General Services</td>
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<td>Public Health</td>
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<tr>
<td>Planning &amp; Development</td>
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<tr>
<td>Sheriff-Coroner</td>
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<td>Public Defender</td>
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<tr>
<td>District Attorney</td>
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<tr>
<td>Probation</td>
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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.
Santa Barbara County Operational and Performance Review – Probation Department

Commendations

- Staff Dedication
- Reduction in juvenile detention
- Efforts to reduce technical violations in the adult population
- Commitment to data and outcome measurement
- Creation of the Master Name Index
## Current and Recommended Operating Model

<table>
<thead>
<tr>
<th>Service delivery model</th>
<th>Lack of coordination</th>
<th>Autonomous local functions (e.g. objective setting at office level)</th>
<th>Local functions reporting to department</th>
<th>Some sharing of workload across regions</th>
<th>Majority of work shared across regions</th>
<th>Work is performed irrespective of geographical location</th>
<th>Optimized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and training (People)</td>
<td>Reactive</td>
<td>Provides minimal training; ad hoc</td>
<td>Provides minimal training; identified and requires some trainings</td>
<td>Offers routine skills training catered to departmental need</td>
<td>Offers skills and leadership trainings catered to departmental needs</td>
<td>Trainings are used to drive outcomes for customers and focus on continuous improvement</td>
<td>Proactive</td>
</tr>
<tr>
<td>Processes1</td>
<td>Locally specific</td>
<td>Disaggregated processes and responsibilities</td>
<td>Low degree of standardization and automation</td>
<td>Standardized processes; limited to individual function or region</td>
<td>Standardized processes for low-value high-volume transactions</td>
<td>Standardized processes for all core Department processes</td>
<td>Standardized and optimized</td>
</tr>
</tbody>
</table>
## Current and Recommended Operating Model

<table>
<thead>
<tr>
<th>Technology</th>
<th>Incompatible systems</th>
<th>Multiple systems, tools and manual interfaces</th>
<th>Unified consolidation framework, multitude of systems with interfaces</th>
<th>Standard systems, interface layer; overlap of functionality in systems; systems freely share data</th>
<th>Standard tools/applications with no overlap of functionality</th>
<th>Standard tools and applications, on single occurrence</th>
<th>Enterprise systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data &amp; Reporting</td>
<td>Inconsistent / decentralized data models and reporting</td>
<td>Non-integrated data models; reporting is highly manual</td>
<td>Application-specific data models and reporting</td>
<td>Department-specific data models and reporting</td>
<td>Department standards for data models; reports are rationalized and used consistently</td>
<td>Harmonized data model supports fully integrated reporting across organization</td>
<td>Enterprise data model/&quot;one version of truth&quot;</td>
</tr>
<tr>
<td>Governance &amp; Controls</td>
<td>Informal</td>
<td>Reactive; manual detection controls; no formal governance</td>
<td>Regular reviews of controls and policies; some analysis; limited formal governance</td>
<td>Risk-based controls; some automation; formal governance</td>
<td>Use of automated controls and analytics tools to maintain governance standards</td>
<td>Automated, risk-based preventative control integrated into existing systems</td>
<td>Centralized, automated, and preventive</td>
</tr>
</tbody>
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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
Expand supervision guidelines to detail activities

Maintain tracking of client outcomes to assess efficacy

Implement time-tracking of activities

Revise caseload and workload caps

Expand activity tracking & performance management

Develop workload-based staffing model

Maintain tracking of client outcomes to assess efficacy

Implement time-tracking of activities

Revise caseload and workload caps

Expand activity tracking & performance management

Develop workload-based staffing model
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
Santa Barbara County Operational and Performance Review – Probation Department

Probation Department Recommendations

Institutions Budget and FTE

Los Prietos Boys Camp - Cost per Child

SM Juvenile Hall - Cost per child
Santa Barbara County Operational and Performance Review – Probation Department

Probation Department Recommendations

Exemplar Graphic: Caseload Dashboard in Power BI