



**BOARD OF SUPERVISORS
AGENDA LETTER**

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

Agenda Number:

Department Name: Sheriff and County Executive Office
Department No.: 032 and 012
For Agenda Of: February 2, 2021
Placement: Departmental
Estimated Time: 90 minutes
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors
FROM: Department Director(s) *Mona Miyasato, County Executive Officer*
Bill Brown, Sheriff
Contact Info: Bernard Melekian, Assistant County Executive Officer, x83400

DocuSigned by:
Mona Miyasato
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Bill Brown
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SUBJECT: KPMG Operational Performance Review – Santa Barbara County Sheriff’s Office

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 Sheriff’s Office;
- 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 Sheriff’s Office is the eighth County agency review completed by KPMG. The purpose of this review is to provide a high-level assessment of the Office, 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 Sheriff’s Office. KPMG’s report, entitled “Improving Performance to Better Serve our County Residents: County-

wide Operational Performance Review – Santa Barbara County Sheriff’s Office” is attached. The Agency’s response and implementation timeframe is also attached.

Overview of the Sheriff’s Office:

The Sheriff’s Office has 742 Full-Time Equivalent (FTE) between four branches: Executive, Administration and Support, Law Enforcement Operations, and Custody. The Sheriff’s Office Adopted Fiscal Year (FY) 2020-21 operating budget is \$165,297,700 which is approximately 13.9% of the total County adopted operating expenditure budget.

The Sheriff’s Office mission states, “We the members of your Sheriff’s Office, are responsible for enforcing the laws, upholding the Constitutions, and providing custody and court services. We are committed to enhancing the quality of life through effective partnerships, protecting persons and property, while serving as role models to our community.”

The Sheriff’s Office Guiding Principles are:

- **Integrity** - We are responsible for our actions, which are based upon the highest standard of ethics. We are committed to being honest, moral and trustworthy.
- **Caring** - We are considerate, selfless and supportive in all our endeavors.
- **Courage** - We take action, even at personal risk, by protecting the community, safeguarding the public interest, and improving the organization.
- **Fairness** - We treat everyone with respect and dignity. We are impartial and just in our decisions and conduct.
- **Service** - We perform our duties with professional excellence. We are dedicated and responsive to our community.

Overview of KPMG Recommendations:

In brief, the KPMG report identifies 16 recommendations. The recommendations are divided into three categories: Overall Office, Law Enforcement Operations and Custody Operations. These recommendations are summarized below, and are discussed more fully in the attached response and implementation table.

Overall Office

- 1.1: Adopt demand-based, workload-driven processes to optimize staffing and service levels.
- 1.2: Restructure staffing model and assess barriers to filling funded positions and drivers of attrition.
- 2.0: Implement data-driven decision-making to enhance operational decision-making.
- 3.0: Maximize technology enablement through strategic planning, investments, and vendor management to increase operational efficiency.
- 4.0: Enhance performance measurement and management processes to streamline operations, finance, and service delivery.

Law Enforcement Operations

- 5.1: Realign call type descriptions and priority levels to enable tracking and in-depth analysis of calls for service.
- 5.2: Implement tracking of response time targets to improve service delivery and performance.
- 5.3: Expand call diversion, telephone reporting, and online reporting to allow for the appropriate prioritization of resources.
- 5.4: Develop and codify consistent, data-driven policies to govern the use of overtime.
- 5.5: Improve deputy time tracking to enhance understanding of productivity and utilization.

Custody Operations

- 6.1: Conduct Jail utilization analysis to better understand drivers of incarceration.
- 6.2: Expand diversion programs to reduce Jail utilization.
- 6.3: Assess drivers of Custody Operations Branch over time to better reflect demand for service.
- 6.4: Realign custody staffing mix and increase utilization of SST's.
- 6.5: Enhance programming and increase capacity in the ASB to reduce overpopulation.
- 6.6: Increase internal collaboration and support of the Sheriff's treatment program to address inmates' criminogenic needs.

The Sheriff's Office agrees with a majority of these recommendations, and many of the recommended changes are already underway. Some of the identified recommendations could be accomplished with existing staff and resources, there are others which would require additional staff and technological 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.

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Performance Measure:

Performance measures will be developed in conjunction with the report recommendations and included in future budgets to track progress and cost/benefit of the operational and performance reviews.

Fiscal and Facilities Impacts:

Although some of the recommendations provided by KPMG may not require additional resources or budget and, if implemented, will likely result in efficiencies of cost, time savings or improved outcomes. Other areas of improvement, however, would require additional resources, those recommendations must be evaluated through the annual budget process.

Attachments:

- a) KPMG report: Improving Performance to Better Serve our County Residents: County-wide Operational Performance Review – Santa Barbara County Sheriff's Office.
- b) Santa Barbara County Sheriff's Office Response and Implementation Timeframe.

Authored by:

Sol Linver, Undersheriff