

**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

274



**FROM:** Executive Office

**SUBMITTAL DATE:**  
June 16, 2015

**SUBJECT:** Criminal Justice System Operational and Organizational Review All Districts [\$0]

**RECOMMENDED MOTION:** That the Board of Supervisors:

1. Direct the Executive Office, in collaboration with the criminal justice departments, to develop a scope of work and solicit proposals from qualified consultants with expertise in analyzing, evaluating and recommending best practices for sustainable operational and organizational practices for criminal justice systems; and, include a review of the contract city rate.

**BACKGROUND:**

**Summary**

On May 11, 2015, during the third quarter budget report, the Board of Supervisors requested a financial and operational review of the Sheriff's Department. In particular, a review and evaluation of the methodology used to calculate costs charged to contract cities for policing services under the law and the need for and cost allocation of countywide specialty units. In addition, the Board requested that the report include a comparison to other California jurisdictions and recommendations for best practices.

Departmental Concurrence

*Debra Cournoyer*  
Debra Cournoyer  
Deputy County Executive Officer

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost:	POLICY/CONSENT (per Exec. Office)
COST	\$	\$	\$	\$	Consent <input type="checkbox"/> Policy <input checked="" type="checkbox"/>
NET COUNTY COST	\$	\$	\$	\$	
<b>SOURCE OF FUNDS:</b> Department budgets				<b>Budget Adjustment:</b> N/A	
				<b>For Fiscal Year:</b> 15/16	

**C.E.O. RECOMMENDATION:**

**APPROVE**

BY: *George A. Johnson*  
George A. Johnson

County Executive Office Signature

**MINUTES OF THE BOARD OF SUPERVISORS**

- A-30
- 4/5 Vote
- Positions Added
- Change Order

Prev. Agn. Ref.:

District: All

Agenda Number:

**3-64**

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**BACKGROUND:**

**Summary (continued)**

The Sheriff requested Board approval of city contract rates on May 12, 2015, item 3-34. Although the Board approved the rates, representatives from multiple cities expressed concern that cost increases have become unaffordable in recent years and could force reductions in the future. The Board again requested a financial and operational review of the Sheriff's Department.

Over the last few years, the roles of county criminal-justice departments have changed significantly, as the State shifted its responsibilities to counties. Those changes stem from measures such as AB 109 prison realignment and Prop. 47. Those State shifts combined with ongoing explosive population growth has dramatically affected county criminal-justice departments.

County jails now house inmates with jail terms much longer than the typical, historical sentences served in county facilities. Frequently, longer-term inmates have multiple chronic health and behavioral-health conditions that must be monitored and addressed. Related costs, formerly paid through the state prison system, were shifted to counties and there is continuing concern that state funding to offset those costs simply cannot cover expenses now and in the long-term.

Prop. 47 reduced certain felonies to misdemeanors and, as a result, caseloads in the offices of the District Attorney and Public Defender have increased as requests to downgrade felony convictions to misdemeanors are reviewed. The use of split sentences has placed more burden on the Probation Department.

Departments have developed and provided programs and services to meet the changing needs of probationers and longer-term inmates. Yet while post-recession revenue is growing, little if any funding remains available due to existing commitments to Board priorities. The FY 15/16 recommended budget indicates that 67 percent of discretionary funding is directed to public safety departments, leaving very little for requests from other county departments such as Animal Services, Assessor and Mental Health.

In response, Riverside County must ensure that departmental operations are efficient and programs are delivered effectively. The county should review and evaluate the organizational structure and operational performance of the criminal-justice departments. Programs and services for all criminal-justice departments, Sheriff's Department, the Office of the District Attorney, the Office of the Public Defender and Probation Department, should be evaluated to ensure the use of best practices, crime rates and caseload data are driving organizational decisions. The assessment should specifically address the Sheriff's Department contract city cost allocation methodology.

The Executive Office, based on Board direction and in collaboration with criminal justice departments, will finalize a two-part scope of work for a Request for Proposal (RFP). Part 1 will assess the operational performance and organization structure of the departments within the county criminal-justice system. At a minimum, the consultant will: 1) review and evaluate current services, programs and staffing levels as compared to other similar sized counties; 2) provide recommendations for baseline and enhanced services based on state and local requirements; 3) develop budget projections and priorities for a financially sustainable criminal-justice system; 4) identify weaknesses and opportunities for improvement; 5) recommend best practices for implementation; 6) develop an implementation timeline; and, 7) submit a final report. Part 2 will include a review of costs allocated to contract cities for law-enforcement services by the Sheriff's Department. The consultant will: 1) review contract city costs to ensure they are accurate and that baseline and enhanced services are allocated appropriately; 2) review and evaluate current services, programs and staffing levels as compared to other similar sized counties and to available criminal justice data; and, 3) recommend opportunities for improvement.

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**Impact on Citizens and Businesses**

The analysis, by a consultant, will evaluate the performance of the criminal justice system departments and recommend best practices and opportunities for improvement. Residents will be assured that their tax dollars are being spent for efficient, essential public services.