

Attachment A



Improving Performance to Better Serve Our County Residents

Countywide Operational
Performance Review – Santa
Barbara County Counsel

Finalized March 2023

kpmg.com

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Executive Summary

The County of Santa Barbara (the County) contracted with KPMG LLP (KPMG) in May 2019 to conduct an operational and performance review of all County departments. KPMG conducted a review of the County Counsel Department commencing in August 2022. The purpose of this review was to provide a high-level assessment of the Department to identify strengths and opportunities across key focus areas with the goal of enhancing overall operational efficiency, effectiveness, and service delivery provided by the Department.

Focus Areas

The following focus areas per division were developed in conjunction with the CEO’s Office and guide the focus of this review.

	Staffing Analysis	Staffing analysis, including the use of in-house and outside counsel and benchmarking of other county staffing structures.
	Operational Review	Operational review of internal processes, including case management and after action/debrief approaches, procedure for processing contracts, and roles/responsibilities in legal proceedings.
	Assessment Appeals	High-level review of assessment appeals recommendation implementation.

Figure 1: Source: KPMG

Scope and Methodology

Over an eight-week period, the KPMG team conducted the following activities:

- More than 15 interviews with Department leadership and staff to understand the organizational structure, roles and responsibilities, operations, and processes of the Department
- Analysis of available data, reports, and policy documents to understand the demands upon and the operations of the Department
- An organization structure review was conducted on the eight comparison counties specified in our contract at the request of the CEO’s Office: Monterey, Solano, Sonoma, Tulare, Placer, San Luis Obispo, Marin, Santa Cruz, and Ventura. Please refer to the Appendix for the Organization Structure Benchmarking section of this report for further detail.
- A benchmarking and leading practice review was also conducted across three benchmark counties including Monterey, Tulare, and Sonoma. Please refer to the Appendix for detailed full-time equivalents (FTE) and budget benchmarking per division.



Figure 2: Source: KPMG

Description

The Department is responsible for defending or prosecuting all civil litigation in which the County, or its officers or employees in their official capacities, are parties. The Department provides civil legal advice and services to the Board of Supervisors and other County officers, departments, Boards, Commissions, Committees, and Special Districts. All of this advances the County’s public service objectives while helping to protect the County from loss and risk.

Department Orientation

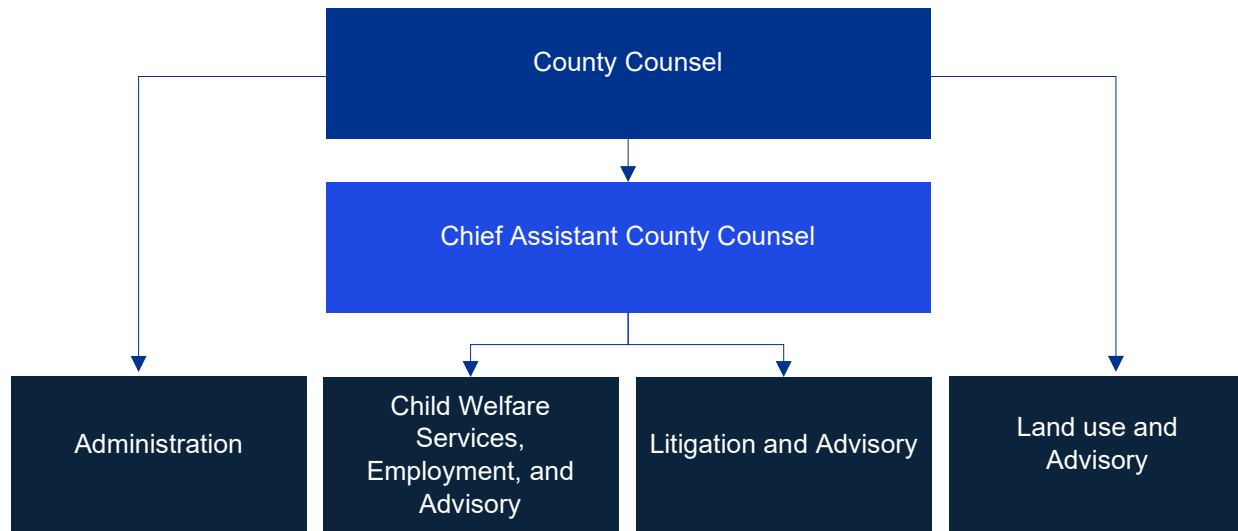


Figure 3: Source: KPMG

Mission Statement

By statute, County Counsel is the legal adviser to the Board of Supervisors. We advance and defend the County’s civil policies and actions by: looking ahead; advising and providing options; and litigating. We work closely with the Board of Supervisors and other County officers to maintain the civil legal integrity of the County of Santa Barbara.

Budget Information for Fiscal Year 2021–2022

\$11.7 million	\$0	\$9.6 million	43
Operating Expenses	Capital Assets	General Fund Contribution	FTEs

Figure 4: Source: KPMG

County Benchmarks

Benchmarking is typically undertaken across eight benchmark counties including Monterey, Solano, Sonoma, Tulare, Placer, San Luis Obispo, Marin, and Santa Cruz. However, there are significant differences across counties with regard to the types of litigation that is managed within the Office of County Counsel and the types of litigation that is referred to outside counsel.

As such, for the purposes of benchmarking and developing the average FTEs and budgets outlined in the table below, **Monterey, Tulare, and Sonoma** were chosen as comparable counties as they are most similar in terms of population and functions of the office. However, it should be noted that Tulare and Monterey County both have Risk Management included within their County Counsel Departments. Please see County Benchmarks Appendix for further detail on benchmarking.

		Santa Barbara	Average
FY22-23 (Recommended)	County Counsel FTE	43	48
	Percent of Enterprise	0.96%	0.97%
	County Counsel Budget (\$'000)	\$11,648	\$30,500
	Percent of Enterprise	0.78%	1.12%
FY21-22 (Adopted)	County Counsel FTE	43	52
	Percent of Enterprise	0.99%	1.07%
	County Counsel Budget (\$'000)	\$10,890	\$22,141
	Percent of Enterprise	0.81%	1.30%
FY20-21 (Actual)	County Counsel FTE	42	52
	Percent of Enterprise	0.98%	1.07%
	County Counsel Budget (\$'000)	\$10,337	\$21,534
	Percent of Enterprise	0.82%	1.23%

Figure 5: Source: KPMG

Commendations

The below commendations were identified during the course of the review and recognize the dedication of the Department to its mission.

Implementation of Juvenile Case Activity Tracking System (JCATS) for dependency cases

The Department recently implemented a new case management system for dependency cases called JCATS that has allowed the Department to transition dependency-related case files to an electronic platform. This system has allowed for digital file storage, reduced paper processes, and centralized case management, enhancing attorney and overall Department efficiency.

Research and approval of an updated Department-wide case management system

Commendably, the Department has undertaken extensive research and commenced the process to procure an update case management system for nondependency cases. This new system will allow the Department to automate processes, enhance collaboration, and more effectively track caseloads and staff activities as well as increase staff efficiencies in a range of areas.

Improved process for Behavioral Wellness contract approval

The Department reviews over 100 board contracts for the Behavioral Wellness Department on an annual basis. These reviews typically occur within a three month period. In recent months, the Department has collaborated with Behavioral Wellness to reform, enhance, and streamline the process in place for reviewing board contracts. This update process has allowed both departments to align on expectations and timelines and has further allowed County Counsel to better forecast workload related to these contract reviews.

Implementation of internal litigation training program

The Department has commenced internal litigation training for all attorneys and related support staff. These trainings are scheduled regularly and are focused on a variety of areas. This report includes a number of recommendations focused on further enhancing proactive education among staff to help ensure that staff continue to increase the critical skills and knowledge and allow for greater resiliency in the future.

Increased County department training

The Department has increased the frequency of litigation-related and other trainings for other county departments. These trainings cover various topics related to the litigation process and other topics such as the Brown Act, the Public Records Act, and the California Environmental Quality Act (CEQA). This report includes a number of recommendations to further enhance County department training to help ensure that other County departments continue to consistently understand and meet the expectations and timelines required by County Counsel.

Deep and demonstrated commitment to Department mission

At all levels of the Department, there is a demonstrated commitment to mission. The Department had to maintain operations during unprecedented circumstances within the last two years due to the COVID-19 pandemic and worked to provide the County with critical legal services. During this time, staff remain deeply committed, passionate, and dedicated to serving the Department's mission and demonstrate a high degree of resiliency.

Renew '22 Mapping

The recommendations made within the operational and performance review have been aligned to the Renew '22 transformation behaviors to help ensure that the recommendations are driving toward the Renew '22 strategic vision, as seen in the figure below. The colored tiles identify the Renew '22 transformation behaviors that align to each recommendation.

			Transformation Behaviors				
			Alignment with vision	Data-driven decision-making	Strategic thinking	Risk taking	Collaborative problem-solving
Staffing Analysis	1.1	Enhance regular caseload and activity tracking to improve data-driven decision-making related to staffing mix, resource allocation, and task assignment.					
	1.2	Enhance reporting and tracking of outside counsel utilization by case type to consistently evaluate internal staffing needs and enhance budget planning.					
Operational Review	2.1	Enhance data tracking and reporting related to case outcomes, staff productivity, and performance to allow for increased operational oversight.					
	2.2	Conduct an assessment of internal training needs for LOPs and develop formal internal debrief processes to allow for more proactive education.					
	2.3	Enhance frequency and approach to County department training and formalize debrief approaches to allow for more proactive education and communication across County departments.					
Assessment Appeals	3.1	For complex cases received from Assessor, County Counsel should work with Assessor to develop additional internal criteria to assess workload to allow for enhanced decision-making on caseload assignment, staffing, and resource mix.					
Assessment Appeals	3.2	Engage with the Assessor's Office to obtain access to the assessment appeals documents to streamline information sharing processes between both departments.					
	3.3	Establish a data reporting framework across County Counsel, Clerk of the Board, and the Assessor's Office to enable a process wide view of performance across the assessment appeals process.					

Figure 6: Source: KPMG

Prioritized Timeline

The following report consists of eight recommendations that were developed as part of this review. Proposed high-level timing and prioritization for each recommendation is depicted below. Please refer to the Appendix for a more detailed timeline by month.

			High-level Timeline			
			Months 1–3	Months 4–6	Months 7–9	Months 10–12
Staffing Analysis	1.1	Enhance regular caseload and activity tracking to improve data-driven decision-making related to staffing mix, resource allocation, and task assignment.				
	1.2	Enhance reporting and tracking of outside counsel utilization by case type to consistently evaluate internal staffing needs and enhance budget planning.				
Operational Review	2.1	Enhance data tracking and reporting related to case outcomes, staff productivity, and performance to allow for increased operational oversight.				
	2.2	Conduct an assessment of internal training needs for LOPs and develop formal internal debrief processes to allow for more proactive education.				
	2.3	Enhance frequency and approach to County department training and formalize debrief approaches to allow for more proactive education and communication across County departments.				
Assessment Appeals	3.1	For complex cases received from Assessor, County Counsel should work with Assessor to develop additional internal criteria to assess workload to allow for enhanced decision-making on caseload assignment, staffing, and resource mix.				
	3.2	Engage with the Assessor's Office to obtain access to the assessment appeals documents to streamline information sharing processes between both departments.				
	3.3	Establish a data reporting framework across County Counsel, Clerk of the Board, and the Assessor's Office to enable a process wide view of performance across the assessment appeals process.				

Figure 7: Source: KPMG



Staffing Analysis

The below recommendations relate to recommendations to enhance data-driven decision-making as it relates to staffing mix, resource allocation, case assignment, and use of outside counsel.

1.1

Enhance regular caseload and activity tracking to improve data-driven decision-making related to staffing mix, resource allocation, and task assignment.

Benefit

Enhancing analysis of caseload and activities per attorney and Legal Office Professional (LOP) will have a number of key benefits:

- It will allow Department leadership to regularly evaluate attorney and LOP workload as well as assist with decision-making related to case assignment, helping to ensure appropriate caseloads across Department staff on a continual and consistent basis.
- Conducting this analysis on a regular basis over time will allow the Department to review trends in staff workload across the Department, particularly as it relates to more seasonal work, such as contract review. This may allow for greater oversight into periods of high workload and allow Department leadership to more proactively plan and align resources to workload during these periods of high demand.
- Finally, it will allow Department leadership to make more data-driven decisions surrounding staffing mix, resource allocation, and task assignment to help ensure that staff are consistently working on tasks that align best with their expertise and skill set.

Current State

During interviews, staff reported that during certain periods of a year, workload typically increases as a result of contract reviews for specific departments becoming due. While the Department commendably provides additional support to attorneys during these periods and although some workload particularly related to litigation can be challenging to plan for, interviewees noted that there is an opportunity to more proactively track and plan for periods of high workload and provide the required support at an earlier stage. As outlined in the Operational Review section of this report, the adoption of the update case management system as well as utilizing the timecard system to track staff activities may assist the Department in enhancing the tracking of caseload and workload per attorney.

Additionally, interviewees reported that there has been an increase in litigation caseloads in recent years with limited increases in the number of attorneys or LOPs (who are paralegals) to support this workload. Further, due to limited support staff, litigation attorneys consistently reported undertaking activities more aligned to the role of LOPs, such as scanning documents, completing binders, bookmarking, and more. As outlined in the table below, the Department currently employs 10 LOPs to support 32 attorneys, an attorney to LOP ratio of 1:3. However, based on a review of the Department’s organization chart, 1.5 LOPs are assigned to 4 Child Welfare attorneys, 5 LOPs are assigned to 10 litigation attorneys (general, risk, land use, assessment appeals) with the remaining 3.5 LOPs providing assistance to 18 attorneys including Chief Assistant County Counsel and County Counsel. While the Department’s overall attorney to LOP ratio appears to be in line with other benchmark counties as per the table below, there is an opportunity to conduct an assessment of staff workload and activities across all Department attorneys including litigation attorneys to help ensure that staff across the Department are consistently undertaking activities aligned to their role to determine whether additional LOPs are required to support current workload, particularly given the increase in litigation cases in recent times. It is important to note that additional LOPs may be required to support staff once

appropriate workload is realigned from attorneys to LOPs. In that respect, activity tracking will be critical to understand overall Department workload and, as such, the specific number of LOPs required to support the Department's attorneys.

Rate of Supervision and Rate of LOP to Attorney per Benchmark Counties						
	Santa Barbara	Tulare	Placer	SLO	Marin	Santa Cruz
Total FTE	43	*61.65	28	22.5	22	20
Legal Secretary/Attorney Ratio	1:3	1:2	1:3	1:36	1:7	1:3
Supervisor/ Attorney Ratio	1:8	1:4	1:3	1:4	N/A	N/A

**Tulare County includes a Risk Management Division that does not form part of other benchmark counties.*

Figure 9: Source: KPMG

Finally, Santa Barbara has the lowest supervisor to attorney ratio at one supervisor for 7.5 attorneys based on the benchmark analysis. Conducting an assessment of staff activities and related workload will also allow the Department to develop a data-driven method to understand if the current rate of supervision is sufficient to meet the Department's need.

Suggested Action Steps to Implement Recommendation

Action one: Conduct a detailed time study to determine the specific staff activities undertaken.

The Department should implement a detailed time study process to enhance visibility into the specific activities being undertaken by both attorneys and supervisors.

- **Step one:** As a first step, the Department should consider whether specific time codes can be added to the current timecard system to better track the key activities being undertaken by staff as they relate to case-specific activities or more administrative activities as they relate to scanning documents, completing binders, bookmarking, etc.
- **Step two:** As an alternative option, the Department may consider developing a low-barrier pilot program for Department staff to enter time spent on specific tasks undertaken. This pilot can be facilitated via a simple spreadsheet with prepopulated drop-down fields to reduce the time it takes to enter information. Staff should be encouraged to populate the spreadsheet daily to obtain the most accurate time spent on specific tasks.

Such time tracking exercises could be conducted monthly for three to six months and then analyzed to enhance the understanding of how both attorneys and LOPs are spending their time.

Action two: Conduct regular analysis of caseloads and workload to identify and plan for trends in demand.

As discussed in the Operational Review recommendations, following the implementation of the case management system, the Department should consider regularly analyzing available staff activity data on caseloads and workload across attorneys and LOPs as well as the time study outlined under action one above to identify trends in demand for service. Tracking this data on a current and historic basis going forward may allow the Department to track trends in demand for service for more predictable tasks such as department contract reviews and more proactively plan for workload increases in the future.

Action three: Develop a standard operating procedure to guide data input and reporting within the update case management system.

To support action two above, the Department should develop a standard operating procedure outlining the process for inputting staffing and caseload data into the case management system, the timeframes within which the data should be updated, as well as procedures for analyzing and reporting on this information. Staff should then be trained on this procedure to help ensure consistent adoption. The specific performance measures and reports which County Counsel should consider tracking and reporting on within the update case management system are outlined in detail within recommendation 2.3 and include:

- Number of active cases per case type
- Caseloads per attorney per case type
- Number of lawsuits per case type resolved per month/quarter/year
- Number of cases received per case type per month/quarter/year
- Total outside counsel usage and expenditure by firm
- Total number of cases per case type for which outside counsel is engaged
- Number of outside counsel hours provided by Department per month/quarter/year.

Action four: Evaluate whether administrative duties undertaken by attorneys can be redirected to LOPs. Based on analysis of the time study mentioned above, the Department may be able to determine if any administrative activities currently undertaken by attorneys across the Department can be transitioned to LOPs. This will help ensure that staff across the Department are consistently undertaking tasks aligned with their role, knowledge, and skill set. This may involve undertaking the following key steps:

- **Step one:** Evaluate the time study results to identify whether there are any tasks that can be transitioned to LOPs, such as scanning, bookmarking, and completing binders.
- **Step two:** Update any policies and procedures to align certain tasks to the role of LOP, if considered necessary.
- **Step two:** Train LOP staff on additional tasks as per recommendation 2.4, if considered necessary.

Action five: Conduct a staffing analysis to determine whether additional support staff are required. The Department should utilize the results of the time study and assessment of administrative duties under actions one and two above to conduct a staffing analysis. The staffing analysis will allow the Department to utilize data to determine additional LOP and supervisor staff need, if any. The Department should undertake the following steps to undertake this analysis:

- **Step one:** Evaluate the results of the time study to determine the key tasks being undertaken by attorney and LOP as well as related workload.
- **Step two:** Assess the level of administrative tasks being undertaken by attorney that can be transitioned to an LOP.
- **Step three:** Analyze the total length of time taken (in hours) to undertake administrative tasks by attorney/LOP based on the time study period.
- **Step four:** Evaluate the total available LOP time (in hours) available to the Department based on the time study period. This should account for vacation, holiday, average leave, etc.
- **Step five:** Utilize the results of steps three and four to understand the number of LOPs needed.
- **Step six:** The Department should conduct a similar analysis for attorney supervisors to identify whether additional supervision is required. This analysis should focus on the amount of time spent by supervisors directly supervising attorneys versus undertaking under direct client service tasks.

Action six: Engage with the CEO's Office to discuss any update to staffing needs based on the staffing analysis. As a final step, the Department should engage with the CEO's Office to discuss the

results of the staffing analysis, develop a business case for any additional staffing, and consider potential funding sources for such staffing.

1.2 Enhance reporting and tracking of outside counsel utilization by case type to consistently evaluate internal staffing needs and enhance budget planning.

Benefit

Enhancing the reporting, tracking, and analysis of outside counsel utilization by case type will provide the Department with a number of key benefits:

- Firstly, it will assist the Department in assessing those case types for which outside counsel frequency of engagement and related cost is at its highest. This will allow Department leadership to consistently evaluate whether it is more cost effective to internally recruit for certain expertise for eminent domain or bankruptcy type cases where a high number of cases for certain case types are continually outsourced to outside counsel.
- Secondly, it will allow the Department to regularly evaluate outside counsel usage month-on-month and year-on-year, informing future potential budget needs and enhancing overall budget planning.

Current State

Currently, County Counsel engages outside counsel for certain areas of legal specialty, including cases related to bankruptcy, eminent domain, False Claims Act, inverse condemnation, criminal law, and disclosure counsel. Finally, all medical malpractice and workers' compensation litigation are currently outsourced to outside counsel through the County's insurance.

Across interviews, interviewees reported that outside counsel is typically engaged when it is considered most cost effective or when the Department does not have the required expertise or resources to represent the County. In the current state, the Department tracks the number of cases for which outside counsel is utilized and related outside counsel usage at a high level, presenting an opportunity for the Department to more proactively and consistently track outside counsel engagement at a more granular level. For example, the Department should consider analyzing and reporting on the number of cases by case type for which outside counsel is utilized, the reason why outside counsel is engaged, the number of hours spent by outside counsel per case type, cost per hour as well as overall spend by case type. Regular analysis of this data per case type (bankruptcy, eminent domain, etc.) on a quarterly, biannual, and annual basis will help ensure that Department leadership have the data needed to assess whether it is more cost effective to internally recruit for certain expertise, particularly as it relates to bankruptcy and eminent domain or for those case types where outside counsel utilization and spent is consistently high. Additionally, tracking this data on a regular basis will assist in budget planning and enhancing future budget projection and expenditure need as it relates to outside counsel usage.

Suggested Action Steps to Implement Recommendation

Action one: Establish a data reporting framework for outside counsel utilization: As a first step, the Department should consider developing a data reporting framework for tracking and reporting on outside counsel utilization and related cost. The framework should identify the following key areas:

- The data and processes needed to allow for an in-depth tracking of outside counsel utilization and usage per case type (Please see action two for example data points)
- The staff member responsible for compiling, tracking, and reporting on key data points
- The frequency of reporting (i.e., monthly, quarterly, biannual, annual)
- The method of reporting (i.e., Excel, Power BI, PowerPoint)
- The key recipients of the reports.

The Department may also consider whether the update case management system (LegalServer) will assist with tracking and reporting on this information.

Action two: Develop the key data points to be tracked to assess outside counsel utilization. In addition to developing a reporting framework, the Department should consider developing key data points to be tracked to effectively assess outside counsel utilization and usage per case types. Such data points may include but are not limited to:

- Number of outsourced cases by case type
- Expenditure per case type
- Cost per hour per case type
- Key reason for outside counsel use per case type (specialty, lack of system functionality etc.)
- Outcome per case type.

Action three: Utilize available data to make operational decisions related to staffing and resources. Having developed a data framework and key data points for reporting, Department leadership should evaluate key data points on a quarterly, biannual, and annual basis to assess consistent trends in outside counsel utilization and cost by case type over time. The Department may also consider conducting a historical analysis of available data to evaluate past trends in outside counsel utilization by case type. Department leadership should utilize this data to assist with operational decision-making surrounding staffing and resourcing. For example, in circumstances where the engagement of outside counsel for specific case types is consistently high, Department leadership may consider conducting a cost-benefit analysis to determine whether it may be more cost effective to recruit internally for specific expertise related to these cases. Furthermore, closely analyzing year-on-year expenditure related to usage of outside counsel may assist in the budget planning process and enhance decision-making regarding future budget projections.



Operational Review

The recommendation below are associated with enhancing internal processes, debrief approaches, and overall case management to further increase the efficiency and effectiveness of Department operations.

2.1 Enhance data tracking and reporting related to case outcomes, staff productivity, and performance to allow for increased operational oversight.

Benefit

Enhancing data and regular reporting to Department leadership following the implementation of the update case management system will have the following benefits:

- It will help to ensure that the Department has a standardized process and system in place to track and report on specific data points on a consistent basis, allowing for increased operational oversight.
- It will allow key stakeholders to have the information needed to identify opportunities to further increase efficiency and enhance operations across a range of areas including case management, staff caseloads, outside counsel use, and overall department operational performance.

It is important to note that any update case management system should have the functionality to track and report on the additional performance metrics selected for adoption by the Department, as noted in recommendation 2.1.

Current State

In the current state, the Department tracks and evaluates three key operational metrics on an annual basis as follows:

- Percentage of litigated cases resolved at 85 percent or less than the amount reserved by Risk
- Percentage of litigated cases resolved without payment
- Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date.

While these operational metrics are important and should continue to be tracked, they do not provide an overarching view of Department operational performance.

As such, in the future, following the implementation of the case management system, the Department should utilize available data to enhance data tracking and reporting on staff caseloads, case outcomes, and outside counsel use. Examples of data tracking that could be adopted by the Department based on leading practices are outlined in the suggested action steps section of this recommendation below.

Case Study Spotlight

LA County, CA: LA County tracks information related to lawsuits, training, and hours spent per client entity as follows:¹

- Annual number of hours provided for client training
- Number of litigation lawsuits received and resolved by the County

¹ [2020-21-PERFORMANCE-MEASURES.pdf \(lacounty.gov\)](#)

Contra Costa County, CA:² Contra Costa County tracks data related to response times and caseloads as follows:

- Respond to 90 percent of written requests for services requiring drafting or legal analysis within 30 days or negotiated time targets, including extensions
- Respond to 90 percent of requests for approval as to form of county standard form contracts within seven working days after receipt of request
- Number of New Dependency and New Court Cases Opened.

Marin County, CA:³ Marin County has implemented the tracking of data related to use of outside counsel utilization and annual claims:

- Percent of cost savings in legal fees using office attorneys compared with outside counsel
- Percent of annual claims resulting in lawsuits
- Number of oral opinions provided.

Suggested Action Steps to Implement Recommendation

Action one: Establish key data points to enhance tracking and reporting on Department operations. Following the implementation of the case management system, the Department should develop key data points to enhance tracking and reporting on Department operations, across a range of areas including case volume, staff caseloads, outside counsel use, and case outcomes per case type, among others. Examples of such data points include but are not limited to:

- Number of active cases per case type
- Caseloads per attorney per case type
- Number of lawsuits per risk and dependency cases resolved per month/quarter/year
- Number of cases received per risk and dependency cases per month/quarter/year
- Total outside counsel usage and expenditure by firm
- Total number of cases per case type for which outside counsel is engaged
- Number of outside counsel hours provided by Department per month/quarter/year.

Action two: Develop a standardized structure for reporting on Department operations. Once key data points have been identified, the Department should integrate the selected data points into the update case management system and other technology systems. As part of the implementation plan recommended for development in recommendation 2.1, the Department should engage with the system vendor to help ensure the case management system procured has the capability to track the data points selected. These data points should be analyzed on a monthly or quarterly basis to help ensure Department leadership and key stakeholders have consistent insight into operations in a standardized way. It is important to note that the case management system should have the functionality to create on-demand reports to allow Department leadership to consistently and proactively review data on operations and develop key insights to enhance department efficiencies and operations, where necessary.

² [2022-Performance-Report-County-Counsel \(ca.gov\)](https://www.ca.gov/2022-Performance-Report-County-Counsel)

³ [County of Marin Performance Measures \(marincounty.org\)](https://www.marincounty.org/County-of-Marin-Performance-Measures)

Action three: Develop a dashboard of key data points. The Department should also consider collaborating with Central IT to implement Power BI, which can be utilized to develop a monthly or quarterly dashboard to monitor key data points related to Department operations. However, in advance of any upload to Power BI for visualization, data will need to be analyzed and checked for data quality regularly.

Exemplar Dashboard

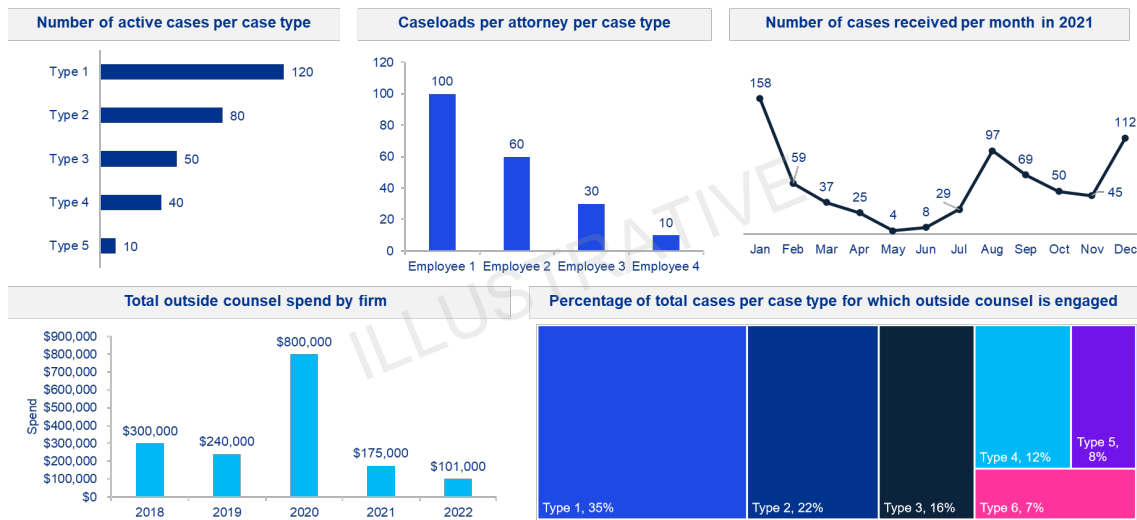


Figure 10: Source: KPMG

2.2 Conduct an assessment of internal training needs for LOPs and develop formal internal debrief processes to allow for more proactive education.

Benefit

Firstly, conducting an assessment of internal training needs and enhancing proactive education across the Department will help ensure that staff, particularly LOPs, continue to have the skills and knowledge required to most efficiently and effectively complete tasks. It will also allow for enhanced succession planning, helping to ensure greater resiliency in the future as the Department continues to evolve over time.

Secondly, implementing an internal debrief process on case outcomes per case type will allow attorneys to more proactively share experiences, leading practices, and lessons learned across specific cases and case types. This will promote greater cross-training, consistency and help ensure that attorneys continue to share expertise in an open environment focused on continually achieving best outcomes.

Current State

Across interviews, staff identified a number of opportunities as it relates to internal training:

- Firstly, based on interviews, there is an opportunity to enhance training and succession planning for the Department's LOPs. While LOPs are provided with onboarding training, it is focused on countywide processes rather than specific department-level training. Interviewees reported that LOPs would benefit from enhanced training related to bookmarking, completing case binders, developing tables of contents, utilizing Microsoft applications, and enhancing understanding of the overall litigation process and related activities undertaken by attorneys. Providing this training may help ensure that LOPs consistently have the skill, knowledge, and expertise to support the key needs of the Department's attorneys effectively and efficiently.
- Secondly, interviewees reported that there is an opportunity for enhanced cross-training and succession planning for LOP workload. For example, in certain circumstances, one LOP may hold the expertise to undertake certain tasks related to dependency, litigation, and other case types. This can create challenges when an LOP is on leave or staff attrition occurs.

In addition to internal training for LOPs, the Department may consider enhancing the processes in place for undertaking internal case debriefs. Presently, staff are encouraged to share information on case outcomes during weekly staff meetings. However, there is no formal dedicated debrief process in place that requires attorneys to connect on a monthly or quarterly basis to discuss recently closed cases, case outcomes, lessons learned, and leading practices used.

It should be highlighted that during the course of this review, attorneys reported that the current allotted training fund per attorney is not sufficient to cover external training needs such as attendance at annual conferences or other external trainings. However, amending policies specifically related to the training fund per attorney is not within the Department's control and therefore not addressed in the action items listed below.

Suggested Action Steps to Implement Recommendation

Action one: Survey staff and identify training needs. As a first step, the Department should undertake a staff survey to identify key trainings needs across both attorneys and LOPs. If developing formal surveys is not the desire of Department leadership, the Department may continue to hold focus groups to gain staff perspective on training needs on an annual basis. Examples of questions for inclusion in this survey are as follows:

- How would you rate the overall level of training currently received?
- What are the key challenges you currently face that could be resolved with increased training?
- What are the key areas you see the greatest need as it relates to training?
- How would you like future training to be facilitated virtually, in person, on demand (prerecorded videos)?
- How would you improve the current process to training?
- What are the key areas of training need for County department served as it relates to engaging with County Counsel?
- Are you interested in becoming a facilitator for future internal trainings?

Action two: Develop a training and succession plan aligned to staff need. Following the completion of surveys or focus groups, Department leadership may designate a staff member(s) to

compile and evaluate the results to discern the most critical training need. Having identified the training need, the Department should develop a training and succession plan, which may involve undertaking the following steps:

- Step one: Identify internal training facilitators to provide training
- Step two: Develop training materials based on training need and feedback from focus groups and/or surveys in action one above
- Step three: Develop a training schedule
- Step four: Following commencement of training, ensure that materials are accessible to staff members on a SharePoint site to allow staff to refresh learnings at any time.

Action three: Create a formalized Department debrief process. The Department may consider establishing a formal debrief process by way of dedicated monthly or quarterly meetings. These meeting should act as a forum to share case outcomes, challenges, lessons learned, and leading practices and should be attended by attorneys and LOPs, as needed. This process will allow for increased collaboration, information sharing, and proactive education between attorneys, allowing for a forum for cross-training and promoting enhanced future case outcomes.

2.3

Enhance frequency and approach to County department training and formalize debrief approaches to allow for more proactive education and communication across County departments.

Benefit

Enhancing the frequency and approach to County department training will help ensure that the departments served by County Counsel consistently understand their role, area of responsibility, and expectation as it relates to providing documents, court filings, and other information with regard to specific case types. It will also help promote more proactive education at a broader level, helping to ensure that County departments understand the primary reasons for certain legal cases across case types including litigation and dependency, for example, as well as the actions that County Counsel must undertake to resolve these cases. This may assist decision-making for County departments in the future, helping to ensure that they have the knowledge and expertise to enhance the management of County risk and prevent instances of potential litigation, where possible, for example.

In addition to enhancing the frequency and levels of County department training, the Department may consider enhancing and formalizing the current approach to case debrief discussions for cases involving County departments. This will help ensure that there is a consistent, formal, and operational process in place to discuss lessons learned per case and train departments on future potential mitigation practices, help ensure that lessons learnt are put into practice, and potentially mitigating legal risk in the future.

Current State

Currently, County Counsel provides training to departments using two key approaches:

- Firstly, a department’s assigned attorney provides training to key department staff on an annual basis. This training is both formal and informal in nature and typically covers roles, responsibilities, processes, procedures, deadlines, and communication protocols.

- Secondly, over past year, County Counsel has commendably begun to facilitate larger trainings with multiple departments on a range of areas largely focused on litigation and Brown Act policies.

The County department training efforts undertaken to date by the Department are commendable. However, there is an opportunity to further enhance proactive education and training to County departments in the future, given interviewees reported the following key challenges:

- Attorneys often experience challenges in obtaining the correct documentation, filing and other detail from County departments in an accurate and timely way. For example, litigation attorneys reported regularly returning to departments to request document updates, given initial document submission is not in the format required for case filings.

The Department has a process in place to debrief on cases with County departments. For cases involving Risk Management, the process involves holding a debrief meeting with both Risk Management and the department involved to discuss future potential actions, updates to processes or procedures, and overall recommendations. When the case does not involve Risk Management, the Department follows up with the department involved to discuss any future potential actions. However, interviewees reported that these processes are not documented and not consistently followed across cases. As such in the future, there is an opportunity to document and operationalize this process to help ensure that it is consistently adopted.

Suggested Action Steps to Implement Recommendation

Action one: Continue to conduct an assessment of County department training need. As a first step, the Department should continue to conduct an assessment of training needs across the County departments served. In conducting this assessment, the Department may consider surveying a selection of key staff in addition to Department leadership across County departments to understand the primary training need and area of interest for legal-focused trainings. The Department may also consider holding focus groups with County Counsel staff to understand key challenges in engaging with County departments and evaluating areas where broader Countywide trainings or more frequent training may be beneficial. Example of survey/focus group questions include:

- What are the key legal issues you currently face?
- What are the frequent questions you ask when engaging with County Counsel?
- What are the key challenges you currently face in liaising with County Counsel that could be resolved with increased training?
- What are the key areas you see the greatest need as it relates to training on legal issues and protocols?
- How would you like any future training to be facilitated virtually, in person, on demand (prerecorded videos)?
- What are the key areas of training need for county department served as it relates to engaging with County Counsel?

Action two: Develop a training program and related schedule. Having identified the critical training needs countywide, the Department should develop a training program and training schedule and communicate this program and schedule to County departments to help ensure optimal participation. In developing this training program, the Department should consider the following key actions:

- Finalize training topics based on training needs identified under action one above

- Consider training timelines and frequency and develop a training schedule for issuance to County departments.
- Identify internal training facilitator who will coordinate and facilitate the trainings
- Develop training materials for each training course
- Consider whether the training will be provided in person, virtually, or on demand (via recorded sessions).

Action three: Formalize the process for County department case debrief discussions. County Counsel should formalize the current County department debrief process to underscore its importance in advising departments on future actions, lessons learned, and leading practices going forward. Formally documenting and operationalizing the debrief process will help ensure that there is a standardized and consistent, process in place to discuss lessons learned per case and train departments on future potential mitigation practices, potentially mitigating legal risk in the future, as we as operationalize the debrief process internally for County Counsel.

Action four: Develop communication protocols with County departments regarding staff attrition. County Counsel should engage with County departments to develop communication protocols to help ensure that County Counsel consistently becomes aware of staff attrition or long-term leave across departments on a timely basis. This will allow County Counsel to more proactively plan and provide training to new staff, helping to ensure that they are consistently aware of roles, responsibilities, and expectation when engaging with County Counsel. This may enhance the accuracy of documentation provided as well as the timeframe within which it is provided.



Assessment Appeals

The below recommendations are associated with enhancing the assessment appeals process to further increase overall efficiency and service delivery. Currently, three departments are involved in the Assessment Appeals process, Assessor, Clerk of the Board and County Counsel in addition to the Assessment Appeals Board and the CEO’s Office that both play a key role in this process. It is important to note that County Counsel has an attorney-client relationship with the Assessor and represents the Assessor on cases in front of the Assessment Appeals Board and Superior Court. Complex assessment appeals cases are designated by the Assessment Appeals Board as cases where the total taxable value of the property involved is \$30 million or more in any one year. Cases assigned to County Counsel represent a relatively small number of total appeals cases. Since the Clerk of the Board has an independent role in the Assessment Appeals process, County Counsel and Assessor’s coordination with Clerk of the Board must be somewhat limited and arms-length. The recommendations below relate to multi-departmental recommendations that will require collaboration between Assessor, Clerk of the Board, and County Counsel and are focused on enhancing coordination and data sharing between all three departments. The Assessment Appeals Board and the CEO’s Office will also play a key role in implementing these recommendations. It is important to note that these processes will continue to be reviewed during the upcoming review of Clerk-Recorder, Assessor, Elections Department to help ensure that each Department’s perspective and process is considered.

3.1



For complex cases received from Assessor, County Counsel should work with Assessor to develop additional internal criteria to assess workload to allow for enhanced decision-making on caseload assignment, staffing, and resource mix.

Benefit

Developing additional internal thresholds to identify complicated and time-intensive assessment appeals cases assigned to County Counsel will have a number of key benefits:

- It will help ensure there is a standardized process in place for assessing complicated cases assigned to County Counsel that is consistently utilized across the Department.
- It will also enable Department leadership to more easily evaluate workload and level of effort per case from the outset of case assignment, allowing for a more proactive approach to workload evaluation.
- Finally, it will allow for enhanced decision-making as it relates to case allocation, helping to ensure that appropriate resources continue to be assigned to complicated cases, further helping to ensure appropriate caseloads and related workload across attorneys

It is important to note that these internal thresholds will be for utilization specifically by County Counsel for the purposes of considering potential workload and assisting with workload planning within the Department when the Department is engaged to represent the Assessor.

Current State

In the current state, County Counsel represents the Assessor on complex assessment appeals cases. Complex assessment appeals cases are designated by the Assessment Appeals Board as cases where the total taxable value of the property involved is \$30 million or more in any one year. However, the Assessment Appeals Board also has discretion to designate other appeals as complex irrespective of the taxable value, in which County Counsel also represents the Assessor. Examples of such cases include but are not limited to:

- Cases involving complex legal theory
- Cases involving complex appraisals
- Cases where the plaintiff has counsel and/or multiple attorneys
- Complex legal requests raised in appeal
- Cases where the appellant and property owner have previously appealed.

As noted, all cases assigned to County Counsel are considered complex by the Assessment Appeals Board. However, across interviews, attorneys reported that each case assigned varies in time and workload required for resolution, making some cases more complicated than others. For example, cases may vary based on number of properties assessed, type of properties assessed, reason for appeal and more with attorneys spending a range of time working on these cases. Therefore, focusing on a sole factor such as dollar value alone does not always accurately define the level of effort or workload associated with a case and an array of factors should be considered to provide a more comprehensive view of complicated cases. As such, in the future, there is an opportunity for the Department to develop additional internal thresholds to assess complicated cases assigned to County Counsel.

Suggested Action Steps to Implement Recommendation

Action one: Conduct a review of previous assessment appeals cases to identify commonalities in complicated cases. As a first step, the Department should consider conducting a review of workload associated with previous assessment appeals cases to identify common characteristics of complicated cases. Following the completion of this assessment, the Department should consider compiling a list of common characteristics of complicated cases resulting in heightened levels workload. Subsequently, the Department should consider developing key internal thresholds or categories to act as a framework for identifying complicated cases in the future. Examples of these thresholds include but are not limited to:

- Number of properties involved
- Reason for appeal
- Types of properties involved
- Cases where multiple attorneys represent property owners
- Type of legal theory for review.

Action two: Develop a matrix of internal thresholds to assess complicated cases assigned to County Counsel. Following the development of internal thresholds per action one above, the Department may consider developing a matrix and related process map that visually outlines the thresholds and decision points to be assessed when considering potential case complexity and related workload for assessment appeals cases assigned to County Counsel. The matrix should also consider weighting the internal thresholds to identify the certain thresholds and characteristics that may result in a more intensive workload than others. This matrix should be utilized as a key tool in assessing

complexity levels and making decisions on case allocation and caseload in the future. It is important to note that these internal thresholds will be for utilization specifically by County Counsel for the purposes of considering potential workload and assisting with workload planning within the Department when the Department is engaged to represent the Assessor.

Action three: Train staff and operationalize internal thresholds. The Department should also train relevant staff on how to utilize the matrix and process map developed under action two above to evaluate complicated cases in the future. This training may form part of any training program developed by the Department in the future as recommended in recommendation 2.4 and should cover the following areas at a minimum:

- Purpose of the matrix for assessing case complexity levels developed under action two above
- The steps to undertake in identifying complicated cases utilizing the internal thresholds
- The process for assigning complicated cases to attorneys.

Action four: Conduct periodic reviews of internal thresholds on a go-forward basis. In the future, the Department should evaluate the thresholds and decision points developed per action two above on a periodic basis, potentially every three to five years. This will help ensure that the internal thresholds utilized to assess complicated cases are consistently in line with the workload being undertaken by attorneys as well as any changes in process or regulation, etc., that may affect that workload.

3.2



Engage with the Assessor's Office to obtain access to the assessment appeals documents to streamline information sharing processes between both departments.

Benefit

Engaging with the Assessor's Office to allow assessment appeals attorneys to access the assessment appeals documents will provide the following benefits:

- It will allow for a more streamlined information sharing process between County Counsel and the Assessor's Office helping to ensure that one system is utilized to share information and documentation as opposed to the current process, which utilizes multiple information sharing platforms.
- It will assist assessment appeals attorneys in viewing key documents and information at an early stage and prevent the need for duplication of work across County Counsel and the Assessor's Office in exchanging document and sharing information.
- It will also help ensure that County Counsel has access to all available case information at the outset reducing the need to frequently engage with the Assessor's Office to request further information or case documents, as necessary.
- Finally, it will help ensure that case information is located in a single place, allowing for ease of accessibility for key stakeholders across both County Counsel and Assessor's Office

It is important to note that the implementation of this recommendation is not solely within the control of County Counsel and this will be a multi-departmental function requiring collaboration and coordination between the Assessor's Office and County Counsel.

Current State

In the current state, County Counsel has access to the Assessment Appeals website that is operated by the Clerk of the Board. This website shares publicly available information on assessment appeals cases. However, in order to share internal case documents largely related to property valuations, such as past Assessors' reports, documentation detailing the type and number of assets held on a property, and property type, County Counsel and the Assessor's Office utilize a range of platforms, including:

- Smartsheet: The departments have recently adopted smartsheet to share information, resolve queries, and upload documents. However, across interviews, staff reported that it is not consistently utilized across attorneys, with some attorneys preferring to utilize other data sharing platforms, such as email. Additionally, Smartsheet does not have the functionality to share documents greater than 20 pages in length, and in these instances, the departments must utilize email or Box accounts to share larger files.
- Box account: In certain circumstances, the departments utilize Box accounts to share data. Interviewees noted that Box is typically used for large files that may be greater than 50 pages in length.
- Email: The departments also utilize email to share information. Staff noted that utilizing email can often be challenging, particularly in instances where a case has a large number of documents, requiring multiple emails to be sent and received.

As outlined above, there are a number of different data sharing processes in place to share documents on assessment appeals cases that often result in files for a particular case being shared in a variety of differing ways, requiring staff across both County Counsel and the Assessor's Office to consistently upload and download documents from various platforms. In addition, the numerous information sharing platforms can result in challenges in locating specific case information given the inability to search for documentation using one dedicated platform. The use of these information sharing platforms is due to the fact some Assessor information is confidential and should not be shared.

In the future, to streamline the current information sharing process, there is an opportunity for assessment appeals attorneys to be provided with access to the Assessor's Office network of documents, which houses all relevant documents with regard to a case. This will allow assessment appeals attorneys to access all relevant documents related to a case, as well as information that is not otherwise confidential, on demand and in a more readily available manner without relying on the Assessor's Office to upload and provide these documents. It is important to note, that the necessary security protocols can be put in place to help ensure that assessment appeals attorneys only have the capability to view documents related to the specific cases they are working on.

Suggested Action Steps to Implement Recommendation

As noted the implementation of this recommendation is not solely within the control of County Counsel, but will be multi-departmental effort requiring collaboration and coordination between the Assessor's Office and County Counsel.

Action one: Engage with the Assessor's Office to develop a data sharing agreement. As a first, step, County Counsel should engage with the Assessor's Office to develop a data sharing agreement. This agreement will act as a precursor for providing assessment appeals attorneys with access to the Assessor's Office network of documents. The data sharing agreement should cover the following key areas:

- Parties to the agreement
- Purpose and objectives of the data sharing agreement

- Roles and responsibilities of each party under the data sharing agreement
- Type of data/information being shared
- Processes in place to access data
- Security protocols for accessing data.

Action two: Collaborate with County IT to allow County Counsel access to the Assessor’s Office’s network: As a next step, leadership across County Counsel and the Assessor’s Office should collaborate with the County’s IT team to provide assessment appeals attorneys with access to the Assessor’s Office network of documents. It is important to note that the necessary security access and protocols should be put in place by County IT to help ensure that assessment appeals attorneys only have access to documents related to the specific cases they work on, including property valuation documentation, such as past Assessors’ reports, documentation detailing the type and number of assets held on a property, and property type.

Action three: Provide training to staff on the update processes as a result of the data sharing agreement: Finally, the Department should develop training for assessment appeals attorneys to advise them of the new process in place for information sharing. The training should seek to advise on the data sharing agreement, train them on their role and responsibility as it relates to accessing the Assessor’s Office network of documents as well as the security protocols as a result of the data sharing agreement. Finally, the training should include a segment that provides an overview of the Assessor’s Office network of documents, how it is organized, and how information is saved to help ensure that attorneys utilize the most efficient and effective approach to locating case documentation. The Department may engage with the Assessor’s Office to provide the later portion of this training.

3.3



Establish a data reporting framework across County Counsel, Clerk of the Board, and the Assessor’s Office to enable a process-wide view of performance across the assessment appeals process.

Benefit

Establishing a data and reporting framework for the assessment appeals process will have a number of important benefits:

- It will help ensure that County Counsel, the Assessor’s Office, and Clerk of the Board have a formal and standardized process in place to collect, track, and evaluate on data points that encompass all aspects of the assessment appeals process.
- It will provide leadership across these three departments with a process-wide view of the assessment appeals process, operations, and performance and will encourage the three departments to collaboratively identify opportunities for process and operational enhancement.

This recommendation is not solely within the control of County Counsel, but will also require the engagement and participation of the Assessor’s Office and Clerk of the Board. Further, the primary driver of this recommendation will be the Assessor’s Office and Assessment Appeals Board and CEO’s Office as it relates to the scheduling of Assessment Appeals, particularly given that County Counsel is not engaged in the scheduling of Assessment Appeals cases. However, County Counsel should form part this process in a support role. Furthermore, the reporting framework for Assessment Appeals will continue to be reviewed as part of the review of the Clerk-Recorder, Assessor, Elections Department.

Current State

In January 2022, the Board of Supervisors adopted a new set of local rules for the County's assessment appeals process, which were developed by the Assessment Appeals Board. The rules are focused on ensuring uniformity in processing and making decisions on assessment appeals cases. The rules will become fully effective in November 2022 and include two key guiding principles and data points surrounding case management and timelines for case conferencing specific to complex cases as follows:

- An Initial Case Conference will be set by the Clerk of the Board within 120 days after application filing.
- The Clerk of the Board will provide written notice of the time, date, and place of an initial case conference at least 30 days before the conference date.

While the adoption of these new data points is commendable, they are largely focused on complex cases and do not provide an overview of systemwide performance and cycle times from application submission to case resolution. A systemwide view of performance is critical for County Counsel, Clerk of the Board, and the Assessor's Office to collaboratively evaluate performance across all aspects of Assessment Appeals including both complex and regular cases. It is key to encouraging the three departments to more holistically identify potential process enhancements and efficiencies rather than focusing on their role or area of expertise within the assessment appeals process.

Additionally, County Counsel, should collaboratively support the Clerk of the Board, and the Assessor's Office in developing a reporting structure to track these new data points. This reporting structure should consider the data that must be collected, how often reporting will occur, and the recipients of this data, among other considerations as outlined in the suggested actions steps section of this recommendation.

Suggested Action Steps to Implement Recommendation

As noted these actions are not solely within the control of County Counsel, but will also require the engagement and participation of the Assessor's Office and Clerk of the Board. Further, the primary driver of this recommendation will be the Assessor's Office, Assessment Appeals Board and CEO's Office as it relates to the scheduling of Assessment Appeals. County Counsel should form part this process in a support role.

Action one: Engage with Assessor's Office and Clerk of the Board to develop an additional set of data points to provide a system-wide view of operational performance, where required.

County Counsel should engage with the Assessor's Office and Clerk of the Board to collaboratively support the development of additional data points and guiding principles focused on overall cycle times between application submission and case resolution across both complex and regular cases. This will assist with identifying opportunities for process efficiencies and enhancement. Examples of the types of data points that could be adopted by the departments include but are not limited to those outlined below. Across interviews, staff reported that many of these metrics are tracked by the Clerk of the Board; however, they are not currently shared across Clerk of the Board, Assessor, County Counsel to allow each department to obtain a system-wide view of performance and collaboratively identify and resolve any process bottlenecks.

- Percentage and number of assessment appeals cases considered complex
- Percentage and number of assessment appeals cases considered noncomplex (i.e., regular cases)

- Timeframe between application submission and outreach to taxpayer per case type (i.e., complex and regular case)
- Timeframe between application submission and hearing date for regular cases
- Timeframe between application submission and resolution for regular cases
- Timeframe between application submission and conference hearing date for complex cases
- Timeframe between conference hearing date and case resolution for complex cases
- Timeframe between application submission and resolution for complex cases
- Timeframe between application submission and outreach to County Counsel for complex cases
- Number of prehearing conference briefs filed each year
- Number of hearing briefs filed each year
- Number of cases successfully defended by the County annually.

Action two: Develop a standardized reporting framework to track key data points. In addition to developing additional data points, County Counsel, should support the Clerk of the Board, and the Assessor’s Office in collectively developing a reporting framework to track the data points already adopted and becoming effective in November 2022 as well as any additional data points developed as recommended in action one. The reporting framework should consider and document the following key areas:

- The data which will need to be collected to report on key data points
- The staff member(s) across departments responsible for data collection and reporting
- The frequency of reporting
- The key stakeholders across departments to whom the data points will be reported
- The platform under which the data will be reported.

Once the reporting standards are established, the departments may consider engaging with County IT to develop a collaborative dashboard to report data. Utilizing an interactive dashboard will provide leadership within County Counsel, Clerk of the Board, and the Assessor’s Office with a real-time view data of system performance.

Action three: Establish separate quarterly meeting to discuss system performance. In the future, County Counsel and the Clerk of the Board, and separately County Counsel and the Assessor’s Office should establish a quarterly meeting to collectively discuss insights from the data points, collaboratively identify system challenges, data reporting challenges, as well as opportunities for system and overall process improvement. These meetings should also be utilized to allow the three departments to identify new guiding principles and data points for collection as the process evolves over time. Subsequently, the departments should engage with the Assessment Appeals Board where necessary to implement any identified changes using a coordinated and collaborative approach.



Organizational Structure

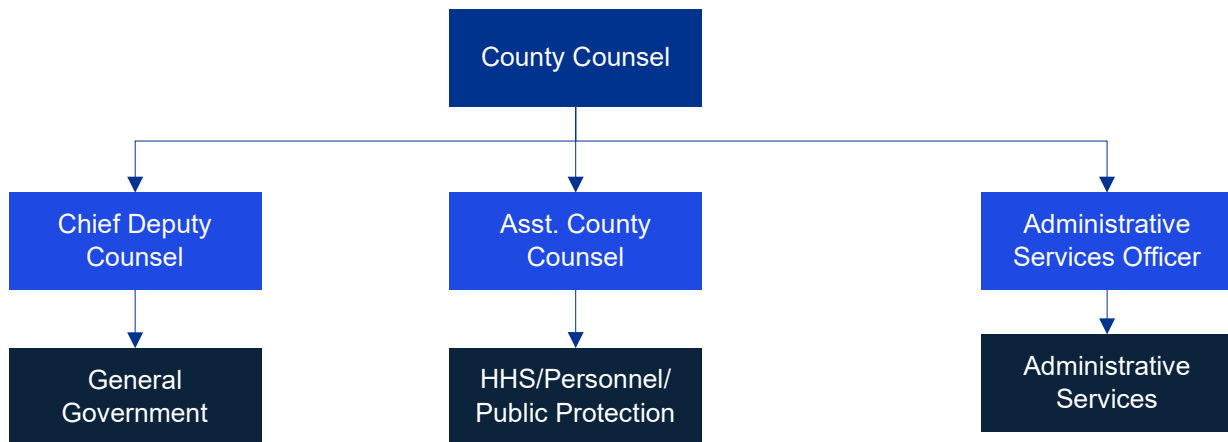
1 Marin County⁴

Department Organization Structure

In Marin, the County Counsel’s Office is made up of three key divisions including General Government, Personnel and Public Protection, and Administrative Services. These divisions collectively support the provision of legal advice and assistance to the Board of Supervisors, boards and commissions, special districts, and agencies. Such assistance includes negotiating and drafting contracts and legal documents as well as representing Marin County in all aspects of civil litigation and administrative hearings.

Executive Team Organization Structure

As depicted in the organization chart below, Marin’s County Counsel Office is led by a County Counsel, an Assistant County Counsel, Chief Deputy Counsel, and Administrative Services Officer across its key divisions.



Staffing

In FY 21–22 , Marin’s County Counsel Office has a budgeted staff of 22 FTEs across the roles outlined in the following table.

Position	Number of FTEs
County Counsel	1
Assistant County Counsel	1
Chief Deputy County Counsel	1
Administrative Services Officer – Conf	1
Administrative Secretary – Legal	1
Administrative Services Specialist – Conf	1
Civil Litigation Specialist	3
County Counsel III	5
County Counsel IV	6
Legal Secretary II – Conf	2

⁴ FY 2021–22 County of Marin Proposed Budget (marincounty.org)

Department Organization Structure

In Tulare, the County Counsel Office provides legal advice and representation to the Board of Supervisors, elected and appointed county officers, county department heads and staff, county boards and commissions, and other county public officials or agencies regarding all civil legal matters facing the County. County Counsel is also required to provide civil legal advice to memorial districts, sanitary districts, and resource conservation districts subject to request and payment of attorney's fees and costs. The County Counsel's Office also includes the Risk Management Division. The Risk Management Division protects the County's physical, fiscal, human, and goodwill assets through the administration of the County's Liability and Workers' Compensation Insurance, and safety programs.

Executive Team Organization Structure

An organization chart of Tulare's County Counsel Office is not publicly available; however, the Office is led by a County Counsel and five Deputy County Counsels specializing in CPS, Hearing Officer and Special Services, Personnel, Land/Jus, and Litigation.

Staffing

In FY 21–22, Tulare County's Office of County Counsel has a budgeted staff of 61.65 FTEs across the roles outlined in the following table.

Position	Number of FTEs
County Counsel	1
Chief Deputy Co Cnsl – CPS	1
Chief Deputy Co Cnsl – Land/Jus	1
Chief Deputy Co Cnsl – Litigate	1
Chief Deputy Co Cnsl – Pers	1
Chief Deputy Co Cnsl – Hearing	1
Account Clerk Senior K	2
Accountant III – K	1
Analyst – Risk Management III	6
Analyst – Risk Management, Supv	2
Attorney, Civil V – N	17.65
Civil Office Assistant Lead	5
Civil Office Assistant Lead B	3
Civil Office Assistant – Supv	2
Fiscal Manager	1
Legal Office Manager – Civil – B	1
Legal Services Specialist	3
Paralegal III K	6
Paralegal III K B	1
Risk Management Technician II	4
Risk Manager	1

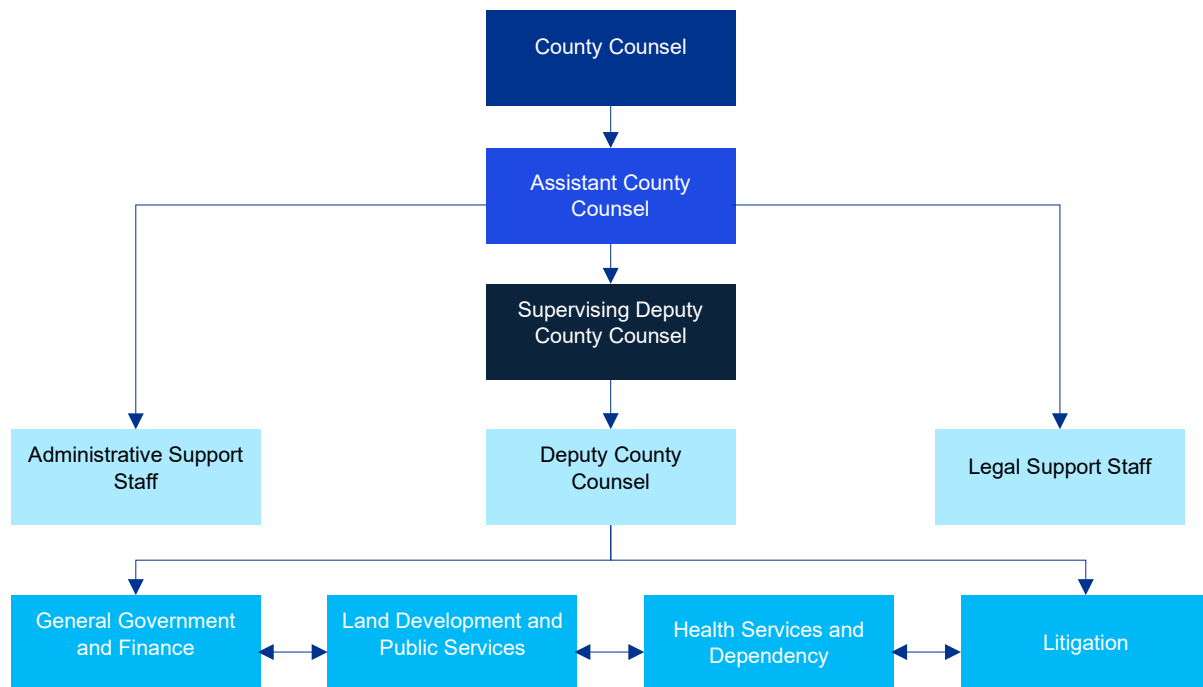
⁵ <https://tularecounty.ca.gov/cao/budget/fiscal-year-2022-23/>

Department Organization Structure

In Placer, the County Counsel's Office provides legal advice and representation for all programs, services, and activities of the County and to select special districts. This legal support is provided primarily through four key divisions including General Government and Finance, Land Development and Public Services, Health Services and Dependency and Litigation.

Executive Team Organization Structure

As outlined in the following organization chart, Placer's County Counsel is led by a County Counsel, Assistant County Counsel and three Supervising Deputy County Counsels.



Staffing

In FY 21–22, Placer's Office of County Counsel has a budgeted staff of 26 FTEs across the roles outlined in the following table.

Position	Number of FTEs
County Counsel	1
Assistant County Counsel	1
Deputy County Counsel – Supervising	3
Civil Legal Secretary – II	3
Civil Legal Secretary – Senior	2
Civil Legal Secretary – Supervising	1
Accounting Assistant – Journey	1
Administrative & Fiscal Officer – II	1
Staff Services Analyst – II	1

⁶ [Final-Version---Placer-Budget-Book-PDF \(ca.gov\)](#)

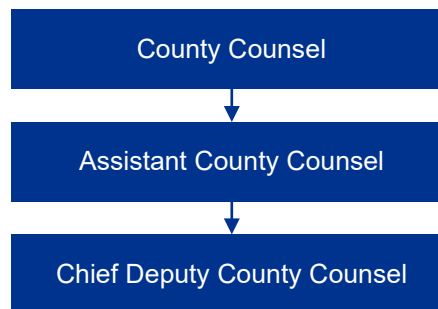
Deputy County Counsel - Senior	3
Deputy County Counsel – IV	9

Department Organization Structure

In San Luis Obispo, County Counsel provides legal services to the Board of Supervisors, county boards, commissions, departments, agencies, and special districts. The Department has two key programs that include litigation and legal advice. Litigation services relate to defending the County and its special districts in complex lawsuits including tax, personnel, contract, and land use matters to minimize liability and maximize county recovery. County Counsel also represent the County and protects the interests of the client in dependency cases. In addition to litigation, County Counsel also provides legal advice related to conducting legal research; drafting, reviewing, and approving agreements, contracts, and projects; and advises county department officers regarding their legal responsibilities under federal and state law.

Executive Team Organization Structure

As outlined in the organization chart below, San Luis Obispo's County Counsel's Office is led by a County Counsel, an Assistant County Counsel, and a Chief Deputy County Counsel.



Staffing

In FY 21–22, San Luis Obispo's County Counsel Office has a budgeted staff of 22.5 FTEs across the roles outlined in the following table.

Position	Number of FTEs
County Counsel	1
Assistant County Counsel	1
Chief Deputy County Counsel	1
Admin Asst Series	2
Admin Services Officer I or II	1
Deputy County Counsel I or II or III or IV	11
Deputy County Counsel I or II or III or IV	0.5
Legal Clerk	3
Legal Clerk – Conf	1
Supv Legal Clerk I	1

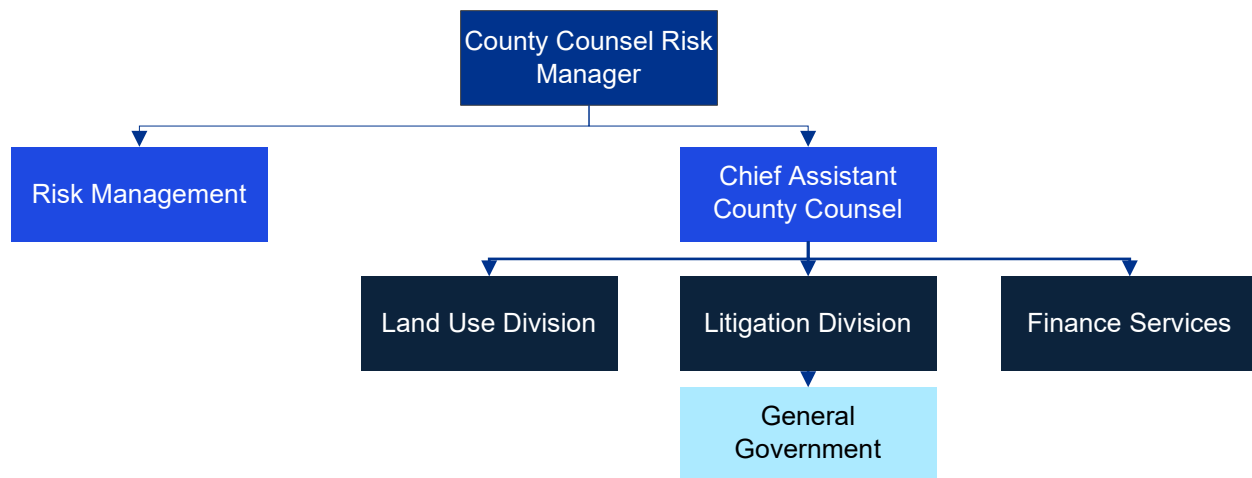
⁷ [FY-2020-21-Final-Budget-Book.pdf \(ca.gov\)](#)

Department Organization Structure

In Monterey County, the Office of the County Counsel acts as in-house legal counsel for the Board of Supervisors, county officers, departments, agencies, boards, and commissions, and also acts as a liaison and support to the Civil Grand Jury. The Office also manages and advises the Monterey County Civil Grand Jury and provides legal and insurance-related services for the Water Resource Agency. The Office consists of four divisions, which include General Government, Litigation, Land Use, and Risk Management, which collectively provide a range of services to key stakeholders.

Executive Team Organization Structure

As depicted in the organization chart below, Monterey's County Counsel is led by a County Counsel, and Chief Assistant County Counsel.



Staffing

In FY 21–22, Monterey's County Counsel Office has a budgeted staff of 54 FTEs across the roles outlined in the following table.

Position	Number of FTEs
County Counsel	1
Chief Assistant County Counsel	1
Assistant County Counsel	1
Associate Risk & Benefits Analyst	1
Senior Risk & Benefits Analyst	1
Principal Risk & Benefits Analyst	1
Management Analyst II	1
Management Analyst III	2
Safety Officer	1
Workers' Compensation Manager	1
Ergonomics Manager	1
Finance Manager I	1
Deputy County Counsel IV	15
Senior Deputy County Counsel	4

⁸ [Fund and Organizational Structure Relationship.xlsx \(monterey.ca.us\)](#)

Safety Coordinator/Investigator	3
Senior Secretary – Confidential	1
Administrative Secretary – Confidential	1
Legal Secretary III	7
Allocation on Loan Work Comp	10

Department Organization Structure

In Solano County, County Counsel provides both discretionary and mandated legal services to its elected and appointed officials, officers, departments, boards, commissions, and committees. It also serves a number of special districts and agencies within the county. County Counsel's duties involves providing legal services across a diverse range of areas including labor and employment, real estate development, purchasing and contracting, criminal justice, planning and environmental matters, public finance, tax assessment and collection, child and older adult protection, public health and safety, and civil litigation.

Executive Team Organization Structure

An organization chart of Solan's County Counsel Office is not publicly available; however, the Office is led by a County Counsel and an Assistant County Counsel.

Staffing

In FY 21–22, Solano's County Counsel Office has a budgeted staff of 21 FTEs across the roles outlined in the following table.

Position	Number of FTEs
County Counsel	1
Assistant County Counsel	1
Claims and Civil Litigation Manager	1
Dep County Counsel IV	10
Dep County Counsel V	3
Legal Procedures Clerk (C)	1
Legal Secretary (C)	3
Office Supervisor (C)	1

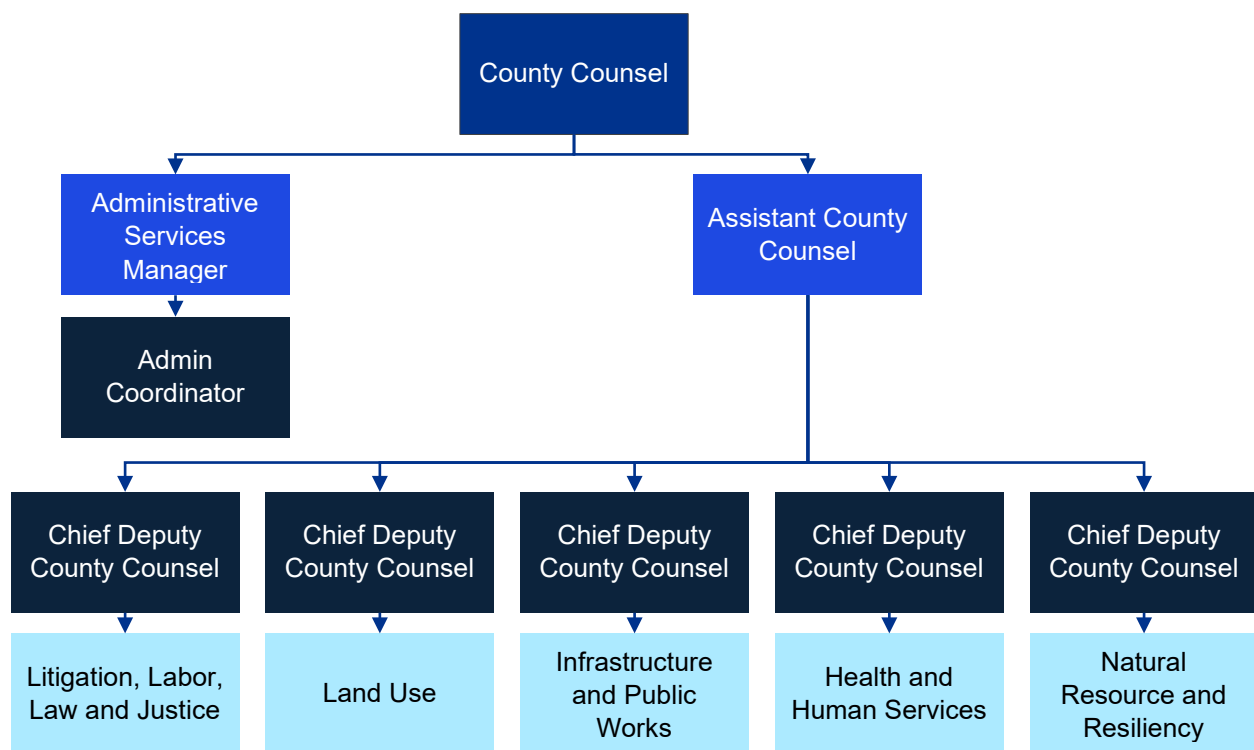
⁹ [blobdload.aspx \(solanocounty.com\)](http://blobdload.aspx (solanocounty.com))

Department Organization Structure

In Sonoma, County Counsel is the primary provider of legal services to the Board of Supervisors, county departments, and over 25 special districts. Sonoma's County Counsel has five divisions including Infrastructure and Public Work; Health and Human Services; Litigation, Labor, Law and Justice; Land Use; and Natural Resources and Resiliency. The County Counsel Office either directly handles or coordinates outside counsel in the defense of all claims filed against the County and proactively works to minimize risk and assist in policy development and implementation within each of its five divisions.

Executive Team Organization Structure

As depicted in the organization chart below, Sonoma County's Office of County Counsel is led by a County Counsel, an Assistant County Counsel, and five Chief Deputy County Counsels.



Staffing

In FY 21–22, Sonoma's County Counsel Office has a budgeted staff of 42.25 FTEs across the roles outlined in the following table.

Position	Number of FTEs
County Counsel	1
Assistant County Counsel	1
Administrative Services Officer I	1
Chief Deputy County Counsel	5
Administrative Aide Confidential	2
Deputy County Counsel IV	23.25
Legal Assistant Confidential	9

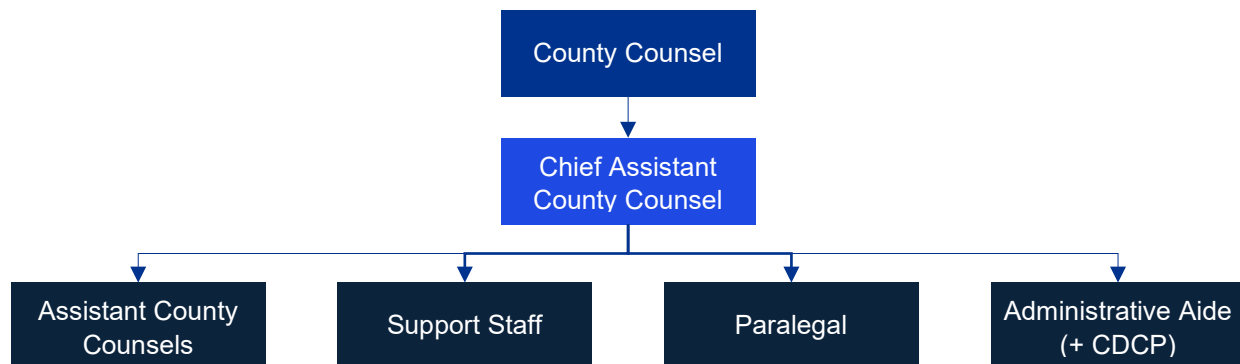
¹⁰ [Sonoma County Fiscal Year 2021-22 Adopted Budget](#)

Department Organization Structure

In Santa Cruz, the Office of County Counsel provides legal representation to the County in civil matters. The office is responsible for defending, representing, and providing legal advice to the Board of Supervisors, county departments and officials, and special districts as well as several county commissions and boards.

Executive Team Organization Structure

As depicted in the organization chart below, Santa Cruz's County Counsel is led by a County Counsel and a Chief Assistant County Counsel.



Staffing

In FY 21–22, Santa Cruz's County Counsel Office has a budgeted staff of 20.5 FTEs across the roles outlined in the following table.

Position	Number of FTEs
County Counsel	1
Chief Assistant County Counsel	1
ATTY III – CO Counsel	1
ATTY IV – CO Counsel	10.50
Legal Secretary I	2
Legal Secretary II	1
Office Assistant III	1
Paralegal	1
SR Legal Secretary	2

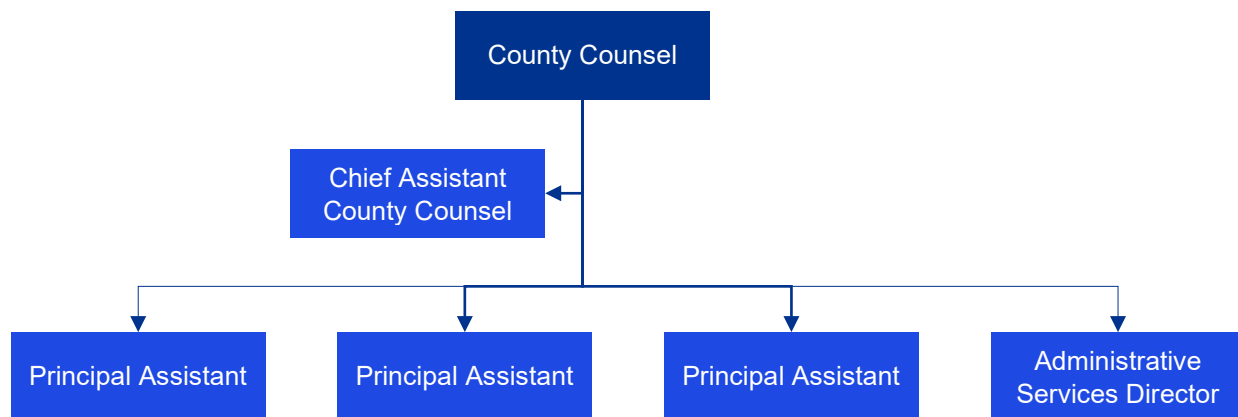
¹¹ [Department Budgets \(santa-cruz.ca.us\)](http://santa-cruz.ca.us)

Department Organization Structure

In Ventura, County Counsel acts as the chief legal adviser on civil matters to the Board of Supervisors and to all county agencies and departments. County Counsel utilizes outside counsel for all civil litigation with the exception of dependency, probate, and LPS. The County Counsel is also the legal adviser to several county-related independent agencies, to all special districts of which the Board of Supervisors is the governing body, and to all other special districts to which the office is obligated to provide legal services. The County Counsel also represents Children and Family Services in juvenile dependency trials.

Executive Team Organization Structure

As depicted in the organization chart below, Ventura's County Counsel is led by a County Counsel and a Chief Assistant County Counsel.



Staffing

In FY21–22, Ventura's County Counsel Office has a budgeted staff of 38 FTEs across the roles outlined in the following table.

Position	Number of FTEs
County Counsel	1
Chief Assist County Counsel	1
Principal Assistant County Counsel	3
Administrative Srvcs Drctr I	1
Accounting Technician – CC	1
Civil Attorney III	2
Legal Management Asst II – C	1
Legal Management Asst III – C	4
Legal Management Asst IV – C	3
Senior Civil Attorney	19
Civil Law Clerk	2

¹² [2. General Functions.pdf \(ventura.org\)](#)



Appendix

Department Recommendation Table

Department recommendations relate to the systems and processes needed for the Department to more efficiently manage its operations and provide services to the Board of Supervisors and County employees as they relate to the key focus areas reviewed. The following table outlines the recommendations and related actions for the Department to enhance operational efficiency.

#	Department Recommendations
Staffing Analysis	
1.1	<p>Enhance regular caseload and activity tracking to improve data-driven decision-making related to staffing mix, resource allocation, and task assignment.</p> <ul style="list-style-type: none"> — Action one: Conduct a detailed time study to determine the specific staff activities undertaken. — Action two: Conduct regular analysis of caseloads and workload to identify and plan for trends in demand. — Action three: Develop a standard operating procedure to guide data input and reporting within the update case management system. — Action four: Evaluate whether administrative duties undertaken by attorneys can be redirected to LOPs. — Action five: Conduct a staffing analysis to determine whether additional support staff are required. — Action six: Engage with the CEO’s Office to discuss any update to staffing needs based on the staffing analysis.
1.2	<p>Enhance reporting and tracking of outside counsel utilization by case type to consistently evaluate internal staffing needs and enhance budget planning.</p> <ul style="list-style-type: none"> — Action one: Establish a data reporting framework for outside counsel utilization. — Action two: Develop the key data points to be tracked to assess outside counsel utilization. — Action three: Utilize available data to make operational decisions related to staffing and resources.
Operational Review	
2.1	<p>Enhance data tracking and reporting related to case outcomes, staff productivity, and performance to allow for increased operational oversight.</p> <ul style="list-style-type: none"> — Action one: Establish key data points to enhance tracking and reporting on Department operations. — Action two: Develop a standardized structure for reporting on Department operations. — Action three: Develop a dashboard of key data points.

2.2	<p>Conduct an assessment of internal training needs for LOPs and develop formal internal debrief processes to allow for more proactive education.</p> <ul style="list-style-type: none"> — Action one: Survey staff and identify training needs. — Action two: Develop a training and succession plan aligned to staff need. — Action three: Create a formalized Department debrief process.
2.3	<p>Enhance frequency and approach to County department training and formalize debrief approaches to allow for more proactive education and communication across County departments.</p> <ul style="list-style-type: none"> — Action one: Conduct an assessment of County department training need. — Action two: Develop a training program and related schedule. — Action three: Formalize the process for County department case debrief discussions. — Action four: Develop communication protocols with County departments regarding staff attrition.
Assessment Appeals	
3.1	<p>For complex cases received from Assessor, County Counsel should work with Assessor to develop additional internal criteria to assess workload to allow for enhanced decision-making on caseload assignment, staffing, and resource mix.</p> <ul style="list-style-type: none"> — Action one: Conduct a review of previous assessment appeals cases to identify commonalities in complexity levels. — Action two: Develop a matrix of internal thresholds to assess the complexity levels of cases assigned to County Counsel. — Action three: Train staff and operationalize internal thresholds. — Action four: Conduct periodic reviews of internal thresholds on a go-forward basis.
3.2	<p>Engage with the Assessor’s Office to obtain access to the assessment appeals documents to streamline information sharing processes between both departments</p> <ul style="list-style-type: none"> — Action one: Engage with the Assessor’s Office to develop a data sharing agreement. — Action two: Collaborate with County IT to allow County Counsel access to the Assessor’s Office’s shared drive. — Action three: Provide training to staff on the update processes as a result of the data sharing agreement.
3.3	<p>Establish a data reporting framework across County Counsel, Clerk of the Board, and the Assessor’s Office to enable a process-wide view of performance across the assessment appeals process.</p> <ul style="list-style-type: none"> — Action one: Engage with Assessor’s Office and Clerk of the Board to develop an additional set of data points to provide a system-wide view of operational performance. — Action two: Develop a standardized reporting framework to track key data points. — Action three: Establish quarterly meeting to discuss system performance.

County Benchmarks.

Benchmarking is typically undertaken across eight benchmark counties including Monterey, Solano, Sonoma, Tulare, Placer, San Luis Obispo, Marin, and Santa Cruz. However, there are significant differences across counties with regard to the types of litigation that is managed within the Office of County Counsel and the types of litigation that is referred to outside counsel.

As such, for the purposes of benchmarking and developing average FTEs and budgets below, **Monterey, Tulare, and Sonoma** were chosen as comparable counties as they are most similar in terms of population and functions of the office. However, it should be noted that Tulare and Monterey County both have Risk Management included within their County Counsel Departments.

	Budgets in \$'000	Santa Barbara	Average	Monterey	Tulare	Sonoma
FY22-23	County Counsel FTE	43	48	54	N/A	41.25
	Percent of Enterprise	0.96%	0.97%	0.94%	N/A	0.99%
	County Counsel Budget	\$10,337	\$30,500	\$49,610	N/A	\$11,390
	Percent of Enterprise	0.82%	1.12%	1.7%	N/A	0.53%
FY21-22	County Counsel FTE	43	52	54	60.65	42.25
	Percent of Enterprise	0.99%	1.07%	0.98%	1.21%	1.02%
	County Counsel Budget	\$11,014, \$11,014	\$22,141	\$49,574	\$5,098	\$11,751
	Percent of Enterprise	0.81%	1.30%	3%	0.34%	0.56%
FY20-21	County Counsel FTE	41	52	54	60.65	41.25
	Percent of Enterprise	1.04%	1.07%	1%	1.21%	1%
	County Counsel Budget	\$11,649	\$21,534	\$48,958	\$4,203	\$11,441
	Percent of Enterprise	0.78%	1.23%	2.8%	0.31%	0.59%

Figure 11: Source: KPMG

Interview Schedule

This section provides detail on the meetings held with County Counsel during the review. Throughout the review period the KPMG team held over 15 interviews and focus groups with Department staff and providers to understand the organizational structure, roles and responsibilities, operations, and processes of the Department.

Meeting Name	KPMG Attendees	Client Attendees	Date
KPMG Review of County Counsel: Interview with Rachel Van Mullem	Caleb Schafer, Olivia Rabbitte, Lauren Leavitt	Rachel Van Mullem	August 8, 2022
KPMG Review of County Counsel: Interview with Amber Holderness	Olivia Rabbitte, Lauren Leavitt	Amber Holderness	August 9, 2022
KPMG Review of County Counsel: Interview with Michelle Montez	Olivia Rabbitte, Lauren Leavitt	Michell Montez	August 11, 2022
KPMG Review of County Counsel: Interview with Adriana de Bruin	Olivia Rabbitte, Lauren Leavitt	Adriana de Bruin	August 11, 2022
KPMG Review of County Counsel: Interview with Mark Yee	Olivia Rabbitte, Lauren Leavitt	Mark Yee	August 12, 2022
KPMG County Counsel Review (Focus Group 4 – Advisory Attorneys)	Olivia Rabbitte, Caleb Schafer	Mike Munoz and Johanna Hartley	August 16, 2022
KPMG County Counsel Review (Focus Group 6 – Legal Office Professionals)	Olivia Rabbitte, Caleb Schafer	Marleen Van de Huevel and Aaron Borjas	August 16, 2022
KPMG Review of County Counsel (Focus Group 2 – Dependency Attorneys)	Olivia Rabbitte, Caleb Schafer	Denise Hippach and Adam Crawford	August 17, 2022
KPMG County Counsel Review (Focus Group 5 – Assessment Appeal Attorneys)	Olivia Rabbitte, Caleb Schafer	Mike Munoz and Rana Warren	August 17, 2022
KPMG Review of County Counsel (Focus Group 3 – Litigation Attorneys)	Olivia Rabbitte, Caleb Schafer	Barbara Carroll, Mary Pat Barry, and Paul Lee	August 25, 2022
KPMG Review of County Counsel (Focus Group 1 – Civil Attorney Association Leadership)	Olivia Rabbitte, Caleb Schafer	Julius Abanise	August 29, 2022
KPMG Review of County Counsel (Focus Group with Teresa Martinez and Callie Kim)	Olivia Rabbitte, Caleb Schafer	Teresa Martinez and Callie Kim	September 8, 2022

Meeting Name	KPMG Attendees	Client Attendees	Date
KPMG Review of County Counsel (Focus Group with Lina Somait and Heather Smith)	Olivia Rabbitte, Caleb Schafer	Lina Somait and Heather Smith	September 8, 2022
County Counsel and KPMG Review Midpoint Meeting	Olivia Rabbitte, Caleb Schafer, Lauren Leavitt, Caoimhe Thornton	Angelica Ramirez, Jennifer Richardson, Michelle Montez, Mark Yee, Wesley Welch, Amber Holderness, Rachel Van Mullem	September 19, 2022
KPMG Follow-Up Interview: Assessment Appeals	Olivia Rabbitte, Caleb Schafer	Mike Munoz and Rana Warren	September 21, 2022

Figure 12: Source: KPMG

Data Inventory

The below chart outlines the data received from the Department to complete the departmental review.

Data Item	File Name
Mission Statement	1 Mission Statement.pdf
Conflict of Interest Guide	10 Conflict-of-Interest-Guide.pdf
10a Conflicts of interest 2020 updates	10a Conflicts of interest 2020 upadtes.pdf
CEQA – An Overview CoCo	11 CEQA – An Overview CoCo.pdf
County Liability	12 County Liability.pdf
Immunities – Defenses	13 Immunities—Defenses.pdf
Overview of County Contracting and Bidding Requirements	14 Overview of County Contracting and Bidding Requirements.pdf
County Counsel Law Guide – Contracts and Bidding	15 County Counsel Law Guide – Contracts and Bidding.pdf
County Counsel and Client Relationship	16 County Counsel and Client Relationship.pdf
Voting Requirements for BOS Jan 2012	17a Voting Requirements for BOS Jan 2012.pdf
Guidelines for Public Notice	17b Guidelines for Public Notice.pdf
Clerk of the Board Procedures	17c Clerk of the Board Procedures.pdf
Santa Barbara COB Docket Day Checklist	17d Santa Barbara COB Docket Day Checklist.pdf
PowerPoint Checklist for Board Meetings	17e PowerPoint Checklist for Board Meetings.pdf
Organization and Storage of Electronic Files	22 Organization and Storage of Electronic Files 04 2022 FINAL.docx
Conflicts Policy 7-27-22	24 Conflicts Policy 7-27-22.docx
Settlement Authority Board Letters	25 a, b, c, and d Settlement Authority Board Letters.pdf
LOP EPR	26 LOP EPR.docx
Attorney EPR form	27 Attorney EPR form.docx
Assignment list	3 Assignment list.docx
Santa Barbara County Board of Supervisors	4 Santa Barbara County Board of Supervisors.pdf

Data Item	File Name
County Departments	5 County Departments.pdf
BOS Schedule Meeting Dates and Location	6 Board of the Supervisors Schedule Meeting Dates and Locations 2022.pdf
Scope of County Authority	7 Scope of County Authority.pdf
Brown Act Basics	8a Brown Act Basics.pdf
Open Public Revised	8b Open-Public-V-Revised-2016.pdf
County Counsel Law Guide Brown Act	8c County Counsel Law Guide Brown Act Jan 2022.pdf
The People's Business	9a The People's Business.pdf
PRA PowerPoint Training	9b PRA PowerPoint Training.pdf
Binder Cover Sheet	Binder Cover Sheet.docx
Binder Side	Binder Side.docx
Exemplar OFFICE OF COUNTY COUNSEL TITLE	'Exemplar OFFICE OF COUNTY COUNSEL TITLE.docx
Coco Org Chart as of FY 22-23	Coco Org Chart as of FY 22-23.docx
FY 17-18 Labor Transactions	FY 17-18 Labor Trnasactions.xlsx
FY 18-19 Labor Transactions	FY 18-19 Labor Trnasactions.xlsx
FY 19-20 Labor Transactions	FY 19-20 Labor Trnasactions.xlsx
FY 20-21 Labor Transactions	FY 20-21 Labor Trnasactions.xlsx
FY 21-22 Labor Transactions	FY 21-22 Labor Trnasactions.xlsx
2.1 FY 17-18 Budget & Actual Expenditures	2.1 FY 17-18 Budget & Actual Expenditures.xlsx
2.1 FY 18-19 Budget & Actual Expenditures	2.1 FY 18-19 Budget & Actual Expenditures.xlsx
2.1 FY 19-20 Budget & Actual Expenditures	2.1 FY 19-20 Budget & Actual Expenditures.xlsx
2.1 FY 20-21 Budget & Actual Expenditures	2.1 FY 20-21 Budget & Actual Expenditures.xlsx
2.1 FY 21-22 Budget & Actual Expenditures	2.1 FY 21-22 Budget & Actual Expenditures.xlsx
2.2 FY 17-18 Revenues	2.2 FY 17-18 Revenues.xlsx
2.2 FY 18-19 Revenues	2.2 FY 18-19 Revenues.xlsx
2.2 FY 19-20 Revenues	2.2 FY 19-20 Revenues.xlsx

Data Item	File Name
2.2 FY 20-21 Revenues	2.2 FY 20-21 Revenues.xlsx
2.2 FY 21-22 Revenues	2.2 FY 21-22 Revenues.xlsx
Office of County Counsel SOP Table of Contents	Office of County Counsel SOP Table of Contents.docx

Figure 13: Source: KPMG

Operating Model Framework

This section describes the operating model framework that was developed to articulate how a function should be designed, structured, and operated to improve operational efficiency, effectiveness, and service delivery. It consists of six interacting layers that need to be considered in conjunction with each other to determine how to optimally deliver services to the public.

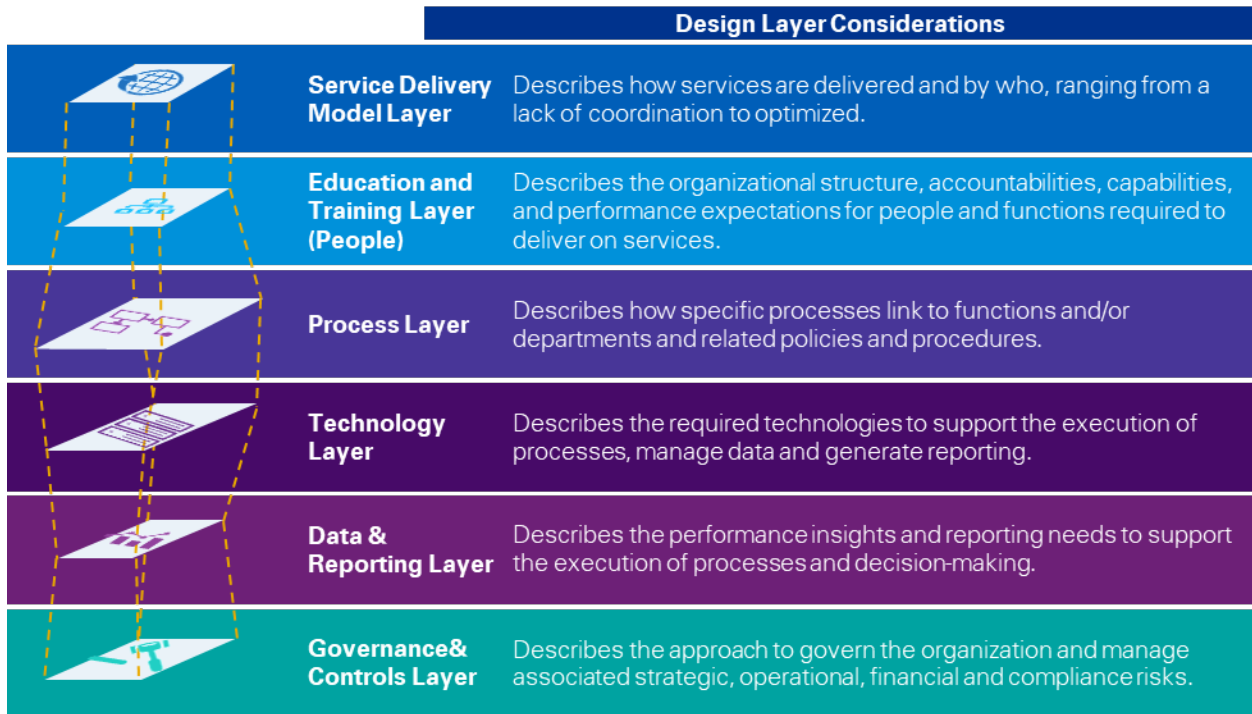


Figure 14: Source: KPMG

Prioritized Timeline

The following report consists of 10 recommendations across the three focus areas selected for review within the County Counsel Department. Proposed timing and prioritization for each recommendation is depicted below.

			High-level Timeline											
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Staffing Analysis	1.1	Enhance regular caseload and activity tracking to improve data-driven decision-making related to staffing mix, resource allocation, and task assignment.												
	1.2	Enhance reporting and tracking of outside counsel utilization by case type to consistently evaluate internal staffing needs and enhance budget planning.												
Operational Review	2.1	Enhance data tracking and reporting related to case outcomes, staff productivity and performance to allow for increased operational oversight.												
	2.2	Conduct an assessment of internal training needs for LOPs and develop formal internal debrief processes to allow for more proactive education.												
	2.3	Enhance frequency and approach to County department training and formalize debrief approaches to allow for more proactive education and communication across County departments.												
Assessment Appeals	3.1	For complex cases received from Assessor, County Counsel should work with Assessor to develop additional internal criteria to assess workload to allow for enhanced decision-making on caseload assignment, staffing, and resource mix.												
	3.2	Engage with the Assessor's Office to obtain access to the assessment appeals documents to streamline information sharing processes between both departments												
	3.3	Establish a data reporting framework across County Counsel, Clerk of the Board, and the Assessor's Office to												



Figure 15: Source: KPMG

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