

KPMG Operational and Performance Review

County Counsel



May 2023
Meeting of the Board of Supervisors

Today's Presentation

1. Context and Scope
2. KPMG Operational and Performance Review Summary
 - County Counsel
 - Community Services
 - Public Health
3. Department Response and Implementation Plan

Context

Renew 22 – improve efficiency, effectiveness and customer service of all County operations

KPMG selected in May 2019 after competitive process

9
departments
in Year 1

3
departments
in Year 2

8
Departments
in Year 3



Community Services

Completed



Public Health Re-review

Completed



County Counsel

Completed




Public Works

Currently in review



Agricultural Commissioner

Currently in review



Clerk-Recorder-Assessor-Elections

Currently in review



Auditor Controller

Currently in review



Treasurer Tax-Collector

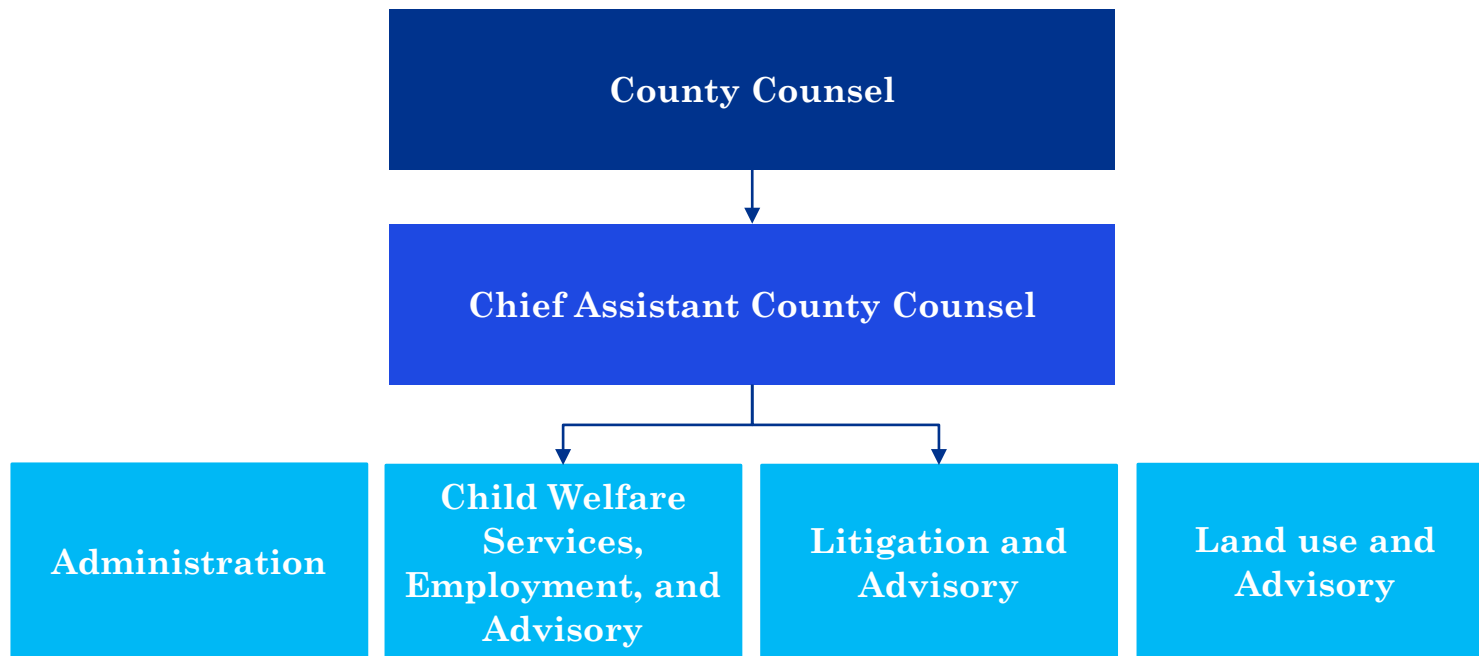
To be completed

Scope

- Compare to best practices to highlight where improvements needed
- Not a financial audit or budget cutting exercise
- Recommendations should result in savings, efficiencies or better performance and outcomes
- Areas of focus - selected with department and CEO's office
- Relies on department cooperation, data availability and interviews
- Scope did not include implementation plans; will be up to departments

Organization Overview: County Counsel

Staff: 43 FTE
Budget: \$11.7 Million

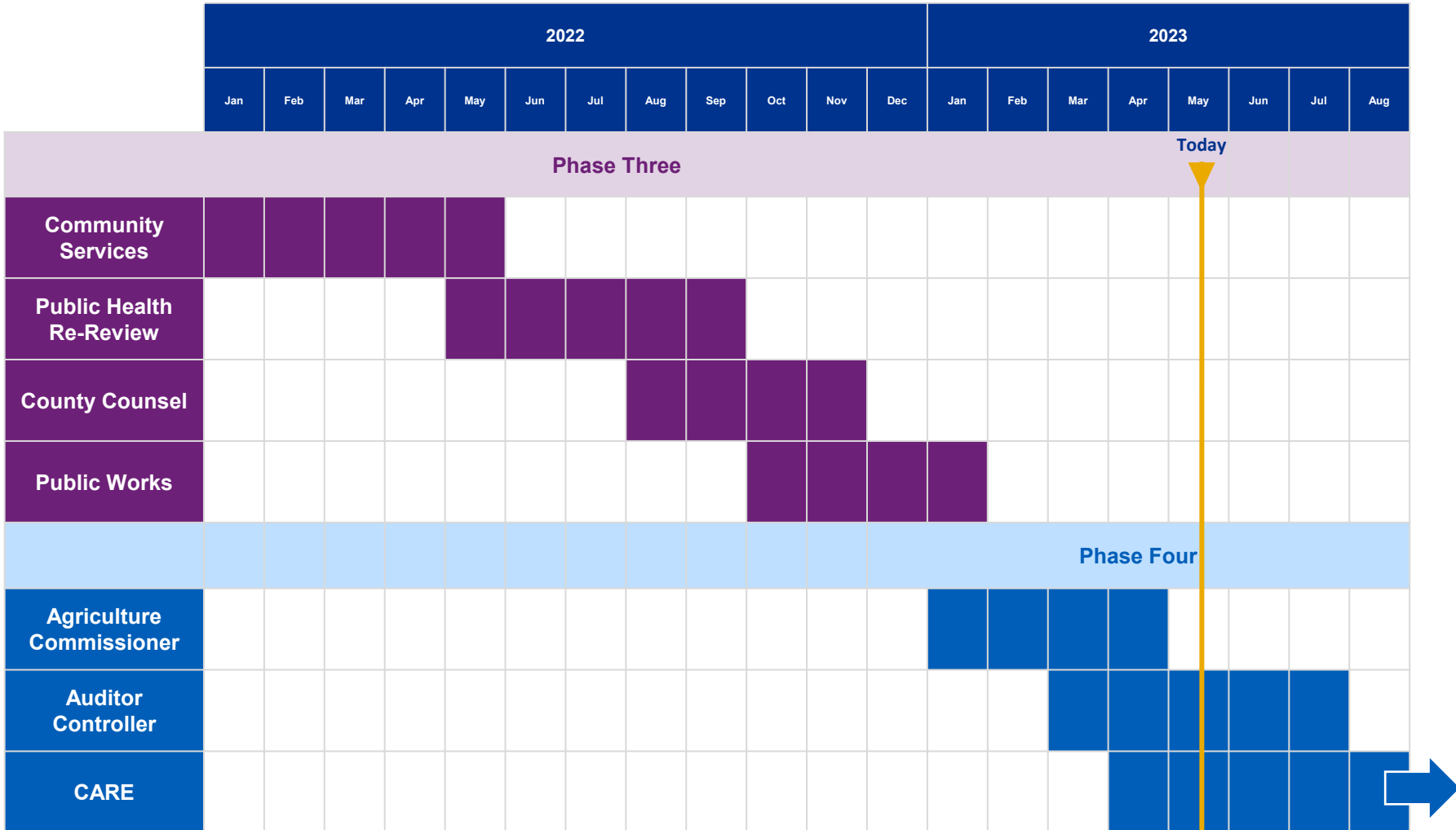




Improving Performance to Better Serve Our County Residents

**Board of Supervisors Presentation
County Counsel
May, 2023**

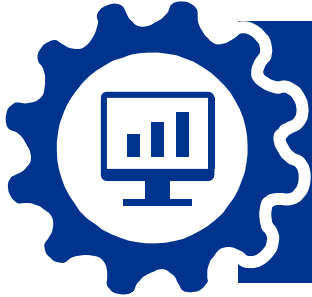
Project Timeline



Methodology



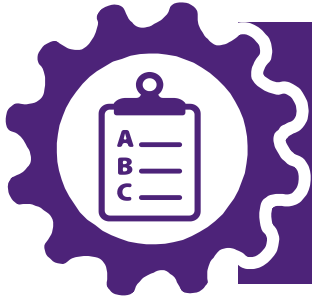
Commendations



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



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



Improved process for Behavioral Wellness contract approval

County Counsel Focus Areas

01

Staffing Analysis

Staffing analysis, including the use of in-house and outside counsel and benchmarking of other county staffing structures.



02

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.



03

Assessment Appeals

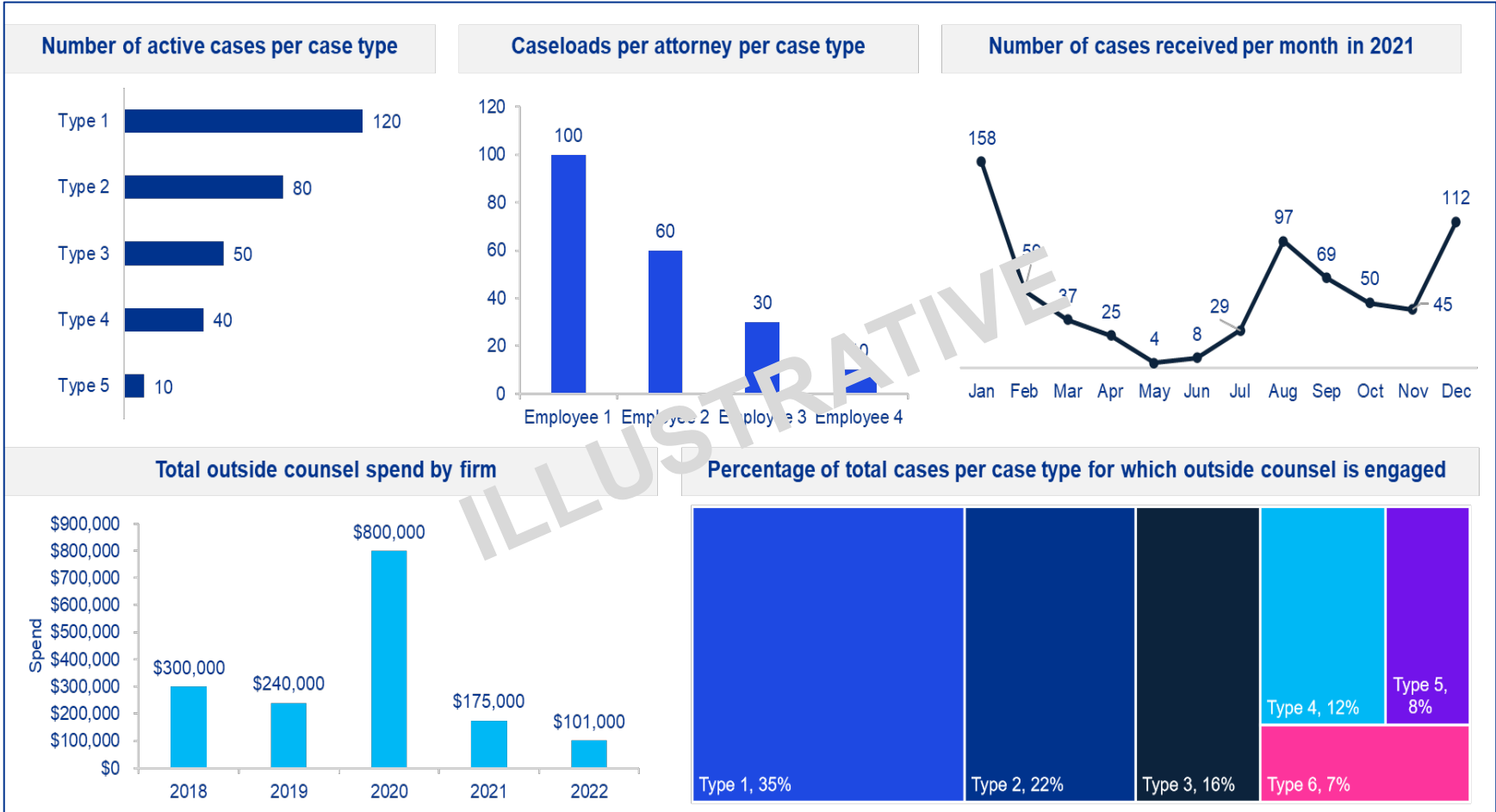
High level review of assessment appeals recommendation implementation.



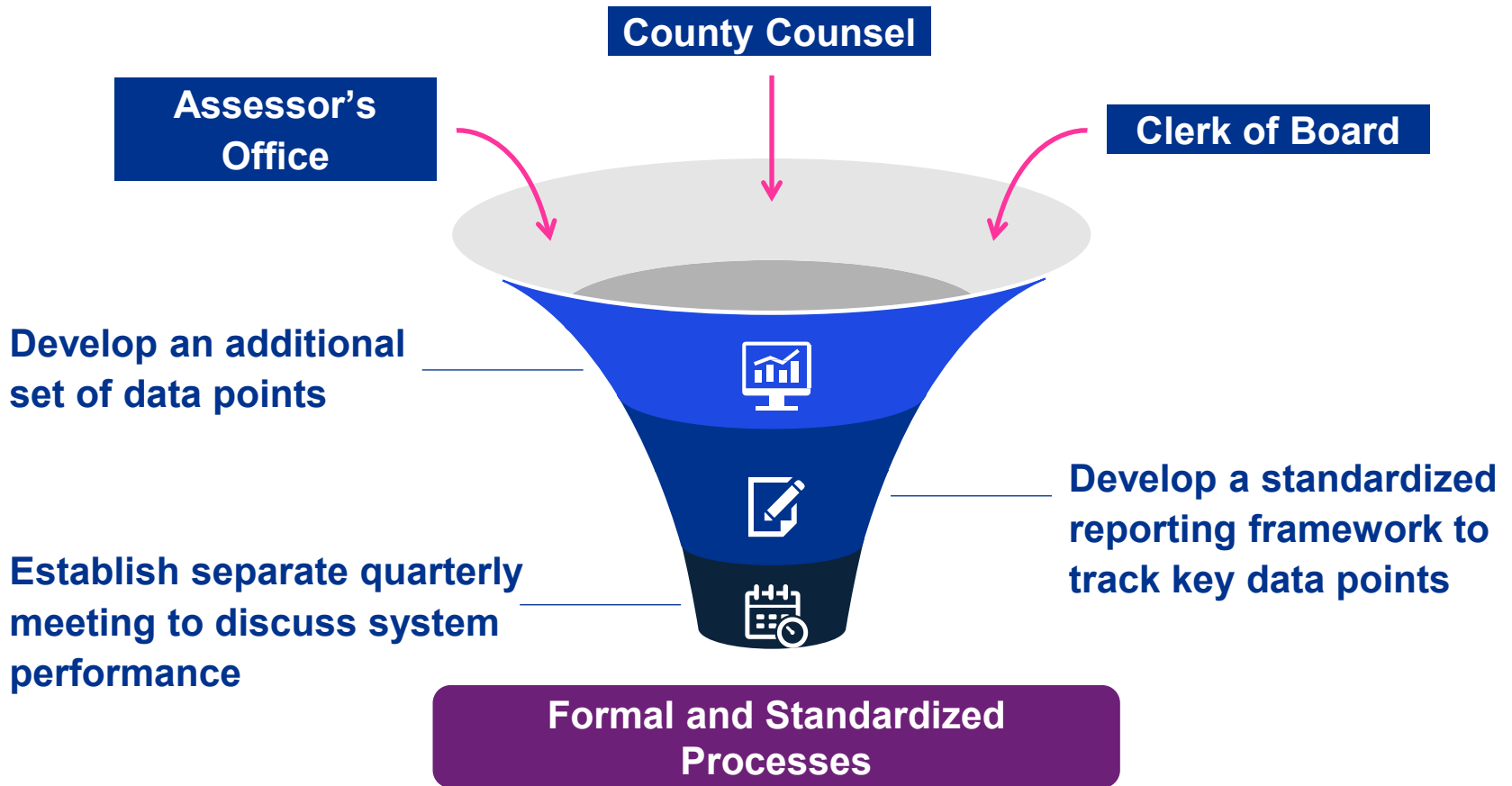
Enhance Caseload Tracking Functionality



Enhance Data Tracking and Reporting



Develop a Data Reporting Framework for Assessment Appeals





Questions

KPMG Operational and Performance Review of the Office of County Counsel

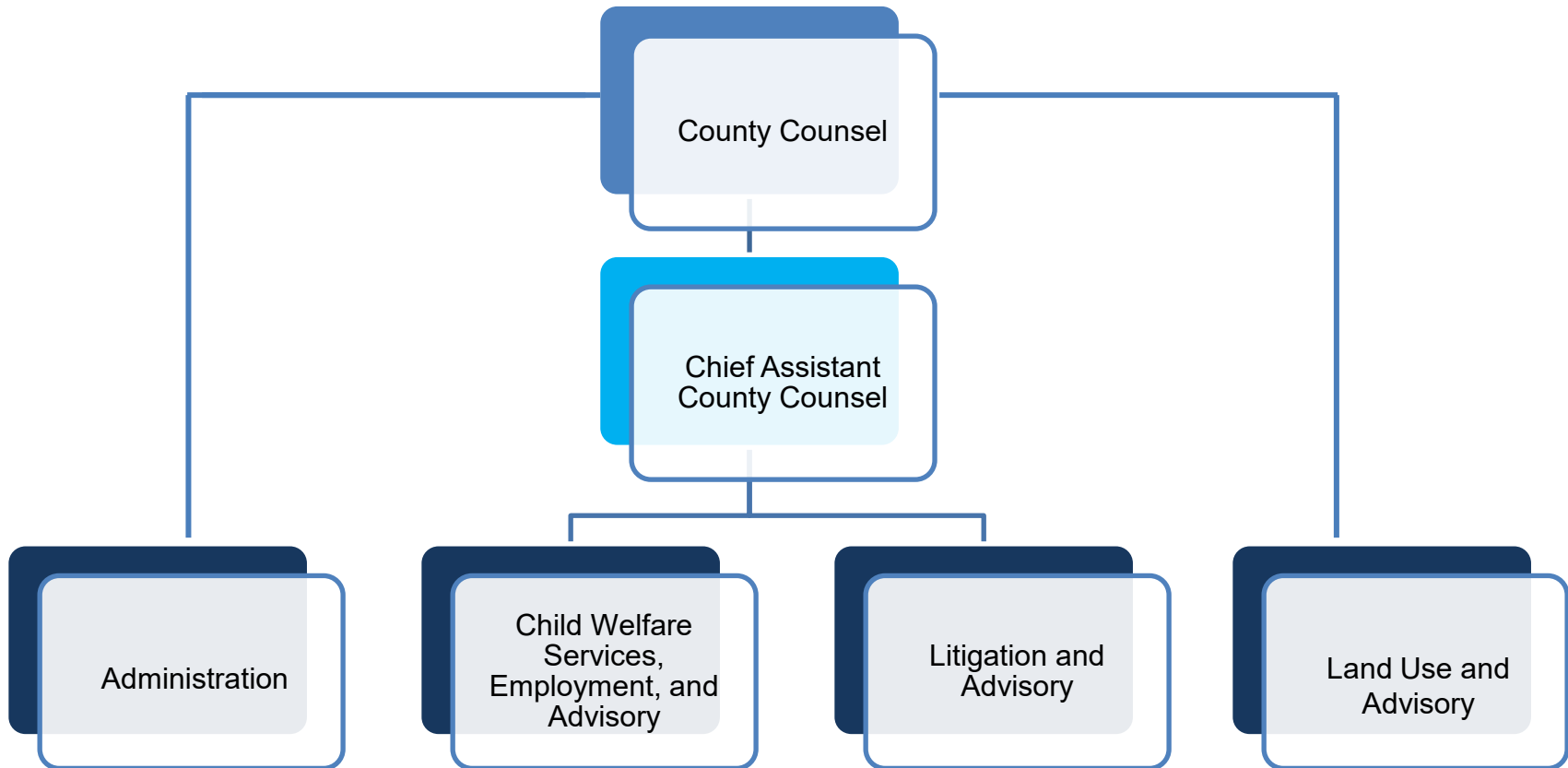
KPMG and County Counsel



May 16, 2023
Meeting of the Board of Supervisors

Department Orientation: County Counsel

Staff: 45 FTE
Budget: \$12,404,200 (FY: 23-24)



Commendations



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



Improved process for Behavioral Wellness contract review



Implementation of internal litigation training program



Increased trainings for County Departments



Deep and demonstrated commitment to Department mission

KPMG Recommendations



Staffing Analysis

Santa Barbara has the lowest supervisor to attorney ratio at 1 supervisor for 8 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.

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 includes Risk Management in County Counsel

STAFFING ANALYSIS

Recommendation	Response	Timeframe
1.1 - Enhance regular caseload and activity tracking to improve data-driven decision-making related to staffing mix, resource allocation, and task assignment.	Agree	Fall 2023
1.2 - Enhance reporting and tracking of outside counsel utilization by case type to consistently evaluate internal staffing needs and enhance budget planning.	Agree	Summer 2023

FINANCIAL MANAGEMENT

Recommendation	Response	Timeframe
2.1 - Enhance data tracking and reporting related to case outcomes, staff productivity, and performance to allow for increased operational oversight.	Agree	Spring 2024
2.2 - Conduct an assessment of internal training needs for LOPs and develop formal internal debrief processes to allow for more proactive education.	Agree	Summer 2023
2.3 - Enhance frequency and approach to County department training and operationalize debrief approaches to allow for more proactive education and communication across County departments.	Agree	Spring 2023

ASSESSMENT APPEALS

Recommendation	Response	Timeframe
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.	Agree	Spring 2023
3.2 - Engage with the Assessor's Office to obtain access to the assessment appeals documents to streamline information sharing processes between both departments.	Partially Agree	Spring 2023
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.	Agree	Fall 2023

QUESTIONS

