

# KPMG Operational and Performance Review of the Office of County Counsel

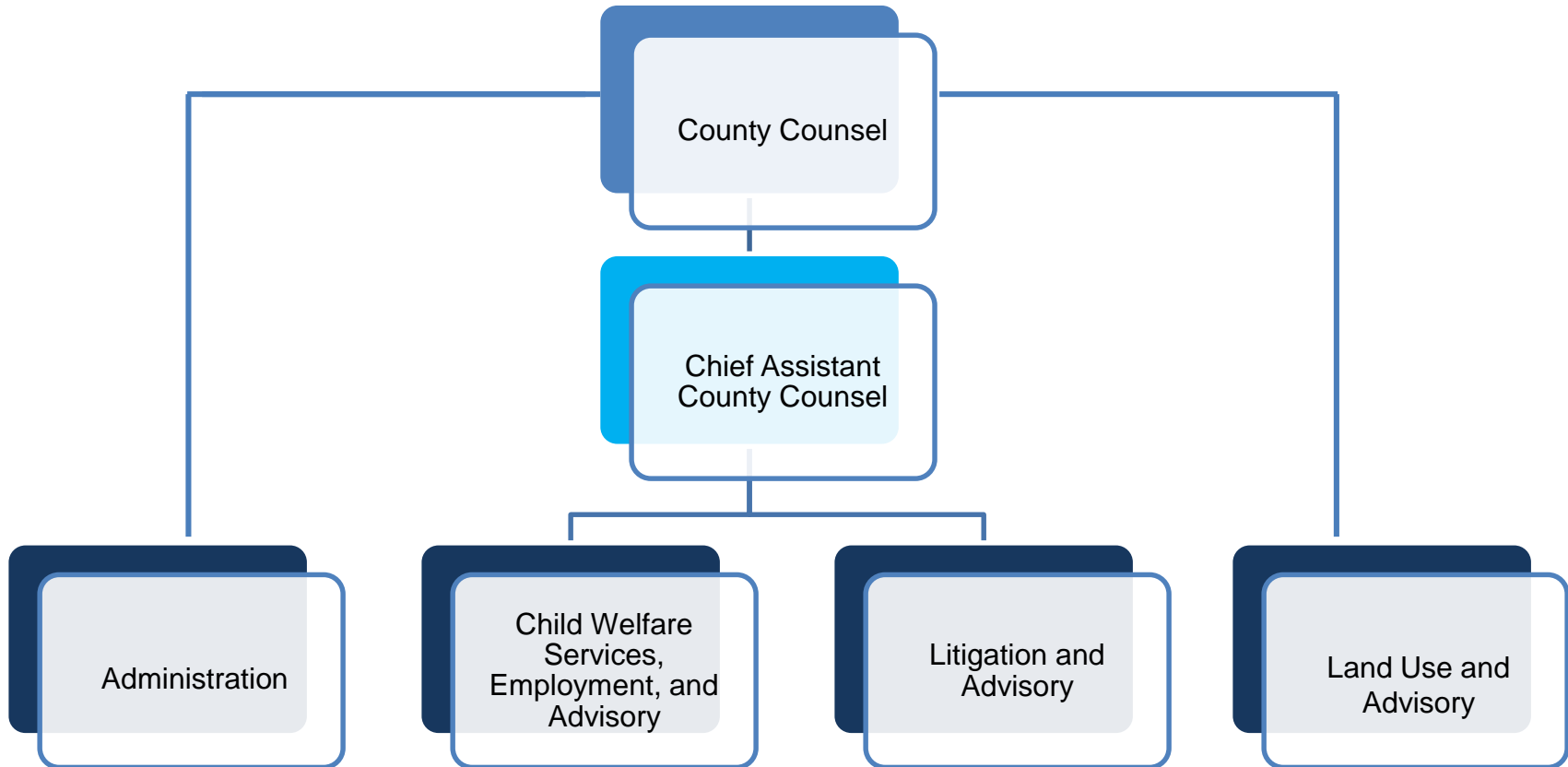
KPMG and County Counsel



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

