



# BOARD OF SUPERVISORS AGENDA LETTER

**Agenda Number:**

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

**Submitted on:**  
**(COB Stamp)**

**Department Name:** Behavioral Wellness  
**Department No.:** 043  
**Agenda Date:** February 25, 2025  
**Placement:** Administrative Agenda  
**Estimated Time:** N/A  
**Continued Item:** No  
**If Yes, date from:** N/A  
**Vote Required:** Majority

**TO:** Board of Supervisors  
**FROM:** Department Director(s): Antonette Navarro, LMFT, Director  
Department of Behavioral Wellness, 805-681-5220  
Contact Info: Katie Cohen, Psy.D., LMFT, Assistant Director of Clinical Operations,  
Department of Behavioral Wellness, 805-681-5220  
**SUBJECT:** Agreement for Services of Independent Contractor with KPMG LLP to Perform  
Behavioral Wellness Department Financial, Organizational, and Operational  
Reviews

DS  
AN

## County Counsel Concurrence

As to form: Yes

**Other Concurrence:** County Executive Office

As to form: Yes

## Auditor-Controller Concurrence

As to form: Yes

**Other Concurrence:** Risk

As to form: Yes

## Recommended Actions:

That the Board of Supervisors:

- Approve, ratify, and authorize the Chair to execute an Agreement for Services of Independent Contractor with KPMG LLP for the provision of consulting services to the Department of Behavioral Wellness regarding County outpatient mental health clinic services, without being required to conduct a formal competitive bidding process, for a maximum contract amount not to exceed \$617,000 for the period of February 1, 2025, through June 30, 2025; and
- Determine that the above-recommended action is not a project that is subject to environmental review under the California Environmental Quality Act (CEQA), pursuant to CEQA Guidelines section 15378(b)(4), finding that the action is a governmental funding mechanism and/or fiscal activity that will not result in direct or indirect physical changes in the environment.

## Summary Text:

This item is on the agenda to request approval of the Agreement for Services of Independent Contractor with KPMG LLP and the Department of Behavioral Wellness (BWell) to provide consultative services and support during the implementation of new practices to improve outpatient mental health services across the County between February 1, 2025 and June 30, 2025, for a contract maximum amount of \$617,000.

**Background:**

In 2018, the County of Santa Barbara (County) conducted a Request for Proposal process to select a contractor for a comprehensive performance review of its departments. KPMG was contracted to perform financial, organizational, and operational assessments of County departments to assist the Board of Supervisors in setting budgetary priorities and identifying opportunities for operational improvements. These reviews provided the County Executive Officer with a high-level evaluation of departmental strengths, weaknesses, and opportunities, compared financial and operational metrics with similar jurisdictions, and recommended evidence-based best practices for implementation.

In 2019, the County entered into an agreement with KPMG LLP to conduct management, organizational, and operational reviews of County departments in support of the Renew initiative. These reviews successfully identified strengths, weaknesses, and opportunities across 21 departments, offering recommendations for improvements, highlighting key risks, and uncovering cost-saving opportunities.

From April to July 2021, KPMG conducted an operations and performance review of BWell, which included both quantitative and qualitative analysis of service volumes across areas such as inpatient, crisis services, assertive community access teams, case management, and ambulatory services. The review also examined the roles and responsibilities of Peer and Family Support staff. KPMG made 19 recommendations aimed at improving client service delivery and access to care and noted unmet standards of care for higher-acuity populations that led to increased reliance on crisis services.

Between July and September 2023, BWell worked with KPMG to realign crisis services with new Medi-Cal requirements. This review, conducted in two phases, focused on services such as the Access Line, Co-Response Teams, Mobile Crisis Teams, crisis clinics/urgent care, and youth crisis services. Phase 1 established baseline data, while Phase 2 identified operational deficits and compliance issues. KPMG recommended improvements to enhance efficiency, effectiveness, and compliance, which led to the redesign of BWell's Crisis Services to meet new Medi-Cal benefits.

From June to December 2024, KPMG assisted in redesigning Santa Barbara's Crisis Services System by merging Mobile Crisis teams, establishing roles for Crisis Workers, and integrating crisis clinics into outpatient services. They developed streamlined workflows and assessed the Full Service Partnership (FSP) Program to boost staff productivity. This initiative significantly enhanced BWell's services, increasing client interactions, billable hours, staff productivity, and resource allocation efficiency. A couple examples of increased efficiency documented in December 2024 are:

1. The average number of services provided by the Santa Barbara Adult FSP staff on a monthly basis rose from 363 hours (baseline assessed from Sept 2023-Aug 2024) to 521 hours between November 11 and December 8, 2024, a 43% increase in service delivery.
2. BWell Psychiatrist productivity rose to 51% (above the targeted 50%) from December 2 to December 8, 2024, a 23% increase from the previous week.

**Outpatient Mental Health Services**

The new service agreement outlines a comprehensive plan to support BWell in improving outpatient mental health services across several regions. KPMG will help enhance clinic resources, streamline access to care, and test new workflows, including the integration of Crisis Staff through a Plan, Do, Study, Act cycle. The agreement also includes revising referral processes and improving the Community Transition Services referral system. KPMG will develop weekly single-sheet visualizations, called PowerBI dashboards, for each clinic and BWell leadership, offering insights into staffing, resource utilization, and performance. KPMG will perform a baseline analysis of clinic performance over the past year and conduct weekly utilization analyses to optimize staffing and resource allocation. Additionally, KPMG will support the implementation of improved scheduling practices, workflow enhancements, and strategies to reduce client wait times. Throughout the 16-

week engagement, KPMG will document outcomes, provide recommendations for continuous improvements, and present findings to BWell leadership. The goal is to improve operational efficiency, enhance service delivery, and provide actionable insights for better resource management.

**Fiscal and Facilities Impacts:**

Budgeted: Yes

**Fiscal Analysis:**

Funding Source	FY 2024-2025	Total
General Fund		
State	\$617,000	\$617,000
Federal		
Fees		
Total		\$617,000

**Narrative:**

Funding for this contract is budgeted within BWell’s Service & Supplies object level and will be funded with MHSA funds.

**Special Instructions:**

Please return one (1) Minute Order and one (1) executed Agreement to Marilyn Simon-Gersuk at [msimongersuk@sbcbswell.org](mailto:msimongersuk@sbcbswell.org) and to the BWell Contracts Division at [bwellcontractsstaff@sbcbswell.org](mailto:bwellcontractsstaff@sbcbswell.org).

**Attachments:**

**Attachment A** – KPMG, LLP Board Contract FY 24-25

**Authored by:**

J. Beaudelaire  
Contract Analyst