



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

Department Name: Behavioral Wellness  
Department No.: 043  
For Agenda Of: June 4, 2024  
Placement: Administrative  
Estimated Time: N/A  
Continued Item: No  
If Yes, date from:  
Vote Required: Majority

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**TO:** Board of Supervisors  
**FROM:** Department Antonette Navarro, LMFT, Director  
Director(s) Department of Behavioral Wellness, (805) 681-5220  
Contact Info: Antonette Navarro, LMFT, Director  
Department of Behavioral Wellness, (805) 681-5220  
**SUBJECT: Amendment No. 11 to Agreement for Services of Independent Contractor with KPMG LLP to Support Implementation of Opportunities Identified in KPMG’s Crisis Services Review Report**

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**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:

- a) Approve and authorize the Chair to execute Amendment No. 11 to the Agreement for Services of Independent Contractor with **KPMG LLP**, referenced as BC 19-212, to add services in an amount not to exceed **\$388,000**, for the provision of support to implement the opportunities identified in KPMG’s review of Santa Barbara County’s Crisis Services, for a revised total contract amount not to exceed **\$4,249,340** for the period of May 14, 2019 through December 31, 2024; and
- b) Determine that the above actions are government fiscal activities or funding mechanisms which do not involve any commitment to any specific project, which may result in a potentially significant physical impact on the environment, and are therefore not a project under the California Environmental Quality Act (CEQA) pursuant to section 15378(b)(4) of the CEQA Guidelines.

**Summary Text:**

This item is on the agenda to request approval of Amendment No. 11 to the Agreement for Services of Independent Contractor with KPMG LLP, referenced as BC 19-212, to add **\$388,000** for the provision of support to implement the opportunities identified in KPMG's review of Santa Barbara County's Crisis Services, for a revised total contract amount not to exceed **\$4,249,340** for the period of May 14, 2019 through December 31, 2024. Approval of the recommended actions will allow the Department of Behavioral Wellness (BWell) to improve operational efficiencies and enhance workflows and service delivery within their crisis system of care.

**Background:**

A Request for Proposals process was conducted during October-November 2018 for a contractor to perform a comprehensive financial, organizational and operational performance review of County departments. KPMG LLP was determined to be the most qualified to conduct a series of nine departmental reviews between May 2019 and June 2020. The nine departments reviewed under the initial agreement were the County Executive Office, Human Resources, General Services, Planning and Development, Public Defender, Sheriff-Coroner, Probation, District Attorney, and Public Health.

The reviews included financial, organizational and operational performance reviews to assist the Board of Supervisors in identifying its budgetary priorities and allocations and operational effectiveness opportunities. The reviews provided the County Executive Officer with a high-level assessment of the County departments, identified strengths, opportunities and weaknesses, compared financial and operational areas with similar jurisdictions, and identified baseline and enhanced levels of service and recommend evidence-based best practices for implementation.

The Board has approved ten subsequent amendments to the original agreement to expand the scope of work to have KPMG provide a more focused and detailed review of specific County programs and processes. These amendments included a review of the County's: assessment appeal process; cannabis licensing and permitting process; the methodology for calculating the annual internal service fund charges between departments; a thorough review of the General Services Department's internal purchasing operating structure, policies and practices as well as the County's broader decentralized procurement model; cannabis tax revenue process; an assessment of the financial impacts and staffing requirements associated with the creation of a dedicated dispatch center for fire and emergency medical services; and an review of the County's crisis services.

The amendments also included the addition of Departmental reviews for Fire, Behavioral Wellness, Social Services, Community Services, Public Health, Public Works, County Counsel, Agricultural Commissioner/W&M, Clerk-Recorder-Assessor-Elections, Treasurer-Tax Collector-Public Administrator, and the Auditor-Controller.

On May 16, 2023, the Board approved of engaging KPMG from July to September 2023 to conduct an assessment of the County's crisis services operating model including strategy, program delivery operations and performance, program costs, and resource alignment. On September 19, 2023, KPMG issued its final report of its review of the County's behavioral health crisis services operating model. The KPMG report identified opportunities for BWell to consider implementing that would result in a more efficient and effective crisis operational service for County residents.

Page 3 of 4

Under proposed Amendment No. 11 to the Agreement, KPMG will expand the depth of its review of BWell to support the implementation of opportunities as identified by BWell Leadership. Areas of opportunity are grouped into three categories: Mobile Crisis Team, Crisis Workers and Crisis Clinics.

Deliverables, by category, under this Amendment No. 11 include the following:

***Mobile Crisis Team***

1. Support the documentation of the new Mobile Crisis Team to include team's structure, objective, roles, responsibilities (by position), target population, documentation requirement and handover framework.
2. Support documentation of Mobile Crisis Safety Protocol to include law enforcement engagement algorithm.
3. Revised workflows to and from Mobile Crisis Team with supporting documentation.

***Crisis Workers***

1. Meeting insights from workshops with, BWell and hospital personnel.
2. Documentation of new crisis workers roles and responsibilities for Crisis Workers stationed in each of the Emergency Departments.
3. Documentation of roles and responsibilities of crisis workers during regular check-in with the Jails.
4. Performance indicators to be collected and analyzed on a weekly/monthly basis to evaluate effectiveness of crisis workers in both settings.
5. Revised workflow for client referrals to and from crisis workers.

***Crisis Clinic***

1. Team's objective, eligibility criteria, revision of roles and responsibilities, scheduling expectations and documentation requirement.
2. Revised workflows for crisis team, including referrals to and from crisis services.
3. Client referrals process, protocol and accountability framework. This can be for Crisis Clinic or across the Behavioral Wellness Department.
4. Jurisdiction Scan/Leading practice review of 'Hard to Serve/Complex clientele' roundtable.
5. Briefing materials and communication strategy.
6. Weekly analysis of clinic staff utilization based on implementation of changes to model of care.
7. Presentation and documentation of all work products.

**Performance Measure:**

N/A

**Fiscal and Facilities Impacts:**

Budgeted: Yes

**Fiscal Analysis:**

<b>Funding Sources</b>	<b>Total Cost for FY 22-25:</b>
General Fund	
State	\$ 388,000
Federal	
Fees	
Other:	
<b>Total</b>	<b>\$ 388,000</b>

Narrative: The above-referenced Amendment No. 11 to the Agreement is funded by State Realignment funds. Expenditures incurred pursuant to this amendment are expected to begin in FY 2024-25. The FY 2024-25 Recommended Budget contains sufficient appropriations to cover the expenditures incurred under this amendment.

**Key Contract Risks:**

The Department of Behavioral Wellness views this contract as low-risk because the County is only required to pay the Contractor following satisfactory completion of specific milestones.

**Special Instructions:**

Please return one (1) Minute Order and one (1) executed Amendment to Melanie Johnson at [mejohanson@sbcbswell.org](mailto:mejohanson@sbcbswell.org) and to the BWell Contracts Division at [bwelcontractsstaff@sbcbswell.org](mailto:bwelcontractsstaff@sbcbswell.org).

**Attachments:**

Attachment A: KPMG LLP Amendment No. 11

Attachment B: KPMG LLP Agreement for Services of Independent Contractor BC 19-212

Attachment C: KPMG LLP Amendment No. 1 Executed

Attachment D: KPMG LLP Amendment No. 2 Executed

Attachment E: KPMG LLP Amendment No. 3 Executed

Attachment F: KPMG LLP Amendment No. 4 Executed

Attachment G: KPMG LLP Amendment No. 5 Executed

Attachment H: KPMG LLP Amendment No. 6 Executed

Attachment I: KPMG LLP Amendment No. 7 Executed

Attachment J: KPMG LLP Amendment No. 8 Executed

Attachment K: KPMG LLP Amendment No. 9 Executed

Attachment L: KPMG LLP Amendment No. 10 Executed

**Authored by:**

Melanie Johnson