



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: Social Services and
County Executive
Office
Department No.: 044 and 012
For Agenda Of: October 11, 2022
Placement: Departmental
Estimated Time: 45 minutes
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors

FROM: Department Director(s) Mona Miyasato, County Executive Officer
Daniel Nielson, Social Services Director

Contact Info: Ted Teyber, Fiscal & Policy Analyst

SUBJECT: **KPMG Operational Performance Review – Santa Barbara County Department of Social Services**

DocuSigned by:
Mona Miyasato
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DocuSigned by:
Daniel Nielson
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County Counsel Concurrence

As to form: N/A

Other Concurrence:

As to form: N/A

Auditor-Controller Concurrence

As to form: N/A

Recommended Actions:

It is recommended that the Board of Supervisors:

- Receive and file a report on KPMG's Operational and Performance Review of the Santa Barbara County Department of Social Services;
- Provide direction as appropriate; and
- Find that the proposed actions do not constitute a "Project" within the meaning of the California Environmental Quality Act, pursuant to 14 CCR 15378(b)(2), as it consists of general policy and procedure making

Summary Text:

The Santa Barbara County Department of Social Services is the eleventh County agency review completed by KPMG. The purpose of this review is to provide a high-level assessment of the Office, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The focus is to improve the overall operational efficiency, effectiveness, and service delivery provided by the Department. KPMG's report, entitled "Improving Performance to Better Serve our County Residents:

Countywide Operational Performance Review – Santa Barbara Department of Social Services” is attached. The Department’s response and implementation timeframe is also attached.

Overview of the Department:

The Department of Social Services has 785 Full-Time Equivalent (FTE) positions with the following primary areas of focus: Economic Assistance and Employment Services; Protective Services for Children, Adults, and Disabled; and Administration and Support. The Department’s Adopted Fiscal Year (FY) 2022-23 operating budget is \$201,412,800, which is approximately 15% of the total County adopted operating expenditure budget.

The Department’s mission is helping our community be safe, supported, and self-sufficient. Governed primarily by Federal and State mandates, the Department of Social Services (DSS) provides services and programs critical to delivering a countywide system of health, security, and safety for vulnerable County residents.

Overview of KPMG Recommendations:

In brief, the KPMG report identifies 25 recommendations. The recommendations are divided into nine categories: Client service delivery, Data performance and outcomes measurement, Workload and workflow management, Technology, Integration and collaboration of County services, Succession Planning, Learning and Development, Administrative Services, Application and Case Management. These recommendations are summarized below, and are discussed more fully in the attached response and implementation table.

Client Service Delivery

- 1.1: Conduct an analysis of high utilizers of services across the Department’s programs to coordinate and improve service delivery to shared clients.
- 1.2: Bolster technology solutions to increase client access to immediate services, minimize wait times, and reduce visitation workload across Economic Assistance and Employment Services.
- 1.3: Evaluate eligibility criteria for the General Relief program on a regular basis to align assistance with environmental factors, such as changes in cost of living. Note, this may require a decision from the Board of Supervisors.

Application and Case Management

- 2.1: Update current standard operating procedures, communication response time standards, and regular supervision across the Department to alleviate inconsistent interpretations and implementation of internal policies and standards.
- 2.2: Strengthen the lead worker model within the Economic Assistance and Employment Division’s Santa Maria Office to enhance accountability and quality of work as well as reduce communication burden between employees.
- 2.3: Develop specialized units within the Benefits Services Center (BSC) to align staff to demand and enhance the efficiency of application processing.
- 2.4: Develop case prioritization and triaging methods in the Benefits Service Center to allow the Department to improve processing times and manage changes in demand.

Workload and Demand Management

3.1: Perform an activity-based and demand-driven workload analysis and a process assessment to help ensure efficient staffing structure aligned to demand across APS, CWS, and Economic Assistance and Employment Services.

3.2: Evaluate current scheduling methods and staffing levels in the BSC to develop an automated scheduling system that aligns to demand and enhance client service accessibility.

Data, Performance and Outcome Measurement

4.1: Develop outcome-based measures, in addition to state-mandated measures, to assess the effectiveness of programs within the Department and increase identification of high utilizers.

4.2: Develop performance measures to accurately demonstrate staff utilization and capability to enhance client outcomes through effective service delivery.

4.3: Identify an employee(s) who can be trained as a data professional, in conjunction with CEO's Office, and develop written guidance to improve and standardize the collection, reporting, and analysis of data to foster data-driven decision-making.

Administrative Services

5.1: Develop an automated leave management system within the current Human Resources system to enhance understanding of high leave of absence rates.

5.2: Develop a fund utilization dashboard to track the performance and usage of funding and streamline reporting processes.

Learning and Development

6.1: Enhance training for AOPs to better prepare staff for administrative responsibilities and Department processes.

6.2: Expand cross-training efforts across District Offices for Economic Assistance and Employment Services programs to flex resources around unanticipated fluctuations in demand.

6.3: Develop consistent staff training across all regions within APS to allow for staff performance improvement and skills development.

Succession Planning

7.1: Help ensure annual training is evaluated and deemed part of employee expectations to foster consistency in staff development in consultation with County HR and Labor Unions.

7.2: Continue to pilot the reduced timeline for eligibility worker induction training within Economic Assistance and Employment Services and assess feasibility of further shortening training to help alleviate staffing shortages.

Technology

8.1: Integrate technology systems to create an integrated data hub to obtain a 360-degree view of the client to enable coordinated service delivery.

8.2: Develop a service level agreement (SLA) for communication standards between Central IT and Department IT to enhance coordination and formalize update processes and timelines.

8.3: Develop written procedures for enabling mobile access to internal systems for APS and CWS to enable staff to enter notes while out in the field.

Interagency Collaboration of County Services

9.1: Conduct an analysis of high utilizers of services across County programs to identify shared clients and gaps in existing service and collaboration efforts.

9.2: Enhance collaboration and communication across Behavioral Wellness, Community Services Department, and criminal justice agencies to improve client service delivery.

The Department agrees with a majority of these recommendations. As detailed in the Department Response and Implementation Timeframe enclosed as Attachment B, some of the recommended changes have already been implemented, are currently underway related to statewide improvements of the CalSAWs program, or planned to be implemented in FY 2023-24 in conjunction with the County's implementation of a new ERP financial module.

Background:

The County contracted with KPMG in May 2019, following a competitive process, to conduct these operational and performance reviews as part of the Renew '22 initiative. The Board of Supervisors funded these reviews in order to provide a high-level assessment of departments, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The Board approved the initial contract with KPMG to review nine departments ("year one," or first phase). The Board approved three subsequent amendments related to the initial contract to expand the scope of work to have KPMG provide a more focused and detailed review of specific County programs and processes at the request of the departments reviewed. In October 2020, the Board approved Amendment No. 4 to the contract with KPMG to review the next set of departments, and perform a focused review of the cannabis tax revenue assessment and collection process. The three additional departments included in this amendment are Fire, Social Services and Behavioral Wellness. The proposed cost of the work associated with this amendment was \$806,881.

Performance Measure:

Performance measures will be developed in conjunction with the report recommendations and included in future Budgets to track progress and cost/benefit of the operational performance reviews.

Fiscal and Facilities Impacts:

Many of the recommendations provided by KPMG will not require additional resources or budget and, if implemented, will likely result in efficiencies of cost, time savings or improved outcomes. Other areas of improvement, may require additional resources, those recommendations must be evaluated through the annual budget process.

Attachments:

- A) KPMG report: Improving Performance to Better Serve our County Residents: County-wide Operational Performance Review – Santa Barbara County Department of Social Services.
- B) Santa Barbara County Department of Social Services Response and Implementation Timeframe.

Authored by: Ted Teyber, Fiscal & Policy Analyst