GS DEPARTMENT RESPONSE TO KPMG REVIEW AND IMPLEMENTATION TIMEFRAME				
#	**Recommendation**	**Department Response**	**Fiscal/Challenges/ Opportunities**	**Implementation Timeframe**
Enterprise Enablement Recommendations				
1.0	Develop a cadenced process to align the budget with the department mission and vision. This includes the ISF rate setting process.	Agree with recommendation. All General Services (GS) divisions will work with GS Finance to align the budget with mission and vision. GS Finance will take the lead on all budget related tasks, including all ISFs. Agree with recommendation to find a location to consolidate the GS divisions within one location to improve collaboration. While alignment is being developed, there is an opportunity to find a location to consolidate the GS divisions within one location to help improve the sharing of information and workflows between divisions and allow for increased insight into workload, and performance as outlined in recommendations 3.0 and 4.0.	Alignment of the budget with department mission and vision, including ISF rate setting will have no fiscal impact and can be accomplished with internal staff. The opportunity to find one location to consolidate the GS divisions will improve collaboration, break down silos, and will have a favorable fiscal impact due to improved efficiency. Space consolidation will likely require that GS move into leased property; the fiscal impact of moving is currently being evaluated.	CEO, GS Exec team, and GS Managers will develop a strategy by September 1, 2020 and implementation will begin during FY 2021-22 budget development. GS will locate space for office consolidation and return to the Board of Supervisors for approval. Consolidation anticipated prior to end of FY 2019-20.
2.0	Develop countywide policies and procedures that guide governance and compliance.	Agree with recommendation. All divisions are brainstorming this initiative. Managers will provide input on the final list of policies needed. The Information Technology Governance Program was approved by the Board on 2/4/2020. Fleet policies that reflect the use of Electric Vehicles and countywide space management policies are examples of GS policy development that is currently in the works.	No fiscal impact. This can be accomplished with internal staff.	Identify list by September 1, 2020 and prioritize by importance. All policies and procedures completed by July 1, 2022.
3.0	Determine current workload and skills to define future skills gaps, assist in future planning, and establish a	Agree with recommendation.	This recommendation will have a fiscal impact. Successful implementation will require a dedicated department human resources manager, integrated into the operations, to provide	Conduct workload analysis for each division, identify skill gaps and establish performance-monitoring program in conjunction with CEO initiatives.

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	performance monitoring program		the recurring level of focus to assess capabilities, skills, analyze workload, train, evaluate and define performance metrics for employee and overall department performance. Data analysis of staffing demands linked to performance outcomes, and coordinating strategic planning for the department's human resources in coordination with GS management and HR will be an on-going effort.	Estimated completion date is July 1, 2022. Ongoing: CEO's office reviews current performance measures quarterly with departments.
4.0	Develop service-level expectations, performance requirements, and establish a performance monitoring program.	Agree with recommendation. Division/Department to determine acceptable service levels and share with customers. GS will create SLAs with a consistent look and feel for all services provided by GS. Execute recommendation 3.0 prior to 4.0.	No fiscal impact. This can be accomplished with internal staff, and with the augmentation of the HR manager (identified in 3.0).	Service-level expectations for all GS divisions completed by July 1, 2021.
5.0	Leverage capabilities and usage of current systems to define technology gaps and opportunities for improved integration on scheduled cycles (i.e., quarterly) and tie the budget to performance and efficiency.	Agree with recommendation.	Depending on system, consultant assistance may be needed if additional functionality is identified requiring system modifications.	Identify the systems GS has, and GS Exec team will identify the reports they need to make decisions and identify the gaps. Estimated completion January 1, 2021.

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Division Recommendations Administration and Finance				
6.1	Establish Administration and Finance as owners of the budget development and monitoring process	Agree with recommendation.	No fiscal impact.	Continue to improve the common budget workbook template used internally until the County implements an integrated budget module in a new ERP system. Finance will lead process and hold regular scheduled monthly financial status, budget and rate review and planning meetings with divisions and customers.
6.2	Establish a cadenced and transparent Internal Service Fund rate setting and management process.	Agree with recommendation. This effort will require a transition to a consolidated rate-setting format and over time will enhance data consistency, transparency to our customers, and coordinated oversight and control over the process for improved communication and future planning efforts.	This initiative will have some fiscal impact; we are requesting to elevate a part time fiscal position to a full time Cost Analyst position to support the ISF rate setting and management process.	Finance will create a rate development calendar by July 1, 2020. Analyze, reconcile, and report annually the Net Financial Impact (NFI) and budget to actual results for the prior year, by August 1, 2020, to customers. Develop consistent rate development process and management practices, to include coordinated inventory processes in Communications and IT, square footage occupancy, and utilities by August 1, 2020. Prepare resulting "True Up" rate adjustments for the following rate cycle by October 2020.

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Capital Projects				
7.1	Establish prioritization criteria for the Capital Improvement Plan that balances all needs with lifecycle and budget.	Agree with recommendation. Currently using a prioritization criteria when assessing projects. This criteria was used to identify capital projects for potential debt financing in FY 2019-20.	No fiscal impact.	In process. An Asset Life Cycle Model that will assist in prioritizing investments associated with the facility portfolio of assets (See #10.1)
7.2	Establish a framework for balancing the workload of project managers, and aligning the appropriate skills to capital.	Defer until Skills assessment is complete (refer to recommendation 3.0).	No fiscal impact.	Long-term objective. Begin in FY 2022-23. Need to continue to assess skills and systems required. Need assistance in recruiting appropriate candidates.
7.3	Utilize performance tracking to set portfolio management expectation for Capital Projects staff.	Agree with recommendation.	No fiscal impact.	Creation and utilization of goals within EPR and LPR. Expectations will be set over time, and enhanced each year until achieved. Each Capital Project Manager will have at least one goal identified for FY 2020-21.
Information and Communications Technology (ICT)				
8.1	Conduct readiness assessment of ICT capacity and capabilities to deliver core system upgrades.	Agree with recommendation. Workload analysis is underway that will assess our capacity to deliver core system upgrades. If necessary, consultants will be used to augment staff where needed.	This will be challenging, as large-scale implementations are expected BANA, O365, Web upgrade, and Active Directory consolidation. There will be a fiscal impact, as consultants will likely be required to augment staff's capacity and capabilities. Additionally, as the new Countywide IT	Conduct a workload analysis and determine staff augmentation requirements by July 1, 2020. Date for skills assessment will be determined as HR creates a timeline for the implementation of the new Countywide IT Compensation and Classification study.

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			Compensation and Classification study moves forward, a skills assessment should be conducted to determine the best placement of IT professionals within the new classifications. This should be completed by a neutral third party, which will have a fiscal impact.	
8.2	Determine the delivery ownership of IT services between ICT and departments.	Agree with recommendation. Will use figure 5, page 49 to guide the delivery ownership conversation in consultation with departments.	No fiscal impact. Will need participation from departments to determine the owner of providing various IT services (e.g., end user support, desktop management, application development, and cybersecurity oversight, etc.).	Complete by September 1, 2020 prior to ISF rate setting.
8.3	Elevate the role of IT and consider establishing ICT as a stand-alone independent department following implementation of 8.1 & 8.2.	Defer until 8.1 and 8.2 are successfully completed. Engage KPMG to assist in describing the value of making ICT a standalone department. Establish the milestones and steps to achieve the recommendation.	This recommendation will have a fiscal impact, as an outside consultant will need to assist in determining the value in making ICT a stand-alone department.	No sooner than FY 2022-23.
8.4	Establish a single, integrated Tier 1 and 2 service desk for the County.	Agree with recommendation. This is currently in the process of being implemented.	Opportunity to reduce costs within the departments.	Three departments (CEO, GS, HR) currently participating. The program is growing to four (County Counsel) participants in FY 2020-21. Incremental growth thereafter.
8.5	Expand ICT Project Management Office intake process to all IT project in the County.	Defer until ICT Project Management Office is mature.	Will have a fiscal impact, as we will need additional Project Managers.	Expand the program once the PMO is able to demonstrate capabilities within ICT. Mature by July 1, 2021.

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8.6	Establish a multi-faceted approach to prioritizing, developing and implementing IT policies	Agree with recommendation.	No fiscal impact.	EITC to provide input and priorities based on policy committee proposed list. By July 1, 2020.
Energy				
9.1	Realign the Energy division to strategically focus on County energy sustainability and compliance.	Agree with recommendation.	Fiscal impact is being evaluated.	Research and recommend implementation of the Net Zero Energy (NZE) policy by July 1, 2020. Ongoing, manage projects to ensure NZE policies are followed. Utility billing, accounting, reconciliation will be moved to Finance by July 1, 2020. Produce quarterly energy usage reports by building and provide exception reports to GS Executive team by July 1, 2020. Energy data, Asset Management data and Maintenance Connection work order data will inform data driven decisions on CIP project selection.
Facilities				
10.1	Establish an asset maintenance strategy to address the deferred maintenance liability.	Agree with recommendation. Facilities is currently utilizing Maintenance Connection, the system that collects all the necessary data to track assets. Additional resources will be needed to populate the system.	Additional staff resources will be needed to collect and enter data into the asset management system for facilities. Need to develop a asset maintenance strategy to address the deferred maintenance liability currently realized by the County.	Populate the asset management database by January 1, 2022. Starting FY 2022-23 begin utilizing this data to construct CIP.

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10.2	Establish a Capital Assets Lifecycle Policy for elevating deferred maintenance and reactive maintenance requests.	Agree with recommendation.	This recommendation will have a fiscal impact as GS has requested KPMG to assist with creating a model and implementation plan. Implementing this policy requires additional dollars committed to this on-going effort. May require a budget expansion request.	A multi-phase proposal has been received from KPMG. First Phase will develop a Level of Service framework for the Facility Asset Portfolio. Second phase will be risk based prioritization model and associated dashboards to support decision-making and provide a justifiable business-case for decision-makers, based on a consistent framework, along with the model output for 20 Facilities. Expected completion date July 1, 2021.
10.3	Establish a strategic plan for prioritizing preventative maintenance and reactive maintenance requests.	Agree with recommendation.	No fiscal impact.	We want to do a more thorough analysis of building systems. Create a Facility Condition Index (FCI) process that integrates both Capital and Facilities staff to perform this analysis by July 1, 2021. Create a scoring and prioritization process for major maintenance work. Create a restricted CIP funding category for addressing projects that are prioritized based on the FCI.
10.4	Define a framework for analyzing historical staffing demands with focus on the type of request, and set a strategy for staffing levels and	Agree with recommendation.	May have a fiscal impact if it is determined additional specialized trades are required instead of generic Building Maintenance Worker.	In process of completing a workload analysis by March 31, 2020. Use this information to set a strategy for staffing levels and skill sets.

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	types of trade skills needed			
10.5	Provide additional structure to the implementation and adoption of technology.	Fully adopt Maintenance Connection for Facilities staff and focus on tracking service levels and performance	Opportunity to realize savings by implementing hand-held devices.	All Building Maintenance Workers will be using hand-held devices by July 1, 2021. All new employees will be required to use hand-held devices upon hire.
Fleet				
11.1	Adopt a strategic plan for staffing and training of mechanics to reflect the greening of the fleet over the next five years and beyond.	Agree with recommendation.	No fiscal impact. Cost for training already incorporated into ISF rates.	Training for Hybrid and Electric Vehicle maintenance has already begun.
11.2	Establish a process and structure to help ensure routine maintenance compliance.	Agree with recommendation. Ramifications that are more stringent are needed for Departments that don't bring vehicles in for service. Fuel shut off now occurs at 1000 miles overdue. Notifications sent to each department on a weekly basis.	No fiscal impact.	Increased controls in place by July 1, 2020.
11.3	Utilize scheduling tools to automate the scheduling of routine maintenance	Agree with recommendation. Fleet has an online scheduler in place that links all 3 shops for appointments and provides status updates of vehicles in the shop in addition to push-notifications upon completion of service.	No fiscal impact.	Ongoing.
11.4	Evaluate the implementation of telematics for enhanced fleet utilization.	Agree with recommendation. Telematics are already being used in pool cars. Additional functionality has been discussed with Employee Relations in preparation for meet and confer with the union.	This recommendation will have a fiscal impact. Telematics cost is approximately $250 to $400 annually per vehicle and will be incorporated into the ISF rate.	Target for full implementation of telematics will be July 1, 2023 and will require meeting with the unions.
Purchasing				
12.1	Establish clear Board adopted policies to establish roles and	Agree with recommendation. This is an on-going coordinated effort involving the development of a	This can be done in part with existing staff, outside expertise, internal and comparable	Adopting Board policies and roles and responsibilities is a multi-year implementation; with

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	responsibilities of Purchasing and County departments.	countywide purchasing strategy, led by a resourced, centralized Purchasing Division.	county data and policy analysis. Additional staff resources will be needed to design and execute a center-led service model. This approach provides an opportunity for cost reduction though contract consolidation, proactive purchasing decisions based on historical spend analysis, and compliance, which will result in leveraged buying power, transparency and accountability. Examples of sourcing and consolidation opportunities are water services, cellphone, office products, information technology, and furniture.	research, planning and resourcing to occur during FY 2020-21 and implementation completed by June 30, 2022.
12.2	Fully utilize available software systems to automate processes and more appropriately track activities.	Agree with recommendation. This effort is underway. The existing Purchasing systems used for both requisitioning and bidding have enhanced capabilities that are not being fully utilized. As we move through the BANA process and define what the new e-procurement Purchasing system for the county will be, these existing systems can be better utilized in the interim and improve operational efficiency by moving all users away from manual requisition processes to a single online environment with transparency, workflow, spend tracking and better reporting capabilities.	This can be accomplished with existing staff and existing software systems, however there will be a fiscal impact related to the development and implementation of a new, fully integrated Purchasing system.	Map out requisitioning process and test existing SpendMap module by September 30, 2020; train and roll out on line requisition module by January 1, 2021.
12.3	Coordinate with the Auditor-Controller to establish a cadenced	Agree with recommendation. This will be included in the on-going coordinated effort involving the development of a countywide purchasing strategy,	This can be accomplished with existing staff, however there will be a fiscal impact related to	Coordinate and design the analysis and report format and requirements, with the Auditor

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	spend analysis that complements the annual report currently generated.	led by a resourced, centralized Purchasing Division. In addition, a fully integrated Purchasing system will be needed to provide countywide spend analysis and reporting.	the development and implementation of a fully integrated Purchasing system. There is an opportunity to move this function entirely to the future central-led Purchasing services.	Controller, and provide the revised Spend Analysis Annual Report by June 30, 2021.
12.4	Establish a contract compliance and review process to reduce risk.	Agree with recommendation. This will be an integral component of the on-going coordinated effort to develop a countywide purchasing strategy, led by a centralized Purchasing Division in strategic partnership with departments. Coordination with the Auditor is required. The implementation of a fully integrated Purchasing system will be needed to fully implement this recommendation.	There are anticipated fiscal impacts with this recommendation with regard to additional staffing. General Services will be assessing the need to add a Contract Compliance Officer/Manager in Purchasing, who would lead and manage this centralized service countywide. Opportunities exist with this resource in the areas of improved efficiencies, use of staff time, consistent compliance review processes, data to enhance strategic sourcing opportunities, and authority and focus to support the evaluation/negotiation of contracts.	Request Contract Compliance Manager in FY2020/21 Budget Request; develop and implement contract compliance and review processes by July 1, 2021.
12.5	Identify all common goods and services procured across the County and collectively bid.	Agree with this recommendation. This will require coordination with the Auditor and the departments, and implementation of a fully integrated Purchasing system.	This can be accomplished with existing staff, however there will be a fiscal impact related to the development and implementation of a fully integrated Purchasing system. There is opportunity to gain	Multi-year implementation through June 2022, a fully integrated Purchasing/Pcard system is driving the timing of this initiative.

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			increased and comprehensive knowledge of countywide spend, and contracts, resulting in better customer service and coordinated purchasing for cost savings. Establishes the one central location for all spend data.	
Real Property				
13.1	Utilize Yardi to establish average workload, determine expected workload, and define performance metrics.	Agree with recommendation.	May have a fiscal impact should software upgrades be required.	If funds are needed, this initiative will not be completed until FY 2020-21.
13.2	Coordinate with the Facilities division to determine building occupancy and consolidation opportunities.	Agree with recommendation. Will form a working group to begin looking on this with the ultimate goal of setting up a space planning practice that tracks occupancy and department moves in both County owned and leased buildings.	Likely will need additional funding for software upgrades and/or additional staff. To be determined.	Mature Space and Asset Management plan in place by July 1, 2022.
13.3	Establish strategy for asset management around land ownership; own versus sell versus lease.	Agree with recommendation. GS needs to bring forth various strategy options for the Board to consider, that will set the direction on how County land is managed, and assess current vacant and open space properties currently in the County inventory.	No fiscal challenges	Accomplish by January 1, 2021.