

## **Today's Presentation**

1. Context and Scope
2. General Services Organization Overview
3. KPMG Operational and Performance Review Summary
4. Response and Implementation Timeframe

## **Context**

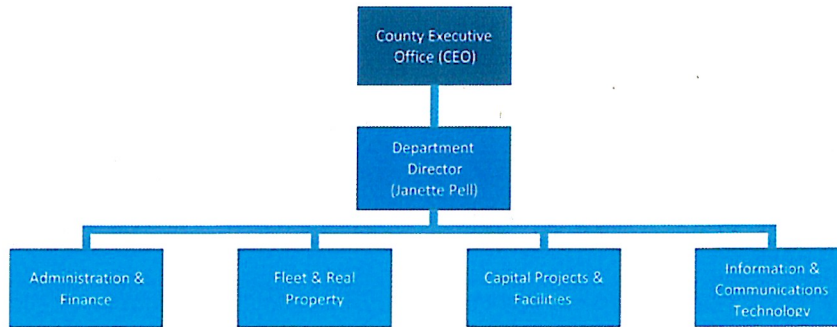
- Renew 22 – improve efficiency, effectiveness and customer service of all County operations.
- KPMG selected in May 2019 after competitive process
- Nine departments in first year
  - CEO, HR, GS – complete
  - Public Health and Planning & Development – complete or nearing completion
  - Sheriff, Public Defender – underway
  - Probation, District Attorney – scheduled to begin April 2020
- All departments to be reviewed over four-year period

## **Scope**

- Compare to best practices to highlight where improvements needed
- Not a financial audit or budget cutting exercise
- Recommendations should result in savings, efficiencies or better performance and outcomes
- Areas of focus - selected with department and CEO's office
- Relies on department cooperation, data availability and interviews
- Scope did not include implementation plans; will be up to departments

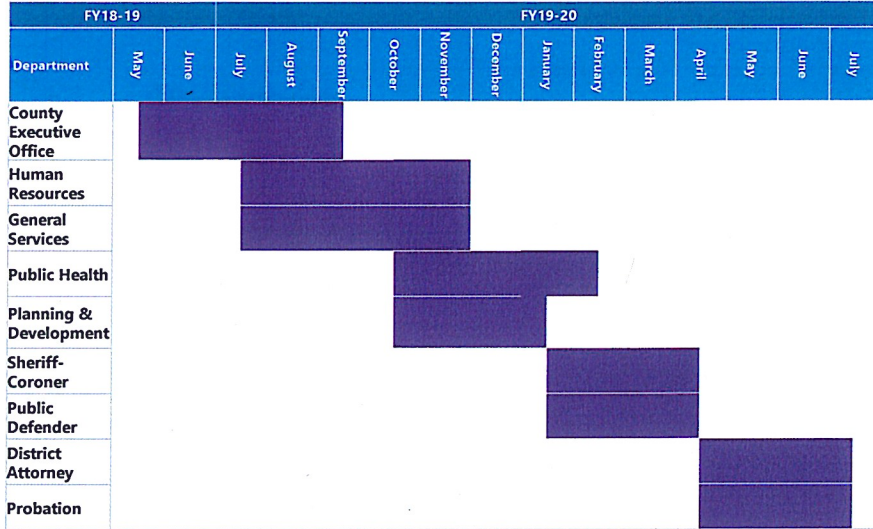
## General Services Organization Overview

Staff: 118.5 FTE  
Budget: \$52.5 Million



Improving  
Performance  
to Better  
Serve Our  
County  
Residents

## Year One Project Timeline



## Methodology

KPMG commenced the review of the General Services department in July 2019. The purpose was to identify strengths and opportunities to improve the overall operational efficiency, effectiveness, and service delivery provided by the County.



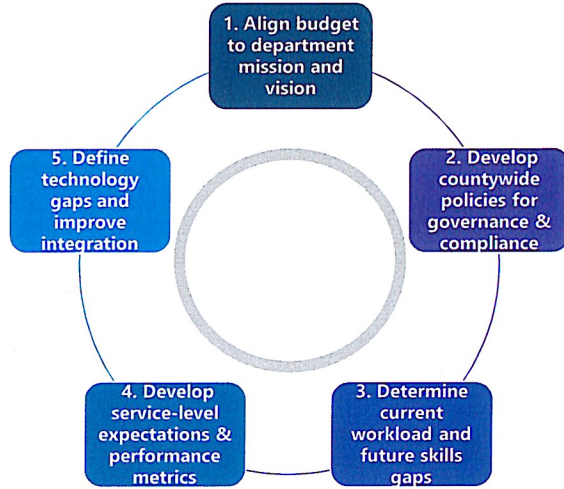
# Commendations



# Current and Recommended Operating Model

<b>Service delivery model</b>	Autonomous local functions	Local functions reporting to their departments	Strong alignment with GS	GC guidance with local implementation	Enterprise-wide GC community
<b>People</b>	Diligent record keeping	Reactive ad-hoc analysis and support	Business acumen and financial knowledge	Insightful analysis, people and comment	Constructive challenge
<b>Process</b>	Disaggregated processes and responsibilities	Low degree of standardization and automation	Recommendation for common processes	Standardized processes	Standardized processes for all core GC processes
<b>Technology</b>	Multiple systems, tools and manual interfaces	Unified consolidation framework	Standard systems and interface layer	Standard tools/applications	Standard tools and applications on single occurrence
<b>Data &amp; Reporting</b>	Reporting is highly manual	Application-specific data models and reporting	Department-specific data models and reporting	Enterprise standards/guidelines for data models	Fully integrated reporting across organization
<b>Governance &amp; Controls</b>	Reliance on manual detection controls, no formal	Regular reviews of controls and policies	Risk-based controls; some automation	Use of systems-automated controls	Automated preventive controls

## General Services Enterprise Enablement Recommendations



## General Services Division Recommendations

6. Admin & Finance	7/9. Capital Projects & Energy	8. ICT	10. Facilities
Establish Admin & Finance as budget development owners	Develop prioritization criteria for the Capital Improvement Plan	Conduct readiness assessment of ICT capacity and capability	Establish asset maintenance strategy to address deferred maintenance liability
Establish a structured, transparent ISF rate setting process	Establish framework for balancing workload of project managers	Determine delivery ownership of IT services countywide	Establish a Capital Assets Lifecycle Policy
	Utilize performance tracking against portfolio management expectations	Consider establishing ICT as a stand-alone department	Develop strategic plan for prioritization of preventative & reactive maintenance

■ Denotes Board Priority and Future Action Item

## General Services Division Recommendations

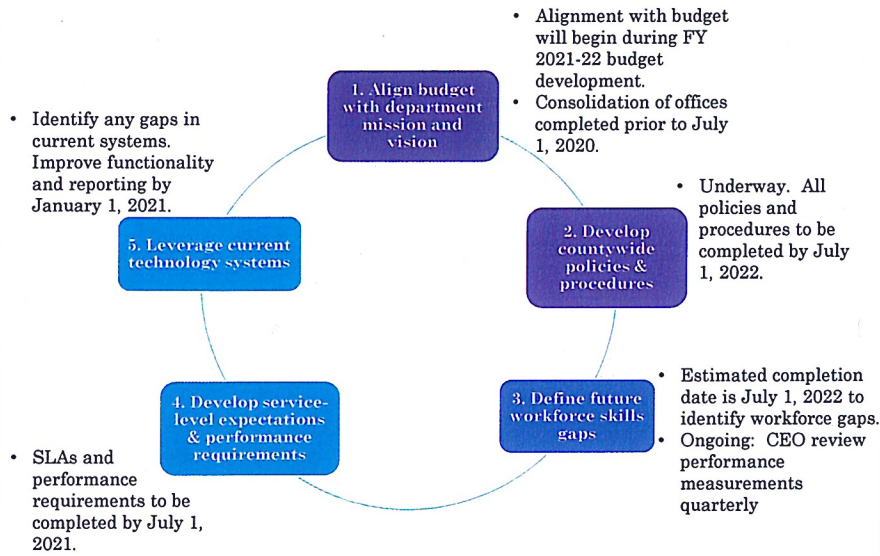
11. Fleet	12. Purchasing	13. Real Property
Adopt strategic plan for future staffing and training to prepare for fleet greening	Establish Board policies for countywide Purchasing roles & responsibilities	Utilize Yardi to track workload and define performance metrics
Establish process and structure for routine maintenance compliance	Establish routine spend analysis and enhance collective bidding	Coordinate with Facilities to review building occupancy and consolidate
Evaluate implementation of telematics for enhanced fleet utilization	Establish contract compliance and review process	Establish strategy for asset management and land ownership

■ Denotes Board Priority and Future Action Item



# Questions

## Enterprise Recommendations – General Services Implementation Timeframe



## Program Recommendations – General Services Implementation Timeframe

6. Admin & Finance	7. Capital Projects	8. Information & Communications Tech	9. Energy
<ul style="list-style-type: none"> <li>• Recommendations are underway and will be complete by October 2020</li> </ul>	<ul style="list-style-type: none"> <li>• In process. An Asset Life Cycle Model that will assist in prioritizing investments associated with the facility portfolio of asset will complete by July 1, 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct a workload analysis by July 1, 2020</li> <li>• Skills assessment completed as part of IT Comp &amp; Class study (TBD)</li> <li>• Delivery ownership of IT services by ICT identified by September 1, 2020</li> <li>• Future discussion regarding making ICT its own department</li> </ul>	<ul style="list-style-type: none"> <li>• Research, recommend implementation of the Net Zero Energy (NZE) policy by July 1, 2020</li> <li>• Ongoing, manage projects to ensure NZE policies are followed</li> </ul>



**Program Recommendations –**  
*General Services Implementation Timeframe*

10. Facility Maint	11. Fleet	12. Purchasing	13. Real Property
<ul style="list-style-type: none"> <li>• Populate the asset management database by January 1, 2022.</li> <li>• An Asset Life Cycle Model that will assist in prioritizing investments associated with the facility portfolio of asset will complete by July 1, 2021</li> <li>• Create a Facility Condition Index (FCI) process that integrates both Capital and Facilities by July 1, 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Target for full implementation of telematics will be July 1, 2023 and will require meeting with the unions</li> </ul>	<ul style="list-style-type: none"> <li>• Adopting Board policies and roles and responsibilities is a multi-year implementation; with research, planning and resourcing to occur during FY 2020-21 and implementation completed by June 30, 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Establish strategy for asset management around land ownership; own versus sell versus lease by January 1, 2021</li> </ul>