



**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:** Public Works and  
County Executive  
Office  
**Department No.:** 054 and 012  
**For Agenda Of:** February 6, 2024  
**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  
Scott McGolpin, Public Works Director

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*Mona Miyasato*  
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Contact Info: Katrina B. Fernandez, Fiscal & Policy Analyst

**SUBJECT: KPMG Operational Performance Review – Santa Barbara County Department of Public Works**

**County Counsel Concurrence**

As to form: N/A

**Auditor-Controller Concurrence**

As to form: N/A

**Other Concurrence:**

As to form: N/A

**Recommended Actions:**

It is recommended that the Board of Supervisors:

- a) Receive and file a report on KPMG’s Operational and Performance Review of the Santa Barbara County Department of Public Works;
- b) Provide direction as appropriate; and
- c) 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 Public Works is the sixteenth 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:

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Countywide Operational Performance Review – Santa Barbara County Public Works Department” is attached. The Department’s response and implementation timeframe is also attached.

**Overview of the Department:**

The Public Works Department mission is to efficiently provide, operate and maintain public works infrastructure, facilities and services to make everyday life as safe and convenient as possible for the public we serve. The department is comprised of 298 full-time equivalent (FTE) positions housed within its five divisions of Transportation, Surveyor, Water Resources, Resource Recovery & Waste Management, and Administration. The department’s adopted Fiscal Year (FY) 2023-24 operating budget of \$173.3 million represents approximately 12% of the County’s total adopted operating budget.

**Overview of KPMG Recommendations:**

In brief, the KPMG report identifies 14 recommendations. The recommendations are divided into four categories: 1) Department-wide; 2) Transportation, Roads, and Facility Management; 3) Surveyor; and 4) Water Resources Division. These recommendations are summarized below, and are discussed more fully in the attached response and implementation table.

*Department-Wide*

- 1.1: Reestablish quarterly site inspections to enhance control performance and enable more proactive management of safety, accessibility and risk Department-wide.
- 1.2: Leverage technology to streamline project progress tracking, track alignment to strategic goals and enhance the flow of information across the Department.
- 1.3: Assess department-wide technology needs and develop a technology modernization plan to enhance process automation, reduce paper process, and enhance communication.

*Transportation, Roads, and Facility Management*

- 2.1: Enhance processes to track available data related to road usage service requests, risk management, staffing, and pavement quality to inform maintenance prioritization.
- 2.2: Establish an internal prioritization model to support the implementation of the Active Transportation Plan and better leverage available funding sources.
- 2.3: Enhance collaboration with SBCAG and conduct an assessment of current Measure A distribution formulas to better align funding with community service area need.
- 2.4: Utilize available activity data to develop key performance indicators and utilization targets for maintenance teams to allow for enhanced data-driven decision-making surrounding resource allocation and task assignment.
- 2.5: Conduct a cost-benefit analysis and skills gap analysis to evaluate the effectiveness of the Division’s approach to recruiting outside consultants.

*Surveyor*

- 3.1: Conduct an activity-based workload analysis and establish additional performance measures to inform decision-making on staffing mix, resource allocation, and task assignment.

*Water Resources Division*

- 4.1: Consider implementing an asset management database for County-managed flood control infrastructure to improve risk visibility.

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4.2: Identify a core set of additional performance metrics to enhance visibility of performance and progress toward operational goals.

4.3: Expand cross-training efforts between Water Resources and Transportation Maintenance Teams across locations to enhance skill sets, increase resiliency, and assist with resource challenges.

4.4: Customize Accela workflows to help ensure that workflows consistently align to staff activities allowing the Division to enhance the tracking of case volumes, cycle times, and staff productivity.

4.5: Expand cross-departmental outreach on Water Agency program offerings and increase cross-departmental collaboration in identifying key grant funding opportunities.

The Department agrees with a majority of these recommendations. As detailed in the Department Response and Implementation Plan included as Attachment B, some of the recommended changes have already been implemented, are currently underway, or are planned to be implemented in FY 2024-25.

**Background:**

The County contracted with KPMG in May 2019, following a competitive process, to conduct departmental operations and performance reviews as part of the Renew '22 initiative. To date, sixteen department reviews have been completed or are in process, and six subject-specific reviews have been completed or are in process. KPMG reviews are designed to provide a high-level assessment of departments, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The County Executive Office works collaboratively with departments to review and monitor the implementation of KPMG's recommendations.

**Performance Measure:**

Performance measures will be developed in conjunction with the report recommendations and included in future budget development 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 will 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 Public Works Department.

B) Santa Barbara County Public Works Department Response and Implementation Plan.

**Authored by:** Katrina B. Fernandez, Fiscal & Policy Analyst