



**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: County Executive Office
Department No.: 012
For Agenda Of: May 7, 2024
Placement: Administrative
Estimated Time: NA
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors

FROM: Department Director(s) Contact Info: Mona Miyasato, County Executive Officer
Jeff Frapwell, Assistant County Executive Officer

DocuSigned by:
Mona Miyasato
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SUBJECT: Amendment No. 10 to Agreement for Services of Independent Contractor with KPMG LLP for Development of a Capstone Report

County Counsel Concurrence

As to form: Yes

Risk Management Concurrence

As to form: Yes

Auditor-Controller Concurrence

As to form: Yes

Recommended Actions:

That the Board of Supervisors:

- a) Approve and authorize the Chair to execute Amendment No. 10 to the Agreement for Services of Independent Contractor with KPMG LLP to add additional services in an amount not to exceed \$115,000 for a total contract amount not to exceed \$3,861,340 for the period of May 14, 2019 through 12/31/2024; and
- b) Determine that the above actions are not a “project” within the meaning of the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378(b)(5), because they are government organizational or administrative activities that will not result in direct or indirect physical changes in the environment.

Summary Text:

The County of Santa Barbara entered into an Agreement for Services with KPMG LLP in 2019 to conduct management, organizational, and operational reviews of County departments in support of the Renew initiative. These reviews were designed to provide high-level assessments of the County departments and were successful at identifying strengths, weaknesses, and opportunities. During the duration of this agreement, KPMG has performed operational assessments of 21 departments and

Page 2 of 4

provided recommendations for improvements, identified key risks, and highlighted cost saving opportunities.

This contract amendment is to conclude the five-year engagement with a final capstone review to:

- Summarize high priority themes, implementation goals, and contributions to County operations as a result of work over the past four years
- Conduct a high-level assessment of implementation progress to date and existing processes for implementation monitoring
- Facilitate input into the development of priorities for consideration in the next strategic cycle, based on lessons, themes and findings of the Renew program

The timeline for this capstone review will be 16 weeks culminating in October, 2024. A goal of this culminating report will be to ensure the County's investment over the last five years to improve departmental performance and efficiency is being implemented through effective monitoring tools and processes. Given significant turnover in the leadership of departments over the last five years, this work will also re-orient departments to the intent and outcomes of the operational assessments. An additional objective is to help prepare for the next Renew initiative phase – development of the County's outward-facing strategic goals.

Background:

In 2018, a Request for Proposal process was conducted for a contractor to perform a comprehensive performance review of County Departments. KPMG was subsequently contracted to perform financial, organizational and operational performance reviews of County departments to assist the Board of Supervisors in identifying budgetary priorities and allocations and operational effectiveness opportunities. These in-depth 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 comparable jurisdictions, as well as identified baseline and enhanced levels of service and recommended evidence-based best practices for implementation.

KPMG has completed a review of the majority of departments, in addition to other requested reviews of specific County programs and processes. Through approval of this amendment, KPMG will develop a culminating capstone report focusing on organizational themes across reviews and developing a plan to move to Phase 2 of the Renew initiative and provide a framework for developing the County's outward facing strategic goals.

The agreement with KPMG has provided a number of realized benefits to the County. To name a couple, technological advances to improve services have been implemented or are in process in multiple departments, including, but not limited to the Sheriff's Department, County Counsel, and the Clerk of the Board division within the CEO's office. The Renew '22 (now referred to as "Renew") program was implemented which has generated a cultural shift within the County and its approach to doing business, promoting a more empowered workforce with a mindset of strategic innovation and the tools to carry out changes that not only improve efficiency but also provide better service to our residents.

Page 3 of 4

Fiscal and Facilities Impacts:

Budgeted: Yes

Fiscal Analysis:

<u>Funding Sources</u>	<u>Current FY Cost:</u>	<u>Annualized On-going Cost:</u>	<u>Total One-Time Project Cost</u>
General Fund	\$ 115,000.00		\$ 115,000.00
State			
Federal			
Fees			
Other:			
Total	\$ 115,000.00	\$ -	\$ 115,000.00

Narrative: Funding for the Capstone Report efforts has been included in the General County Programs General Fund FY 2024-25 preliminary budget.

Key Contract Risks:

The CEO's Office views this contract as low risk as the County is only required to pay following satisfactory completion of specific milestones of each report.

Amendment 10 is attached as Attachment A. Also attached are the original agreement with KPMG LLC, and all previous amendments (Attachments B-K).

Special Instructions:

Please send one copy to Assistant County Executive Officer, Jeff Frapwell.

Attachments:

Attachment A: Amendment No. 10 to the Agreement for Services of Independent Contractor with KPMG LLP

Attachment B: Agreement for Services of Independent Contractor with KPMG LLP

Attachment C: Amendment No. 1 to the Agreement for Services of Independent Contractor with KPMG LLP

Attachment D: Amendment No. 2 to the Agreement for Services of Independent Contractor with KPMG LLP

Attachment E: Amendment No. 3 to the Agreement for Services of Independent Contractor with KPMG LLP

Attachment F: Amendment No. 4 to the Agreement for Services of Independent Contractor with KPMG LLP

Attachment G: Amendment No. 5 to the Agreement for Services of Independent Contractor with KPMG LLP

Attachment H: Amendment No. 6 to the Agreement for Services of Independent Contractor with KPMG LLP

Attachment I: Amendment No. 7 to the Agreement for Services of Independent Contractor with KPMG LLP

Attachment J: Amendment No. 8 to the Agreement for Services of Independent Contractor with KPMG LLP

Page 4 of 4

Attachment K: Amendment No. 9 to the Agreement for Services of Independent Contractor with KPMG
LLP

Authored by: Jeff Frapwell, Assistant County Executive Officer