



Improving performance to better serve our county residents

**Countywide operational performance
review - General Services Department
Executive Summary**

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Executive Summary

Scope and Methodology

The County of Santa Barbara contracted with KPMG in May 2019 to conduct an operational and performance review of all County departments. The General Services departmental review commenced in August 2019. The purpose of this General Services department review is to provide a high-level assessment of the department, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions with the focus to improve the overall operational efficiency, effectiveness, and service delivery provided by the department.

Over a 12-week period, the KPMG team conducted the following activities:

- **More than 45 interviews** with General Services leadership and staff to understand the organizational structure, roles and responsibilities, operations, and processes of the department.
- **Analysis of data available, reports, and policy documents** to understand demands upon, and the operations of, the department.
- A **customer survey** was also distributed to the Board of Supervisors, their Chiefs of Staff, Department Directors, and Assistant Department Directors to gather their opinions on the service provided by the County Executive Office.
- A **benchmarking and leading practice review** was conducted of the recommended eight benchmark counties; Marin, Monterey, Placer, San Luis Obispo, Santa Cruz, Solano, Sonoma, and Tulare.

This report outlines the findings of the operations and performance review and details recommendations for enterprise-wide management and for each of the eight divisions: Administration and Finance, Capital Projects, Information and Communications Technology, Energy, Facilities, Fleet, Purchasing, and Real Property.



Executive Summary

Department Orientation

Mission statement: Provide vital, sustainable, and innovative services to ensure that the County accomplishes its goals and objectives for the public good. We provide: capital improvements, facility management, financial and procurement services, mail services, information and communication technology, real estate services, and vehicle operations.

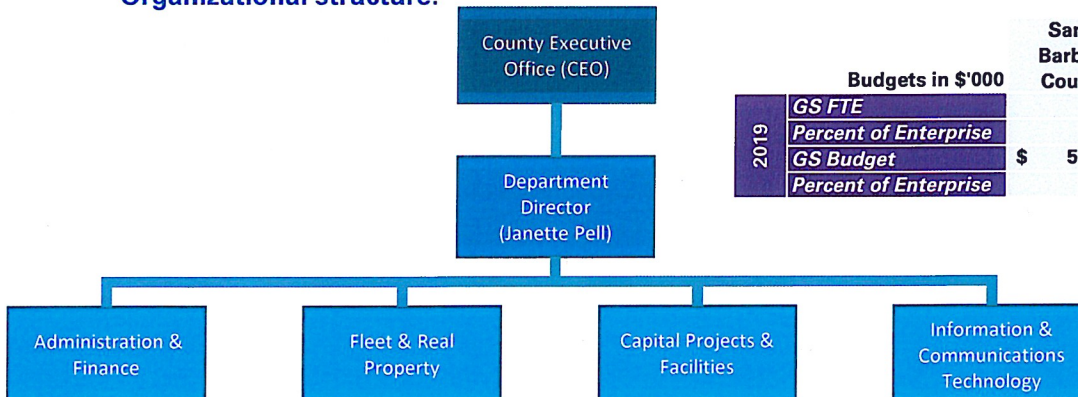
Responsibilities:

- 1 Provide vital, cost-effective, sustainable, and innovative services to ensure that the County accomplishes its goals and objectives for the public good.
- 2 Deliver an array of real asset, technology, and administrative services to County departments.

Recommended budget (2019/20):

\$52.5M	\$27.4M	118.5
Operating Expenses	Capital Expenses	Full-time Employees

Organizational structure:



County benchmarks:

		Santa Barbara County	Average
Budgets in \$'000			
2019	GS FTE	119	72
	Percent of Enterprise	2.8%	2.1%
	GS Budget	\$ 52,492	\$ 32,722
	Percent of Enterprise	4.6%	2.4%



Executive Summary

Commendations

Renew '22 Initiatives

The General Services department has transformed a large amount of projects in the pipeline to better align with Renew '22. Whether it is working towards IT governance, realigning the General Services Strategic Plan, or focusing on establishing a GIS environment, General Services should be commended for its efforts towards Renew '22.



Data-focused Organization

General Services has made a conscious effort to identify where and how they collect data and use it to make strategic decisions, drive performance, and perform process improvements.

Capital Improvement Plan

Although recently adopted, General Services should be commended for taking the difficult step of establishing a CIP process and document that reflects the needs of the County.

Fleet Management

The General Services department Fleet division has done an exemplary job of establishing policies, procedures, and data analytics around the maintenance, and refreshing, of the County's fleet.

Customer Engagement

The General Services department has consistently sent out an annual survey to their customers to solicit feedback on the services they provide and amend their operations to deliver a better customer service.

Executive Summary

Renew '22 Mapping

The recommendations made within the General Services review have been aligned to the Renew '22 Transformation Behaviors to help ensure that the recommendations are driving towards the Renew '22 strategic vision, as seen in Figure 1 below.

		Transformation Behaviors					
		Alignment with Vision	Data Driven Decision Making	Strategic Thinking	Risk Taking	Collaborative Problem Solving	
Enterprise Enablement Recommendations	1	Develop a cadenced process to align mission and vision with the budget					
	2	Develop countywide policies and procedures that guide governance and compliance					
	3	Understand current workload and skills to define future skills gaps, assist in future planning, and establishing performance expectations					
	4	Develop service level expectations, performance requirements, and establish a performance monitoring program					
	5	Identify capabilities and usage of current systems to define technology gaps and opportunities for improved integration					

Figure 1
Source: KPMG LLP (2019) Analysis of Renew 22' Transformational Behaviors



Executive Summary

Enterprise Enablement Recommendations

Enterprise enablement recommendations relate to the systems and processes needed for the General Services department as a whole to manage their operations and activities to achieve the County's goals. The recommendations outlined below focus on providing strategic alignment and direction across all General Services divisions and the foundational systems for the department to become data driven with an emphasis on performance and outcomes to inform strategic decision-making.

#	Enterprise enablement recommendations
1.0	Develop a cadenced process to align the budget with the department mission and vision
2.0	Develop countywide policies and procedures that guide governance and compliance
3.0	Determine current workload and skills to define future skills gaps, assist in future planning, and establish performance expectations
4.0	Develop service-level expectations, performance requirements, and establish a performance monitoring program
5.0	Leverage capabilities and usage of current systems to define technology gaps and opportunities for improved integration



Executive Summary

Division Recommendations

Division recommendations identify opportunities for the General Services department and divisions to more effectively prioritize activities, generate more efficient and effective operations, and improve service to General Service's customers.

#	Division recommendations
Administration and Finance	
6.1	Establish Administration and Finance as owners of the budget development and monitoring process
6.2	Establish a cadenced and transparent Internal Service Fund rate setting and management process
Capital projects	
7.1	Establish a prioritization criteria for the Capital Improvement Plan that balances all needs with lifecycle and budget
7.2	Establish a framework for balancing the workload of project managers, and aligning the appropriate skills to capital projects
7.3	Utilize performance tracking to set portfolio management expectation for Capital Projects staff
Information and communications technology (ICT)	
8.1	Conduct readiness assessment of ICT capacity and capability to deliver core system upgrades
8.2	Determine the delivery ownership of IT services between ICT and departments
8.3	Elevate the role of IT and consider establishing ICT as a stand-alone, independent department following implementation of 8.1 & 8.2
8.4	Establish a single, integrated Tier 1 and 2 service desk for the County

#	Division recommendations
8.5	Expand ICT Project Management Oversight (PMO) intake process to all IT projects in the County
8.6	Establish a multi-faceted approach to prioritizing, developing and implementing IT policies
Energy	
9.1	Realign the Energy division to strategically focus on County energy sustainability and compliance
Facilities	
10.1	Establish an asset maintenance strategy to address the deferred maintenance liability
10.2	Establish a Capital Assets Lifecycle Policy for elevating deferred maintenance projects to capital projects
10.3	Establish a strategic plan for prioritizing preventative maintenance and reactive maintenance requests
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 types of trade skills needed
10.5	Fully adopt Maintenance Connection for Facilities staff and focus on tracking service levels and performance
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
11.2	Establish a process and structure to help ensure routine maintenance compliance
11.3	Utilize scheduling tools to automate the scheduling of routine maintenance
11.4	Evaluate the implementation of telematics for enhanced fleet utilization

#	Division recommendations
Purchasing	
12.1	Establish clear Board adopted policies to establish roles and responsibilities of Purchasing and county departments.
12.2	Fully utilize available software systems to automate processes and more appropriately track activities
12.3	Coordinate with the Auditor-Controller to establish a cadenced spend analysis that complements the annual report currently generated
12.4	Establish a contract compliance and review process to reduce risk
12.5	Identify all common goods and services procured across the County and collectively bid
Real Property	
13.1	Utilize Yardi to establish average workload, determine expected workload, and define performance metrics
13.2	Coordinate with the Facilities division to determine building occupancy and consolidation opportunities
13.3	Establish strategy for asset management around land ownership; own versus sell versus lease

Executive Summary

Current and Recommended Operating Model

Figure 2 below summarizes the General Services department's current state operating model across six design layers, as well as the target state that can be achieved by implementing the recommendations in the following sections. Each operating model layer describes a continuum of maturity that articulates how the General Services department can be designed to deliver services optimally. These layers were also used to structure the observations, analysis and recommendations of the review of the General Services department. Detailed descriptions of the six design layers can be found in Appendix E.

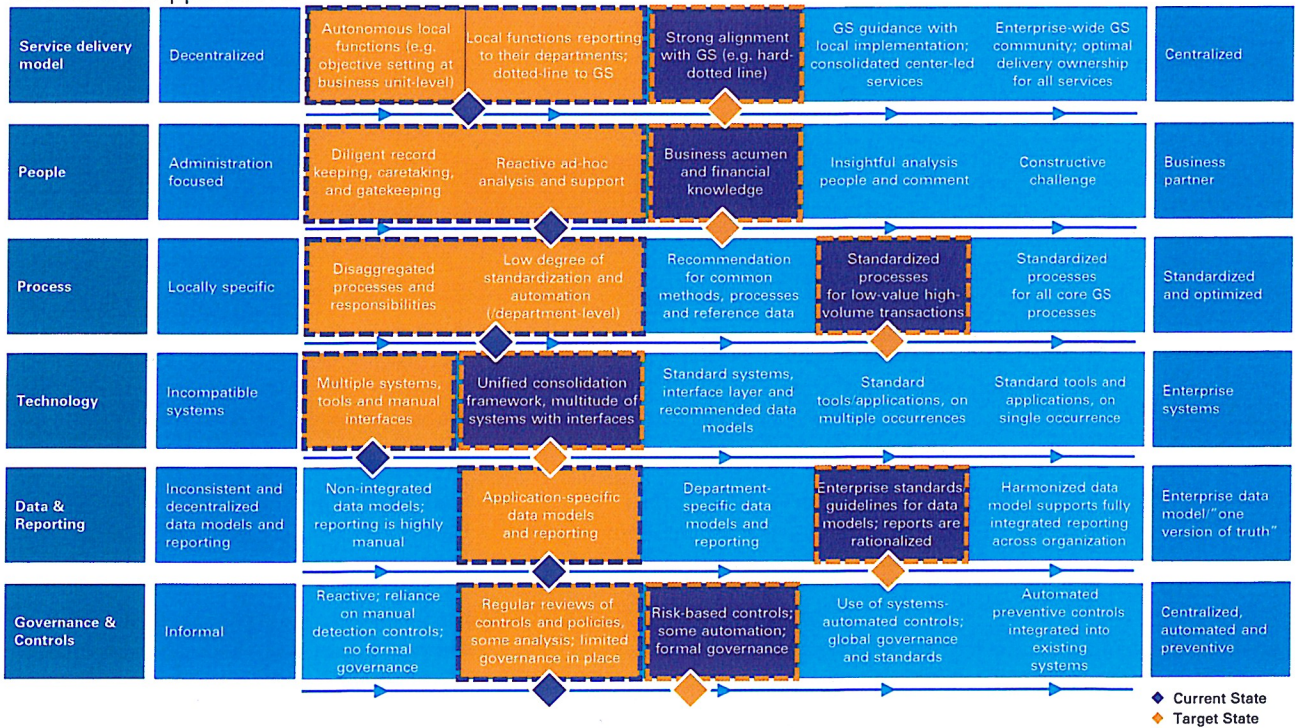


Figure 2 Source: KPMG LLP (2019)

Executive Summary

Implementation Roadmap

Implementing the proposed recommendations requires thoughtful and precise planning and strong project oversight, particularly with regard to the number of interdependencies and stakeholders involved with such changes. The implementation plan below outlines the recommended sequencing and timeline for the enterprise enablement recommendations over the next two to three years.

