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Improving Performance to Better Serve Our County Residents

Countywide Operational Performance Review – Santa Barbara County Department of Community Services
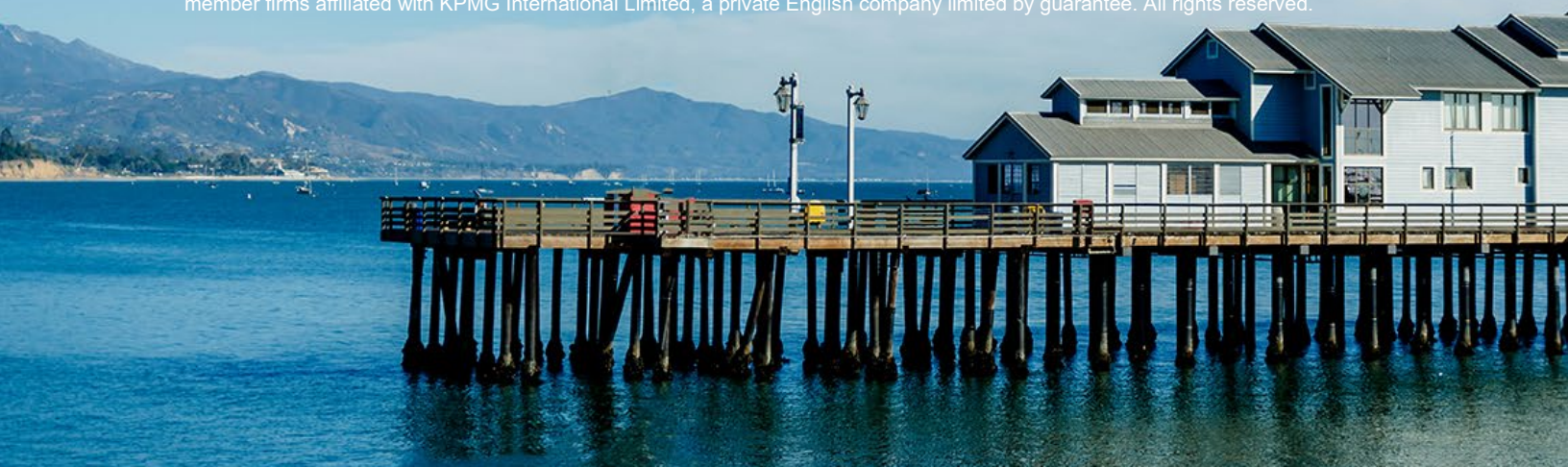
Finalized March 2023

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Executive Summary

The County of Santa Barbara (the County) contracted with KPMG LLP (KPMG) in May 2019 to conduct an operational and performance review of all County departments. Review of the Community Services Department (the Department or CSD) commenced in January 2022 and was finalized in March 2023. The purpose of this review is to provide a high-level assessment of the Department to identify strengths and opportunities and to benchmark financial and operational areas with similar jurisdictions with the focus on improving the overall operational efficiency, effectiveness, and service delivery provided by the Department.

Scope and Methodology

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

— More than 40 interviews with Department leadership and staff to understand the organizational structure, roles and responsibilities, operations, and processes of the Department

— Analysis of available data, reports, and policy documents to understand the demands upon and the operations of the programs and services offered by the Department

— A benchmarking and leading practice review on the eight comparison counties specified in our contract at the request of the CEO's Office: Monterey, Solano, Sonoma, Tulare, Placer, San Luis Obispo, Marin, and Santa Cruz. A benchmarking analysis was also completed of Ventura County at the request of the Department. (please refer to the Appendix for detailed benchmark research).

Figure 1: Source: KPMG

Focus Areas

The following focus areas were developed in conjunction with the CEO's Office and guided the focus of the Department review:

🌿	**Parks and Open Spaces**	Deep-dive review of current personnel practices, risk assessment and planning practices, technology usage, maintenance and deferred maintenance strategies, and understanding cost per acre (i.e., usage, personnel costs).
👪	**Housing and Community Development**	High-level review of grant management practices, including monitoring grants, tracking outcomes, and alignment of grants with U.S. Department of Housing and Urban Development (HUD) funds.
🌬	**Sustainability**	Deep-dive review of strategy and priorities, scope of services, prioritization of grants, performance metrics and outcomes, and full-time equivalent (FTE) timecoding and revenue streams.
📖	**Library Services**	High-level review of strategy, scope of services, and performance metrics and outcomes.
🎨	**Office of Arts and Culture**	High-level review of strategy, scope of services, and performance metrics and outcomes.

Mission Statement

To provide community, cultural, recreational, and environmental resources that sustain and enhance quality of life for all who live, work, and play in Santa Barbara County.

Description

The Department administers various services and resources that enhance the quality of life for all who live, work, and play in the County. The Department was formed by the Board of Supervisors in Fiscal Year (FY) 2011–2012 to improve operational efficiency and promote collaboration between previous stand-alone divisions in Parks and Open Spaces (Parks), Library Services, Office of Arts and Culture, and Housing and Community Development (HCD). The Sustainability Division was created in 2015. In partnership with community-based organizations, the Department leverages federal, state, and local dollars, "connecting people to opportunities" related to recreation, housing, lifelong learning, arts, culture, and the environment. The combined operating and capital budgets are presented as budget programs: Administration and Support, Parks, HCD, Community Support (Library Services and the Office of Arts and Culture), and the Sustainability Division.

Department Orientation

Figure 2: Source: KPMG

Budget for Fiscal Year 2021–2022

$60.6 million	$3.8 million	$12.5 million	93.75
Operating Expenses	Capital Assets	General Fund Contribution	FTEs

Figure 3: Source: KPMG

County Benchmarks

The benchmarks utilized to develop the average FTEs and budget below relate only to those benchmark counties of Monterey, Solano, San Luiz Obispo, Marin, Sonoma, and Santa Cruz, each of which have separate Housing, Parks, Sustainability, Libraries, and Arts divisions. Please note that the Santa Barbara library system is a complex partnership between the County and the surrounding cities. This specific structure has not been adopted by other counties in California, with the majority of counties managing and funding Library FTEs directly. Please see County Budget and FTE Benchmarks Appendix for further detail.

		Santa Barbara	Average
Parks	Division FTE	62	45
	FTE Percent of Enterprise	**1.43%**	**1.39%**
	2021 Division Budget ($'000)	15,805	11,791
	Budget Percent of Enterprise	**1.33%**	**0.99%**
Housing and Community Development	Division FTE	17	4
	FTE Percent of Enterprise	**0.38%**	**0.12%**
	2021 Division Budget ($'000)	15,771	7,562
	Budget Percent of Enterprise	**1.33%**	**0.51%**
Sustainability	Division FTE	6	14
	FTE Percent of Enterprise	**0.14%**	**0.58%**
	2021 Division Budget ($'00)	2,759	10,128
	Budget Percent of Enterprise	**0.23%**	**0.92%**
Library Services	Division FTE	0	100
	FTE Percent of Enterprise	**0%**	**3.33%**
	2021 Division Budget ($'00)	4,496	11,908
	Budget Percent of Enterprise	**0.37%**	**1.14%**
Arts and Culture	Division FTE	3	8
	FTE Percent of Enterprise	**0.07%**	**0.31%**
	2021 Division Budget	938	995
	Budget Percent of Enterprise	**0.08%**	**0.11%**

Figure 4: Source: KPMG

Commendations

The below commendations were discovered during the course of the review and recognize the dedication of the Department to its mission.

Deep and demonstrated commitment to community service

At all levels of the Department there was demonstrated commitment to client service delivery and enhancing operations. The Department maintained operations during unprecedented circumstances within the last two years due to the COVID-19 pandemic. During this time, staff remain deeply committed, passionate, and dedicated to serving the community and demonstrate a high degree of resiliency.

Promoting sustainability and Diversity, Equity, Inclusion, and Access (DEIA) efforts at the forefront of County initiatives

The Sustainability Division and the Office of Arts and Culture have placed a key focus on DEIA initiatives in recent times. Both divisions are jointly managing the implementation of a Racial Equity Program funded by the Board of Supervisors to invest in and strengthen organizations that address antiracism through systems change strategies. Placing DEI at the forefront of operations, particularly as it relates to racial equity and inclusion, is a critical strategy to foster goals and outcomes that increase opportunities for historically marginalized populations.

Successfully administered $48.3 million in stimulus package funding and mamnaged $9 million in Parks grant funding

As a result of the COVID-19 pandemic, the Department received a stimulus package of $48.3million from the federal government. A portion of these funds was successfully administered by the County's HCD Division to provide emergency rental assistance to County residents in need. The administration of these funds was critical to helping to ensure that County residents who experienced financial difficulty as a result of the pandemic remained housed. Additionally, the Parks Division is managing state, federal and local grants totaling over $9 million and has completed approximately $5 million in capital projects in FY21-22 with almost $40 million in ongoing projects at various stages of development/completion. While the efforts undertaken by the Department to date are commendable, the report includes a number of recommendations to further enhance grant management and capital projects management processes.

Exemplary HMIS data management practices in place

The HCD Division has implemented exemplary practices for Homeless Management Information System (HMIS) data management. The HCD Division has developed detailed data standards within which each provider is required to comply. The HCD Division also runs a help desk to assist providers with technical queries related to HMIS. As a result of the HCD Division's focus on HMIS data quality, the HCD Division has experienced a low rate of error within HMIS, helping to ensure accurate and consistent data for analysis.

Implementation of electronic parks reservation system to ensure efficient booking practices

Parks has recently implemented an online reservation system to allow users to electronically make a reservation at the County's campsites. The implementation of this system was key to reservation management, particularly during the COVID-19 pandemic, as occupancy rates increased significantly. The implementation of the reservation system was a critical component to enhancing revenue for Parks over the past year, with revenue increasing by approximately $2 million.

Utilization of Neighborly software to enhance grant tracking performance

The HCD Division utilizes Neighborly software to track and manage their grant sources and funding. The software allows the HCD Division to track spending and spend utilization at the grant level and also allows providers to access and upload documents. This software has streamlined the grant management processes for the HCD Division and has enhanced methods of collaboration and communication with providers.

Renew '22 Mapping

The recommendations made within the operational and performance review have been aligned to the Renew '22 transformation behaviors to help ensure that the recommendations are driving toward the Renew '22 strategic vision, as seen in the figure below. The colored tiles identify the Renew '22 transformation behaviors that align to each recommendation.

			Transformation Behaviors				
			Alignment with vision	Data-driven decision-making	Strategic thinking	Risk taking	Collaborative problem-solving
Parks	1.1	Develop an activity-driven deployment model to align staffing to demand for park services; better track activities undertaken by staff; and ensure optimal scheduling, utilization, and capacity of resources.	■	■	■		
	1.2	Enhance collaboration with County Human Resources (HR) to reduce recruitment timelines, streamline the hiring process, and relieve capacity of park rangers.			■		■
	1.3	Evaluate work order systems to centralize communication, prioritize demand, and thoroughly track and assess the performance of maintenance activities.	■	■	■		
	1.4	Enhance collaboration with County Risk to help ensure a more accurate and timely collection and sharing of data, help ensure the continued safety of park users, and assist with the tracking and identification of preventative maintenance.	■	■	■		■
	1.5	Enhance collaboration between the capital projects and deferred maintenance unit and General Services to utilize project management resources to identify opportunities for improved oversight of project progress, performance, and completion.	■			■	■
	1.6	Utilize available data, such as registration, GNAV, revenue, and staffing data to better understand the cost per park and further inform park maintenance prioritization, implementation of recreational activities and cost/revenue analysis.	■	■	■		
Housing and Community Development	2.1	Expand on current analysis to conduct a comprehensive needs assessment to better understand community needs, reach target populations, identify gaps in service, and align funding in collaboration with the Health and Human Services Departments.	■	■	■		■
	2.2	Enhance collaboration with Behavioral Wellness on homeless outreach to reduce duplication of efforts, streamline services offering, more strategically allocate workload, and better deploy funding for greater impact.	■		■		■

Category	#	Recommendation
Housing and Community Development	2.3	Identify a core set of key outcomes and performance measures to enhance the tracking of successful program outcomes, ensure that provider and program performance is monitored on a timely basis, and enhance data-driven decision-making related to funding decisions.
	2.4	Enhance data tracking processes related to staff time spent on grant-funded programs to help ensure optimal use of funding streams.
	2.5	Develop standard operating procedures for the invoicing process to enhance efficiency, reduce the potential for error, and workload burden for staff—noting this may involve input from County Counsel and County Fiscal.
	2.6	Consider centralized management and oversight of grant management efforts to centralize, consolidate, and standardize grant pursuits; enhance grant monitoring and management and better align with County strategy.
Sustainability	3.1	Empower Sustainability Division to coordinate countywide sustainability efforts and conduct materiality assessment to assist the Department in identifying critical initiatives and implementation strategies to promote high-impact, successful outcomes across the County.
	3.2	Improve monitoring and reporting of sustainability and performance data to allow for enhanced data-driven decision-making related to funding decisions and initiative outcomes.
Library Services	4.1	Adopt leading practices when developing governance model strategies for Library Services to help ensure optimal communication, increased access to information, and enhanced decision-making.
	4.2	Identify a core set of goals, outcomes, and performance measures that can help the Library Services Division and Department leadership standardize operations across libraries and regularly measure performance.
Arts and Culture	5.1	Identify a core set of outcome-based performance measures to help ensure that the impact of arts and culture initiatives can be effectively measured.
	5.2	Collaborate with the CEO's Office to establish a countywide DEIA hub to place greater emphasis on a coordinated, cross-department DEIA strategy.

Figure 5: Source: KPMG

High-level Prioritized Timeline

The following report consists of 18 recommendations between the five divisions within the Department. Proposed high-level timing and prioritization for each recommendation is depicted below. Please refer to the Appendix for a more detailed timeline by month. It is important to note that a number of recommendations are countywide in nature and these recommendations are identified by a county-wide logo below and within the report.

Division	#	Recommendation	High-level Timeline			
			Months 1–3	Months 4–6	Months 7–9	Months 10–12
Parks	1.1	Develop an activity-driven deployment model to align staffing to demand for park services.	█	█		
	1.2	Enhance collaboration with County HR.	█			
	1.3	Evaluate work order systems.	█	█		
	1.4	Enhance collaboration with County Risk.	█	█	█	
	1.5	Enhance collaboration between the capital projects and deferred maintenance unit and General Services.	█	█	█	█
	1.6	Utilize available data to better understand the cost per park and enhance data-driven decision-making.			█	█
Housing and Community Development	2.1	Expand on current analysis to conduct a comprehensive needs assessment.	█	█		
	2.2	Enhance collaboration with Behavioral Wellness on homeless outreach.	█	█		
	2.3	Identify a core set of key outcomes and performance measures.	█			
	2.4	Enhance data tracking processes related to staff time spent on grant-funded program.	█	█		
	2.5	Develop standard operating procedures for the invoicing process.		█	█	
	2.6	Consider centralized management and oversight of grant management efforts.			█	█
Sustainability	3.1	Empower Sustainability Division and conduct materiality assessment.	█	█	█	
	3.2	Improve monitoring and reporting of sustainability and performance data.	█	█		
Library Service	4.1	Adopt best practices when developing governance model strategies for Library Services.	█	█		
	4.2	Identify a core set of goals, outcomes, and performance measures for Library Services.	█	█		
Arts and Culture	5.1	Identify a core set of outcome-based performance measures.	█	█		
	5.2	Collaborate with the CEO's Office to establish a countywide DEIA hub	█	█	█	█

Operating Model Maturity Scale

The figure below summarizes the Department's current-state operating model across six areas of analysis, as well as the target state that can be achieved by implementing the recommendations in the following sections. The purple boxes indicate the Department's capabilities at the time of the review, and the gold boxes illustrate the level of maturity that KPMG believes is attainable through the recommendations in this report. Each operating model layer describes a continuum of maturity related to optimal service delivery. While the highest-priority opportunity areas are detailed in callout boxes in the diagram below, full descriptions of the six design layers can be found in the Appendix.

Service levels are not formalized or consistently monitored, work order systems are manual in nature, and there is limited coordination and information sharing with General Services with regard to the potential for collaborating on certain projects.

Service levels are clear across the Department and reviewed weekly. Work order systems are automated, and cross-departmental coordination is regular and consistent.

		1	2	3	4	5	
Parks	Lack of activity-driven deployment, automated work order system, and limited coordination	1	2	3	4	5	Optimized staffing levels, optimal automation, and robust coordination
Housing and Community Development	Limited coordinated and strategic utilization of funding sources	1	2	3	4	5	Strategic utilization of funding sources in line with community need
Sustainability	Lack of strategic alignment and consistent adoption	1	2	3	4	5	Consistent adoption in line with vision and strategy

The division does not have a clear strategy aligned with Countywide vision to achieve short- and long-term goals

A clear, coordinated strategy aligned to County vision with short- and long-term goals and targets

		1	2	3	4	5	
Library Services	Lack of robust performance measures	1	2	3	4	5	Robust
Office of Arts and Culture	Lack of coordinated strategy	1	2	3	4	5	Coordinated and consistently adopted

Figure 7: Source: KPMG

Parks and Open Spaces

The below recommendations are associated with the Parks and Open Spaces (Parks) Division of the Department.

1.1	Develop an activity-driven deployment model to align staffing to demand for park services; better track activities undertaken by staff; and ensure optimal scheduling, utilization, and capacity of resources.

Benefit

Utilizing an activity-driven deployment model results in the following key benefits:

— It may allow Parks to develop a sustainable, efficient staffing model more aligned to demand, helping to ensure optimal scheduling and effective utilization of resources across park services.

— It will also enhance the ability to track and prioritize activities undertaken by park rangers and maintenance staff across the County's parks, helping to ensure that the most critical tasks are consistently prioritized, reducing risk to the County.

— Finally, this type of deployment model will enable effective performance management by assisting Parks in understanding activities undertaken by park rangers and aligning utilization targets for park rangers and maintenance staff to promote an environment focused on efficiency and continuous improvement, which can better inform staffing needs.

Current State

Presently, scheduling is manually undertaken by park ranger and maintenance supervisors by utilizing Excel spreadsheets and is largely aligned with park opening hours. As such, Parks does not have an automated or data-driven/activity-driven process to align staffing levels to demand. Parks tracks occupancy rates at its campsites as well as traffic counts at each of its parks; however, it does not utilize or analyze this data to develop optimized staffing schedules aligned to occupancy rates, visitors, or activities. Additionally, Parks runs a call center to answer queries related to campsite and park reservations and opening times. This call center is staffed by one full-time employee, with additional support provided as needed. GNAV software is utilized to track and record calls received; however, this data is not currently utilized to align staffing levels at the call center based on historical demand trends.

While the Department reports that outcome-related evidence is utilized to assess whether tasks have been completed by park rangers and maintenance staff, they do not presently track the activities undertaken by each park ranger or maintenance worker on a daily or weekly basis. Park rangers in particular have the autonomy to complete tasks and visit parks with little oversight from supervisors. Given the lack of activity tracking, supervisors have limited insight into the capacity of their staff, including tasks completed and associated completion time. Such insights are critical to understanding overall workload and capacity, aligning staffing levels to activity and demand levels, and prioritizing those tasks that are critical to public safety and the continued operations of parks services.

Finally, in the current state, there are no formal utilization targets, service levels, or written quality standards that park rangers and maintenance staff are expected to meet in completing activities. Lack of service level expectations can lead to significant variations across utilization, service, and quality expectations—allowing for suboptimal performance to continue.

Case Study Spotlight

Los Angeles (LA) County has developed comprehensive park-level quality standards as well as service levels for both maintenance staff and park rangers based on the distinct activities these staff undertake.[1] LA County regularly reviews alignment with these service levels to identify optimum staffing levels and help ensure staff are working at the top of their license. The quality standards adopted by LA County as well as a selection of service level standards are outlined in action six.

Suggested Action Steps to Implement Recommendation

Action one: Establish a task force dedicated to developing an activity-driven deployment model. As a first step, Parks should establish a task force—which should include regional operations manager(s), maintenance lead(s), and park ranger III(s). The task force will be responsible for undertaking the tasks outlined in the following actions with support from Fiscal, where required. Once an activity-driven deployment model has been developed for maintenance staff and park rangers, the task force should meet monthly to consider whether any updates are required to staffing and scheduling given the seasonal nature of parks services.

Action two: Conduct an analysis of GNAV call center and traffic county data quality. GNAV data records calls received by Parks' call center daily and captures statistics related to average speed to answer and number of calls abandoned. Traffic count data captures the number of cars that enter a particular park on a daily basis. Based on KPMG data analysis of GNAV and traffic count data, the following potential data quality issues were identified:

GNAV data:

— GNAV data reports that 7,074 calls were received in June 2020, almost 2.5 times higher than the average number of calls received per month across FY2019 and FY2021. However, this increase in call volume was not matched by a corresponding increase in occupancy rates at each park for the same month. However, the Department notes that the large increase in call volume was a result of the re-opening of the Parks system following the temporary closure as a result of the COVID-19 pandemic. Further reservations can be made six months in advance at camping parks and 12 months in advance at day use parks, as such call volume and occupancy rates cannot be aligned.

— During June 2020, calls had an abandonment rate of approximately 40 percent, almost four times higher than the average abandonment rate between FY2019 and FY2021. However, average speed to answer during June 2020 did not increase and remained largely in line with the average of 10.1 seconds. As such, longer call holding times would not appear to explain the high abandonment rate.

Traffic count data:

— In the current state, traffic count data is collected via an electronic counter system. Each month the electronic counter system identifies the number of cars entering the park(s) and this data is manually entered into a spreadsheet by park rangers. Once the number of cars is identified, the Department multiplies this amount by 2.5 to estimate the number of individuals who may visit a park via car. This multiplier is based on DMV information, which estimates that an average of 2.5 individuals typically travel in one car. The current system is not capable of identifying the number of individuals who walk, cycle, or take alternative methods to the park. The Department reported that they collaborated with Public Works to install a more sophisticated traffic counter at one of its parks; however, continue to face challenges with accurately and consistently identifying traffic counts. Across interviews staff also noted that many of its parks have a variety of entrances

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[1] https://parks.lacounty.gov/county-of-los-angeles-park-design-guidelines-and-standards/

including paths, sidewalks, and auto entrances which cannot be effectively counted using current systems while Parks has no mechanism to count visitors across its trails.

— Based on analysis of traffic count data, 20 of the 21 parks for which data was provided reported months in which no traffic was experienced at particular parks due to the system being out of service. Other instances were identified in which traffic counts were significantly low in a particular month. For example, the average monthly traffic count for Lookout Park between 2018 and 2021 was 8,800; however, in January 2021, only 95 cars were reported to have entered the Park. Both data issues are likely linked to an issue with the electronic counter system.

The ability to accurately identify traffic counts at each park and the number of calls received and abandoned as well as the average speed to answer by time of day, day of week, week of year, and month of year is critical to accurately understanding workload and aligning staffing levels to demand. This data can also be used to predict future demand of park services based on historical trends to assist in demand-driven deployment efforts. This is key to helping to ensure optimal client service delivery, such as ensuring there are enough rangers in parks with high demand to assist with public safety, facilitate programs or activities that may be occurring at the parks, and monitor park quality to ensure a positive visitor experience. Given the data inconsistencies noted above, Parks should conduct an analysis of GNAV and traffic count data quality and rectify any potential data quality issues, to help ensure that trend and demand analysis for the County's parks is consistently accurate.

Action three: Develop regular analysis on available data, such as registration, GNAV, and call center data, to better understand trends in demand for and utilization of park services. As a next step, the task force should conduct a detailed analysis of campsite reservation and occupancy data, park traffic counts, and GNAV data. This data can be utilized to inform staffing and scheduling decisions in the future, helping to ensure they are aligned with demand. The data should be refreshed monthly and issued to park ranger and maintenance supervisors to help ensure they are aware of any upcoming peaks in reservations and assist in developing data-driven scheduling. Furthermore, this analysis should be provided to Parks and executive leadership monthly to allow them to remain informed on the level of demand at each park location. This will assist with decision-making, particularly as it relates to prioritizing maintenance activities, developing recreational activities, and enhancing revenue generation as identified in Recommendation 1.6.

Action four: Conduct a low-barrier time study to determine the specific staff activities undertaken by park rangers and maintenance staff. The task force should conduct a low-barrier time study process to enhance visibility into the specific activities being undertaken by both park rangers and maintenance staff across parks services. This time study may be undertaken by developing a low-barrier pilot program for Parks' staff to enter time spent on specific tasks undertaken, for instance on a periodic sample-based or management-assumption approach basis focusing on larger groups of tasks that may already be delineated in work order management systems with historical work hours, machine hours, material quantities, etc.). This pilot can be facilitated via a simple spreadsheet with prepopulated drop-down fields to reduce the time it takes to enter information. Staff should be encouraged to populate the spreadsheet daily in order to obtain the most accurate time spent on specific tasks. This time-tracking exercise may be conducted monthly for a minimum of three to six months and analyzed monthly to enhance the understanding of how staff members are spending their time. This recommendation does not suggest that staff record their activities minute by minute, but rather record their activities more generally to capture the general time taken to complete specified activities to better understand capacity. It is important to note that the results of the time study for park rangers and maintenance staff should be separately analyzed to identify the key activities undertaken by each position, given the differing responsibilities of each role.

Action five: Develop a task prioritization matrix. Having developed a deeper understanding of the activities undertaken by both park rangers and maintenance staff, the Task Force should collaboratively develop a task prioritization matrix for park rangers to identify the priority with which

categories of activity should be undertaken. A similar prioritization matrix should be developed for maintenance staff. The following steps should be undertaken in developing this matrix:

— **Step one:** Analyze the time study completed within action four to identify the activities completed by staff and develop high-level activity categories.

— **Step two:** Assign a prioritization level to each of these activity categories. This may be done by scoring each activity category by order of priority with highest priority activity category scoring a one, for example.

— **Step three:** Develop a prioritization matrix noting the categories of activity, the tasks that fall within each category, and the prioritization score assigned to each category.

— **Step four:** Operationalize the prioritization matrix by teaching staff the process and importance of the matrix to help ensure it is utilized when triaging and allocating tasks to maintenance staff or park rangers. The Department should also allow for feedback and continuous improvement to ensure seamless transition into current operations.

— **Step five:** Reassess task prioritization based on changes in data on an as-needed basis.

Action six: Establish service levels for maintenance team and park ranger functions to accurately demonstrate utilization and capacity of staff. As a next step, the task force should develop divisional quality standards as well as activity-based service levels for both maintenance staff and park rangers. LA County developed its quality standards by establishing a service level ranking based on:

— Evaluating task frequencies for more than ten parks and recreation departments in California

— Documenting service frequencies and task times for cities with automated work management planning and control systems for park maintenance services

— Reviewing and analyzing park maintenance task frequency and staff time standards necessary to accomplish tasks developed by and for municipal jurisdictions, including standards previously instated.

As a result of the above, the following service levels were developed. Based on LA County's analysis, the prevailing level of maintenance in California municipal parks for the major grounds maintenance tasks was at service level B. Individual activity level service levels were developed based on this assumption.

Service Level	Ground Maintenance Service Levels
A	State-of-the-art maintenance applied to a high-quality, diverse landscape. Turf is lush, dark green, free from weeds, and cut to a precise level. Plants and trees are pruned, trimmed, and shaped to ornamental beauty.
B	A high level of maintenance associated with well-developed park areas with reasonably high visitation. Major difference with Service Level A is turf is not cut to precise levels and plants and trees are not pruned and trimmed at the same frequency.
C	A moderate level of maintenance associated with locations of moderate to low levels of development and visitation.

Following the development of parkwide quality standards noted above, the task force should develop activity-level service levels. This can be undertaken by utilizing the quality standards noted above, as well as the categories of activity identified as part of the time study and average time taken to complete each task. This will form the basis of the service levels. Service levels should provide detail on the

following key areas: (1) task, (2) frequency of completion, and (3) estimated hours for completion. On an ongoing basis, park ranger IIIs and maintenance leads should evaluate each maintenance staff member and park ranger against these service levels based on the specific activities assigned to these staff. Examples of service levels for both park rangers and maintenance staff are included below, based on leading practices adopted in LA County. It is important to note that these service levels are illustrative only and any future service levels adopted should be in line with Parks-specific activities.

Park Rangers:

Task	Frequency	Person Hours
Restroom cleaning	Daily	45 minutes per facility
Playground inspection	Monthly/Quarterly	1 hour per playground
Litter control	Daily	45 minutes per acre
Receptable relining and emptying	Weekly	2 minutes per can

Maintenance staff:

Task	Frequency	Person Hours
Edging mechanical	Biweekly – 26 cycles	50 hours per cycle
Edging string trimming	Monthly – 12 cycles	45 hours per cycle
Pruning	Ongoing – two or three major cycles	50 hours per cycle
Playground maintenance	Weekly	45 minutes per playground

Action seven: Evaluate current, manual scheduling methods and develop automated scheduling system based on prioritization of staff activities and demand for park services. Currently, the Department uses WhentoWork to develop automated schedules for seasonal staff, such as, lifeguards. This system was also utilized in the past to develop automated schedules for park rangers and maintenance staff; however, the Department ceased using the system for this purpose in 2017. Adopting an automated scheduling system for park rangers and maintenance staff linked to trends in park activity and visitors will help ensure the optimal scheduling of resources in line with activity and demand and will reduce workload burden on supervisors in developing manual schedules. The following steps should be undertaken in evaluating the implementation of automated scheduling:

— **Step one:** Conduct a cost-benefit analysis. The following key actions should be considered when undertaking a cost-benefit analysis:

- o Conduct market research to identify available scheduling systems and estimated cost.

- o Identify the cost of operating the current scheduling system, including overtime, time spent on manual scheduling, and related costs.

- o Evaluate the benefits of adopting a fully automated scheduling system, including reduction in overtime, enhanced client service delivery, optimal prioritization of tasks, and equalization of workload.

— **Step two:** Coordinate with the CEO's Office to present cost-benefit analysis and consider funding sources for the adoption of an updated system.

— **Step three:** Coordinate with the Purchasing Department to solicit an RFP process, where the adoption of a new system is considered feasible.

The graphic below provides a visual depiction of how optimized staffing levels can be achieved by utilizing available data to conduct a current-state analysis. Available data should also be continually refreshed in the future state to help ensure continued optimized staffing levels are aligned with need.
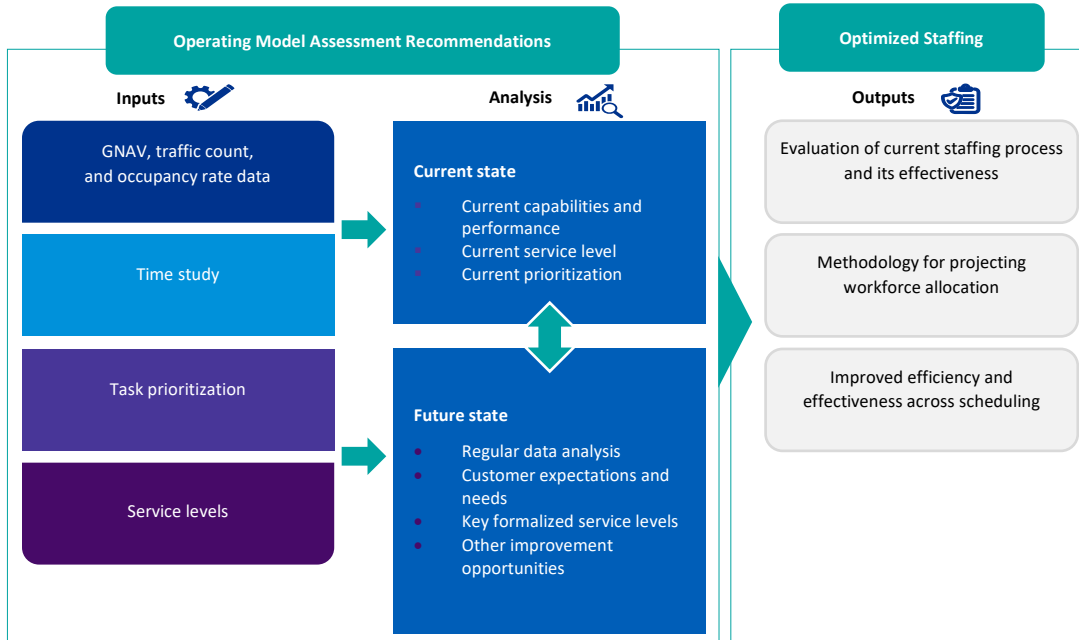
Figure 8: Source: KPMG

Action eight: Evaluate alternate electronic count systems for Parks entry. The Department should evaluate alternate traffic count systems to allow Parks to better track traffic entry into each park. This will enhance the accuracy of available data that can subsequently be utilized to better align staffing to demand at each park. As a first step in this process, Parks, in collaboration with executive leadership and County Purchasing, should initiate a Request for Information (RFI) process. This will allow the Department to gain familiarity on available systems and their various capabilities.

1.2	**Enhance collaboration with County HR to reduce recruitment timelines, streamline the hiring process, and relieve capacity of park rangers.**

Benefit

Enhancing collaboration with County HR by developing and operationalizing a service level agreement (SLA) will assist in reducing recruitment times for extra help staff, helping to ensure that Parks has the staffing required to meet seasonal demand. Additionally, developing cohorts of extra help staff for collective onboarding and training will relieve the capacity of park ranger supervisors, allowing to redirect time towards more operational activities.

Current State

Given the seasonal nature of parks and related recreational activities, Parks recruits a significant number of extra help staff such as park rangers, lifeguards, and other volunteers to support permanent staff during summer and early fall. Extra help staff are permitted to work 1,040 hours per year, typically working a 40-hour week for a six-month period from April to October. Extra help staff are critical to help ensure the efficient operation of Parks; however, in the current state it can take over three months to hire these staff.

Department HR is required to liaise with County HR to post a job posting to commence the hiring process. Across interviews, staff reported that it can often take between four and six weeks for a recruiter within County HR to be assigned to the request and it can take a further two to three weeks to have the job posted. This results in significantly protracted recruitment timelines for extra help staff and can create staffing challenges for Parks, in particular as increased capacity is needed during April through October due to high demand of park recreational services.

Additionally, across interviews, staff reported that extra help staff are typically onboarded individually. This results in park ranger supervisors continuously training new staff, preventing them from undertaking daily operational tasks such as managing staff schedules, issuing work orders, answering queries, actively supervising staff, and providing support to park rangers on the ground where necessary.

Suggested Action Steps to Implement Recommendation

Action one: Collaborate with County HR to develop an SLA and process that would allow and authorize Department HR to directly hire extra help staff as needed. As a first step, the Department should consider engaging with County HR to develop an SLA that would formalize the service relationship between both departments. The SLA would define the level of service to be provided by County HR, specifically as it relates to the recruitment of extra help staff and should include the following elements at a minimum:

— Description of the services to be provided

— Role and responsibilities of County HR

— Role and responsibilities of Divisional HR

— Turnaround timelines at each stage of service provision (assignment of a recruiter, posting of a job bulletin, etc.).

Additionally, the Department should further coordinate with County HR to develop processes that would allow the Department to directly hire extra help staff, without recruitment support from County HR. Department HR has a comprehensive understanding of the roles and responsibilities of extra help staff across each division and must recruit staff on a more regular basis given the seasonal nature of Parks. Parks supervisors also have direct responsibility for managing and overseeing training of extra help staff. Providing autonomy to Department HR to recruit these staff directly will allow the Department to better plan, prioritize, and anticipate recruitment timelines in line with the needs. The terms of the SLA should be negotiated and mutually agreed by the Department and County HR and outline the circumstances and processes to be followed in undertaking recruitment of extra help staff at the Department level.

To assist with recruiting efforts and combat a lack of interested applicants as noted in interviews, the Department should strengthen their outreach and advertisement efforts for seasonal jobs. This may include creation of flyers, posting to social media accounts, or creating a stronger, more targeted recruiting campaign. These efforts, and assistance with these efforts, could be included in the SLAs between County and Divisional HR.

Action two: Develop a proactive, continuous recruitment pipeline for extra help positions. Parks should develop a proactive, continuous recruitment pipeline under which they would continually advertise for extra help positions and prequalify candidates to build a pipeline of eligible, interested

applicants—with the expectation that candidates will be contacted for final interviews once a position becomes vacant. The initial process would screen candidates for suitability, with unsuccessful candidates being informed following screening and successful candidates remaining in the pipeline ready for a final interview once a position becomes vacant. This process could significantly reduce recruitment timelines by helping to ensure that the Department has a pool of qualified candidates available throughout the year.

Action three: Develop cohorts of extra help employees to streamline the hiring process and training programs to relieve capacity of park rangers. Parks should work with Department HR to consider developing cohorts of extra help employees who can be recruited, onboarded, and trained concurrently. This will prevent park ranger supervisors from providing training to individual new hires one at a time and instead enable more efficient use of time in onboarding and training of groups. Further, this approach should result in more consistent training and reduce workload burden on supervisors, allowing them to redirect time to more operational activities.

1.3	Evaluate work order systems to centralize communication, prioritize demand, and thoroughly track and assess the performance of maintenance activities.

Benefit

Evaluating and adopting a work order system has several key benefits:

— It will allow Parks to better assess, manage, and prioritize maintenance activities across park services. This can result in better oversight and more efficient utilization of resources and completion of maintenance activities.

— It will also allow Parks to better track maintenance timeframes, manage providers, and plan for future preventative maintenance activities, allowing for more effective maintenance planning and reducing any potential risk to the County in the long term.

— Finally, it will help ensure more centralized communication and information sharing across work orders and outstanding maintenance, given that the related information will be housed in one system.

Current State

In the current state, Parks does not operate a dedicated work order system to report, input, approve, track, record, and assess the completion of maintenance work. Park rangers typically utilize email, or phone calls in some cases, to report maintenance needs to supervisors who subsequently review and forward to maintenance leaders. Maintenance leaders review requests and individually decide whether tasks can be completed internally or should be contracted out. Work orders are typically processed manually following approval by maintenance leads.

Across interviews, staff noted difficulties in tracking and prioritizing maintenance needs when relying solely on an ad-hoc email system. They reported that maintenance needs can at times be overlooked as a result of high email traffic. Parks previously adopted Maintenance Connection, a system utilized by General Services, to manage its work order process. Although South County continues to utilize this system, staff across locations reported significant challenges with the system given it was not specifically developed for utilization by Parks. Most significantly, the key challenge with this system relates to the inability for park rangers and maintenance staff to identify, evidence, and directly report issues while in the field as they do not have access to mobile devices with the Maintenance Connection application. Maintenance Connection also continues to require paper-based work orders be printed and signed by park rangers as automated routing is not possible. Additionally, interviewees noted that park locations and relevant contract vendors were not included within the Maintenance

Connection system and since Parks supervisors were not system administrators, they could not readily add this detail. Instead, system users were required to contact the General Services Department for support, which generally took significant time to resolve. This has resulted in South County utilizing a system that is not fit for purpose and creating workarounds to provide the relevant detail needed on the work order.

Case Study Spotlight

In the market today, there are system applications that have been developed specifically for parks services to facilitate and enhance tailored work order processes, risk management procedures, and activity tracking. For example, Davis County, California, has recently adopted PlanIT Geo, a customizable application capable of managing work orders, tracking staff activities, streamlining risk assessments, tree management, and visualizing data.[2] Davis County has specifically implemented the application to focus on tree management and playground safety; however, the system has the capability to be customized for work orders.

Productive Parks is a cloud-based maintenance management solution that helps parks and recreation departments streamline processes related to labor tracking, work order creation, inspections, and more on a centralized platform.[3] The system enables users to create new work orders, track time across multiple tasks, and monitor completion status based on tags such as "assigned," "in-process," and "completed." Additionally, it provides a built-in report engine to create custom reports to track employee productivity and performance. A large county in Georgia has recently implemented Productive Parks to act as a work order system and create a working history for park assets. As a result, Georgia County's Parks Department has the operational cost data needed to make purchasing decisions and help ensure preventative maintenance goals are continuously met. As a result, the county's Parks Department has become more responsive to maintenance issues at each of its facilities, increasing internal satisfaction within the county's Parks Department.

Suggested Action Steps to Implement Recommendation

Action one: Assess the potential electronic management system solutions for implementation.
As a first step, the Department should task Parks with considering the work order system functionality required to efficiently manage monitoring and maintenance responsibilities. Any work order solution selected will need to align with other systems under development, including the Countywide enterprise resource planning (ERP) system—so Parks should collaborate with the County's Information Technology (IT) Department when assessing suitable work order systems. Initially, the following key tasks should be undertaken by Parks:

— Develop a shortlist of system "must haves" and key system capabilities

— Develop and manage a RFI process

— Assess and evaluate potential work order solutions against required system capabilities

— Collaborate with Department leadership and the CEO's Office to identify funding sources.

At a minimum, the solution should be application-based and offer a paperless, field-ready solution for work order management. It should provide capabilities for reporting maintenance issues and allow for effective prioritization and tracking of activities completed by park rangers and maintenance tasks as well as the time taken to complete such tasks. Additionally, it should allow for streamlined risk management processes and allow for reporting and visualization focused on informing decision-making surrounding preventative and regular maintenance needs.

Action two: Evaluate work order systems available to determine an optimal solution for Parks.
Commendably, Parks has begun evaluating potential software solutions for work order systems and

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[2] https://planitgeo.com/
[3] https://productiveparks.com/

should continue to build on this effort in the future. Parks should continue be responsible for evaluating potential work order systems available to align with its needs. As a first step, an RFI process should be initiated in collaboration with the Purchasing Department. Issuing an RFI will allow Parks to gain familiarity about available systems and their varying capabilities. It will also assist in gathering information in a formal, structured, and comparable way to aid in the decision-making process.

Action three: Consult with the CEO's Office and Department leadership to identify funding sources. Once a potential system has been identified, Parks should develop a cost-benefit analysis and business case for the implementation of the work order system and present this to Department leadership and the CEO's Office. In collaboration with the CEO's Office, the Department should identify potential funding sources for the procurement of the work order solution, such as general fund dollars or other potential funding sources.

1.4	Enhance collaboration with County Risk to help ensure a more accurate and timely collection and sharing of data, help ensure the continued safety of park users, and assist with the tracking and identification of preventative maintenance.

Benefit

Enhancing collaboration with County Risk will enhance cross-department data sharing and will allow for more proactive, coordinated identification of potential risks and related plans for risk mitigation. It will also improve Parks' capability to track and report on the condition of the County's assets and preventative maintenance timeline, which is critical for future planning.

Current State

In the current state, Parks hires a third-party arborist to conduct risk assessments for trees every three to five years as recommended by the American Society of Consulting Arborists. Parks also has processes in place to conduct more regular risk assessments for trees at parks that have higher footfall or are more susceptible to changes in climate. However, in the current state, there is limited collaboration with County Risk and Public Works on tree management processes. Presently, County Risk is engaged by Parks when a public safety issue occurs at a park, particularly as it relates to trees. However, there is limited proactive engagement or information sharing with regard to regular tree assessments, which would allow for enhanced coordination on potential risk identification and related mitigation. This is a critical strategy given that trees are often the biggest liability associated with parks across the County. Additionally, Public Works employs a dedicated arborist who is responsible for conducting tree assessments for all trees within their responsibility. However, presently, Parks and Public Works do not collaborate to share resources, expertise, and tools. Instead, Parks relies solely on the services of a third-party arborist.

As noted, Parks has processes in place to conduct tree assessments and undertakes playground risk assessments on a quarterly basis. However, there are limited processes in place to assess risk as it relates to other park assets such as restrooms, signs, benches, picnic tables, etc. While park rangers patrol parks and campgrounds daily and report issues encountered to management via email or telephone call, there are no formalized comprehensive conditional assessments undertaken on a three- to five-year basis in line with benchmarks. Such assessment would allow Parks to identify the condition of smaller items and inform preventative maintenance.

Case Study Spotlight

Davis County, California, has recently adopted a PlanIT Geo application known as tree plotter.[4] The application is focused on tree management and playground safety; however, the system also has the capability to be customized for work orders. The application geospatially identifies each tree within the bounds of each park. It subsequently color codes each tree by type and condition. Utilizing the application, Davis County can run reports to identify its most high-risk trees and enhance the assessment and maintenance undertaken at these trees.

The City of Denver conducts detailed conditional assessments every five years to evaluate the condition of all owned assets, including signs, picnic areas, playground assets, and park benches, among others. This assessment is coupled with annual evaluations of larger assets such as trees, restrooms, restaurants, and other structures.[5]

The Oak Park District in Illinois (the Park District), which is accredited by the National Parks and Recreation Association, has a two-pronged approach to risk management. First, the Park District undergoes a Loss Control Review every three years through the Park District Risk Management Agency. This review is essentially a third-party audit and serves as a measuring tool to identify how the Park District's risk management operations are measuring against industry standards. The review assesses administration, aquatics, ice rink, park maintenance, recreation, and special recreation. The second component is made up of the Park District's Safety Policies and Safety Manual that communicates risk prevention and response procedures to staff and establishes an internal safety committee made up of staff representatives throughout the Park District. The Safety Manual and safety policies are updated at least every two years and approved by the Board of Commissioners.[6]

Suggested Action Steps to Implement Recommendation

Action one: Establish a Safety Committee to collaboratively manage risk across Parks. As a first step, Parks should establish a Parks Safety Committee with representation from Department leadership, Parks leadership, park ranger supervisors, maintenance leads, as well as a selection of line staff. The Safety Committee should also include representation from County Risk to help ensure continuous collaboration and coordination on risk mitigation. The Safety Committee will be responsible for the following key activities:

— Developing and implementing a safety manual and safety plan

— Holding quarterly meetings to discuss identified risks and make recommendations and/or assist in the development and implementation of risk mitigation processes

— Engaging with the third party and/or Public Works to continue to conduct trees assessments as required

— Monitoring, tracking, and reporting identified risks to Department leadership, County Risk, and deferred maintenance staff

— Facilitating and maximizing the communication of safety ideas, programs, and processes between employees and management.

Action two: Complete regular condition assessments and loss reviews to proactively identify and prioritize deferred maintenance. The risk mitigation procedures developed under action one above should also require Parks to conduct the following additional regular assessments:

— **Conditional assessment**: This assessment will allow Parks to better understand the condition of both larger and smaller categories of assets. For example, conditional assessments will include an evaluation of park signs, park benches, picnic tables, bins, and facilities such as restrooms and pools. This will better inform Parks' deferred maintenance strategy and prioritization.

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[4] https://pg-cloud.com/Davis/
[5] Parks Legacy Plan Audit Report (October 2021) (denvergov.org)
[6] Park District Earns National Accreditation in Parks and Recreation - Press Releases - News | The Park District of Oak Park (pdop.org)

— **Loss control review**: Parks may consider supplementing this conditional assessment with a loss control review to identify how risk management operations are measuring against industry benchmarks.

Action three: Update current safety manuals and related policies and procedures to help reduce and mitigate risk. From interviews, staff noted safety manuals utilized are largely paper-based and out of date—with some manuals that include paper documentation from 1997. The Parks Safety Committee should update their safety plan and related standards for issuance to both employees and the public at large. The updated safety plan should include the following at a minimum:

— Safety policy statement outlining the purpose behind the safety manual and its related importance

— Roles and responsibilities of management and staff in monitoring and addressing risk

— General safety rules to be observed by the public when utilizing park services

— Policies and procedures surrounding the reporting of accidents and/or incidents by the public as well as by employees.

This will assist the Department in reducing and mitigating risk and help ensure that the public is aware of their responsibly when utilizing and enjoying park amenities. The Parks Safety Committee should liaise with both County Risk and County Counsel in developing the safety manual.

Action four: Enhance collaboration with County Risk to help ensure a more accurate and timely collection and sharing of data, current or upcoming risks, and plans for mitigation. Parks should enhance current collaboration efforts with County Risk by holding quarterly meetings to discuss identified risk and the progress of related risk mitigation activities. These meetings may form part of the Parks Safety Committee meetings recommended under action one. In addition to monthly meetings, Parks should enhance reporting to County Risk by providing formal risk assessments for trees and playgrounds to the Department as they are conducted, allowing for enhanced collaboration on potential future risk mitigation opportunities.

Action five: Enhance collaboration with Public Works to share resources and tools and reduce reliance on third party contractors, where possible. Parks should also enhance collaboration with Public Works to identify opportunities to share resources and work collaboratively to mitigate risk related to countywide tree assets. Both departments may collaborate to share expertise and identify opportunities or instances in which the Public Works arborist could work with Parks to complete certain tree assessments that do not require a third party, proactively monitor tree conditions, and provide required documentation. For example, this sharing of resources may occur during periods of low demand for Public Works. While KPMG notes that there are instances in which a third-party arborist may be needed, such as when a neutral third-party opinion is needed as a result of a homeowner dispute, the Department could work with Public Works to identify instances when a County arborist would be more efficient—both operationally and financially. In the longer term, the County should consider a Countywide arborist that could work cross-departmentally on the proactive monitoring and maintenance of trees within the County.

Action six: Evaluate the feasibility of implementing a tracking system for risk management processes. Parks should assess the feasibility of adopting a risk management tracking and reporting system similar to that adopted by Davis County, California. This would allow Parks to more proactively and efficiently identify, monitor, and report on identified risks and mitigation activities. It will also allow Parks to identify and prioritize opportunities for preventative maintenance utilizing a more data-driven method. It is important to note that this application may form part of any work order system recommended for implementation in Recommendation 1.3.

1.5	Enhance collaboration between the capital projects and deferred maintenance unit and General Services to utilize project management resources to identify opportunities for improved oversight of project progress, performance, and completion.

Benefit

Enhancing collaboration between CSD and General Services on capital projects and deferred maintenance with a view to potential realignment in the long term once General Services has the necessary capacity will allow for a number of critical benefits:

— It will support a standardized approach to capital and deferred maintenance planning, project prioritization, project monitoring, budget tracking, and overall project management methodologies. This will help ensure that the projects being prioritized, funded, and undertaken are continuously in line with overall countywide strategy. It will also allow for the sharing of project management tools and methodologies across departments, which may result in a more consistent, streamlined approach to project monitoring and budget tracking, which may increase the efficiency with which projects are completed.

— It will allow for better oversight into the number and type of ongoing projects being undertaken countywide. CSD and Public Works are the only County departments with their own major capital projects division outside of General Services. It was noted in interviews that there is limited collaboration and information sharing on CSD projects. Without an understanding of the status of CSD capital projects, the County cannot effectively prioritize capital project initiatives countywide.

— It will also provide additional project management support to the Department, reducing workload burden and helping to ensure that there is no single point of failure. This will result in the Department having the support it needs to effectively manage projects without existing project management staff requiring support from administrative staff with limited project management training and experience, as discussed within the Current State section below.

— Moving to an interim solution with General Services handling capital projects above a specific threshold, as outlined in action two, will help ensure the Department has the necessary capacity to undertake grant writing and apply for certain grants, which could potentially provide significant additional funding for Parks.

— Lastly, Department staff report that they collaborate with General Services and Public Works as they see necessary. However, scheduling formalized and regular touchpoints will further enhance collaboration and may allow the County to better benefit from institutional knowledge or lessons learned where similar projects/maintenance work is being undertaken. For example, while Parks has collaborated with Public Works on paving projects in the past, General Services is undertaking a large parking lot replacement project and the Department has expressed interest in completing similar parking lot replacements at its parks; however, to date there has been limited coordination on these initiatives.

Current State

General Services plans, prioritizes, manages, and tracks all capital projects undertaken by the majority of County departments—one of two major exceptions being the Department's projects. In the current state, the Department employs a capital manager to plan, prioritize, and monitor all capital projects and deferred maintenance undertaken at County parks. The Department has limited collaboration with General Services, including:

— The development of the five-year Capital Improvement Plan. Currently the Department provides General Services with a prioritized list of Parks projects for inclusion in the Capital Improvement Plan utilizing a countywide standardized capital project prioritization chart. However, there is no

collaboration between the two departments on prioritization, resulting in difficulties weighing Department projects and other County projects.

— Utilization of Job Order Contracting (JOC). While the Department reports that JOC contracts are utilized when they are deemed necessary, there is an opportunity to enhance cross-departmental collaboration, to expand the utilization of all delivery models available, including JOC. While the use of Countywide JOC may not be the cheapest delivery model for the execution of smaller capital projects, it can provide accelerated project delivery, reduced administrative costs, and lower direct construction costs.

— Sharing project management methodologies, tools, and resources. For example, the Department utilizes a spreadsheet with multiple tabs to track and monitor both individual capital budgets and overall projects. The spreadsheets require a significant level of manual input, limited formulation and can be complex to decipher without explanation—preventing data from being easily shared with General Services. While the Department notes that they utilize similar databases, where possible, there is an opportunity to collaboratively develop a solution for budget management and project tracking which can be utilized cross-departmentally and allow for greater information-sharing and overall collaboration.

Furthermore, while the Department employees a capital projects manager, it does not have dedicated project managers to efficiently and effectively manage the number of projects currently being undertaken within Parks. As a result, Parks often relies on management staff, who do not have construction project management experience to support administrative aspects of project management. By contrast, General Services employs, or seeks to employ, six project managers, one architect, and two capital projects coordinators focused on conducting feasibility and cost studies for proposed projects, overall project planning and monitoring, architectural and operational programming, as well as services in relation to space planning and utilization related to General Services capital projects. While a number of the project managers employed by General Services are external consultants, General Services is hoping to increase the number of internally employed project managers in the future to further increase department resiliency. Tapping into the resources within General Services will facilitate sharing of project management resources currently utilized by General Services, promoting greater standardization. It is important to note that current capacity constraints and processes within General Services will need to be addressed by the County to implement such a process.

Furthermore, there is a single person responsible for grant application and all capital project management within Parks. Current capacity constraints has the potential to limit the number of grants he Department can apply for, such as California Department of Wildlife and Prop 68 Opportunity Bill, which pending successful application may have provided significant funding. By moving the dollar threshold in which General Services provides project management support in the interim as outlined in action two below, capacity constraints may be alleviated—in turn allowing for some capacity within the Parks Division to be redirected to grant application and therefore increased funding within the Department.

Case Study Spotlight

In Tulare County, California, Parks is overseen by the County Administrative Office, which also oversees the General Services and Capital Projects Department.[7] Capital Projects manages and undertakes all major maintenance and construction projects throughout the County, including all capital projects and deferred maintenance required within the County's parks.

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[7] https://tularecounty.ca.gov/generalservices/gsa-divisions/capital-projects/

In Placer County, California, the Facilities Department manages all capital improvement projects and administers new site and building construction, additions, remodels, infrastructure, building systems, and hazardous materials projects for the extensive county portfolio of site and building locations.[8] This portfolio includes capital projects undertaken at the County's parks.

Suggested Action Steps to Implement Recommendation

Action one: Establish monthly touchpoints between the Department and General Services to discuss capital projects and deferred maintenance initiatives. The Department should implement consistent monthly touchpoint meetings with General Services. These meetings should be attended by the Department project manager as well as leadership within the Capital Projects Division of General Services. The Department reports that such meetings were in existence between 2012 and 2018, but were subsequently discontinued due to time constraints. However, in the future state, these monthly meetings will support a standardized approach to project monitoring and act as a forum to exchange information on current projects underway and upcoming projects and initiatives that may allow the departments to collaborate and share resources and tools. This will help ensure a standardized, consistent approach to project management with reduced reliance on management staff with limited construction project management experience. These meetings will also provide a centralized insight into Countywide projects and allow the departments to further collaborate on utilizing available funding resources to the greatest and most impactful extent possible.

Additionally, the Department should expand their current quarterly reporting/meetings with the CEO's office, and meet with their CEO Budget Analyst(s) and General Services monthly to discuss the budgetary performance of current projects, as well as upcoming projects. This will increase transparency into the Department's budget and how projects are financially performing.

Action two: Develop a dollar, scope, or scale threshold above which General Services should provide project management support. Parks should collaborate with executive leadership and General Services leadership to develop a dollar threshold amount above which the project would be transitioned to General Services for project management purposes. Projects above the identified threshold may benefit most from the ability of General Services to utilize available tools and resources to provide for more effective project monitoring, budget monitoring, risk management, and overall project management. This will provide greater opportunity for achieving operational efficiency in delivering projects by utilizing a larger pool of experienced project managers. It should be noted that if General Services is to take responsibility of certain Department projects, then the General Services prioritization model will need to be reevaluated for inclusion of Department projects to ensure Department projects receive adequate priority. Additionally, current capacity constraints within General Services may need to be addressed by the County to implement this recommendation.

Action three: Consider aligning the Department's Capital Projects Unit with General Services' Capital Projects Division in the long term. In the long term, the CEO's Office may consider realigning cross-departmental capital projects units with that of General Services, once General Services has established the necessary capacity. This will support more centralized management and oversight of all Countywide projects, allowing for a standardized approach to project monitoring, project prioritization, and overall project management. It will also help ensure that all projects prioritized and funded continue to be aligned with countywide strategy. Additionally, while it will increase General Services capacity, it can release Parks divisional capacity and reduce workload burden on management staff, who often provide support on administrative aspects of project management. It is important to note that any realignment will require collaboration between the Department, General Services, the CEO's Office, and other county departments that may conduct capital projects internally as well as County HR to help ensure coordinated planning and efficient and effective transition of both staff and projects, where necessary. As such, this recommendation is countywide in nature and is not

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[8] https://www.placer.ca.gov/1532/Capital-Improvements

within the sole responsibility of CSD. Rather, it would be considered in collaboration with the CEO's Office and other relevant departments. It is also critical that any future potential restructure considers the performance of each department in undertaking capital projects internally (i.e. number of projects completed, projects complete on time and on budget etc.). Furthermore, any potential restructure should ensure that projects are effectively prioritized countywide enabling parks capital projects to continue to be prioritized based on demand and need.

1.6	Utilize available data, such as registration, GNAV, revenue, and staffing data, to better understand the cost per park and further inform park maintenance prioritization, implementation of recreational activities, and cost/revenue analysis.

Benefit

Utilizing available data to calculate the cost per park, better understand overall park cost, and inform decision-making surrounding park maintenance prioritization and implementation of recreational activities will allow for a number of key benefits:

— It will provide the Department with critical insights into spend per park and spend/cost per capita. This data can be utilized when considering prioritization of preventative maintenance, helping to ensure that the maintenance is equitably undertaken across each park annually, on a per capita basis.

— It will help ensure that Parks has a more thorough understanding of demand, footfall, and occupancy rates across parks by day of week/month of year. This will support a more data-driven approach to decision-making as it relates to the implementation of recreational activities and prioritization of maintenance. For example, it will assist Parks in helping to ensure equitable access to recreational activities across parks. It will also assist in identifying those parks that should be prioritized for both preventative maintenance and the implementation of recreational activities based on demand, as well as the time of the year during which recreational activities should be implemented, particularly given the seasonal nature of parks services.

Current State

Parks tracks occupancy rates via its online reservation system, traffic counts upon entry to each park, as well as calls received at the Division's call center via the GNAV system. The Division also develops a separate budget for the Parks Division annually. However, currently the Division does not utilize this data to conduct analysis that would identify the revenue and cost per acre, cost per capita, or overall cost per park on a regular basis. As a result, the Division faces challenges in comparing park revenue, cost, and related demand, which would allow for enhanced data-driven decision-making as it relates to capital investment, deferred maintenance, and adopting revenue generating activities in line with demand.

Additionally, Parks does not have a strong marketing strategy/plan or social media presence to encourage greater community engagement, promote upcoming activities, and increase overall utilization of County parks. For example, Parks' Facebook page has not been updated since August 2020 and it does not currently operate an Instagram page. Furthermore, across interviews, staff reported that limited recreational activities were offered across parks and campsites and expressed interest in increasing service offerings in this area.

Commendably, Parks is in the process of developing a Countywide recreation master plan for park projects that includes significant community outreach to identify community interests. The key objectives of the Master Plan are to assess existing facilities, address unmet recreation needs, and identify a range of recreation improvements. It also aims to foster coordination and cooperation

between the County, cities, agencies within the County, and nonprofit and private recreation service providers. The Master Plan will also allow the County and participating agencies to better compete for project funding, including California Proposition 68 grant funding. As part of this plan, the County should consider developing a marketing strategy to promote utilization and increase awareness of the activities and amenities offered at each park.

Case Study Spotlight

As part of its strategic plan, San Mateo County, California, developed a comprehensive marketing strategy to help ensure that the public was aware of the facilities, features, programs, and events available in the County's parks. As part of this process, San Mateo County made a number of website improvements, such as adding mobile applications and bilingual pages. San Mateo County also developed monthly e-Newsletters for issuance to the public and enhanced its social media presence through Facebook and Instagram. Through these platforms, San Mateo County advises the public of upcoming events, work being undertaken at the parks, and also staffing vacancies. Finally, San Mateo County partnered with healthcare agencies to promote available exercise opportunities, particularly for youth and seniors.[9]

Suggested Action Steps to Implement Recommendation

Action one: Conduct analysis of available data (reservation, GNAV, revenue, budget, and traffic counts). As a first step, Parks, in collaboration with the Fiscal Division, should conduct an analysis of available data to better understand the following key data points:

— Annual cost per acre
— Annual cost per park
— Annual cost per capita across geographic locations
— Monthly revenue per park/campsite
— Monthly occupancy rate per campsite
— Monthly traffic count per park
— Monthly attendance at campsite/park recreational activities/programs
— Calls received per campsite.

Parks should subsequently utilize this data to provide key insights across the following three areas:

— **Review of fiscal and operational target alignment**: This data will help the Department understand how operations affect budget and/or funding strategies.
— **Revenue generation**: It will inform the adoption of recreational activities by month based on levels of demand, occupancy, and cost incurred at each park/campsite.
— **Equity and Access**: It will support data-driven decision-making as it relates to helping to ensure equitable access to recreational activities as well as equitable investment across parks.
— **Maintenance**: Additionally, this data can be utilized to inform the prioritization of preventative maintenance at each park. For example, parks/campsites with greater occupancy rates may be prioritized for preventative or emergency maintenance.

Action two: Develop a marketing strategy as part of the recreation master plan under development. The Department should consider developing a marketing strategy for adoption as part of the recreation master plan under development. The marketing strategy should identify a number of critical goals for Parks to work towards in the short, medium, and long term to enhance public awareness of parks/campsites, elevate parks/campsites as a key recreational facility and offering for County residents, and enhance revenue-generating activities across the County's parks/campsites.

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[9] Microsoft Word - San Mateo County Parks Strategic Plan_March21 (smcgov.org)

The Department may consider adopting the following key initiatives based on best practices adopted in San Mateo County:

— Develop a monthly e-Newsletter for issuance to County residents and across campsites
— Increase social media presence across both Facebook and Instagram and post weekly or biweekly at a minimum
— Partner with health providers and agencies to connect Parks to fitness and well-being efforts
— Provide informational materials to promotional organizations such as libraries, the Parks Foundation, Historical Association, and Visitor and Convention Bureau.

Action three: Plan and develop a schedule of special events provided in County parks based on interest identified as part of the recreation master plan. In the long term, Parks should work with potential providers and staff to plan and develop a monthly schedule of activities and special events based on the interest expressed as part of the recreation master plan. Parks may also consider surveying those who stay at the County's campsites to identify the various activities that they would like to see offered at each park. For example, Solano County, California, offers a significant number of recreational programs and activities across its parks that include Police Athletic Leagues, youth basketball and soccer leagues, and Little League Baseball. They also offer numerous programs at their facilities for children related to crafts, games, sports, and other activities during the summer period.[10]

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[10] RecreationalPrograms.pdf (solanocounty.com)

Housing and Community Development

The below recommendations are associated with the Housing and Community Development (HCD) Division of the Department.

2.1	Expand on current analysis to conduct a comprehensive needs assessment to better understand community needs, reach target populations, identify gaps in service, and align funding in collaboration with the Health and Human Services Departments.

Benefit

Conducting a comprehensive needs assessment will provide Department and divisional leadership as well as community stakeholders with critical insight into the housing and supportive service needs of persons experiencing homelessness across the County by providing the following key benefits:

— It will build on existing data and allow for a more extensive understanding of the needs of those receiving services as well as those who have not yet accepted services.

— It will assist with identifying predictors of imminent or future homelessness, providing opportunities to conduct proactive engagement and preemptively address identified needs.

— It will allow the Department to better identify potential gaps and/or duplication in service offerings and allow for more optimal alignment of funding and related service offerings to resident needs.

— Findings generated by this assessment will assist decision makers in making more coordinated, informed, and strategic decisions regarding investment planning and grant fund utilization.

— Finally, this will assist in upcoming and ongoing CalAIM implementation efforts that involve improvements and/or changes to the way homeless ididvals are served. The HCD Division will be a large part of the Countywide coversation and changes being planned—which will require mutlidepartment collaboration.

Current State

Currently, the HCD Division undertakes the following activities to obtain a greater understanding of the target population across affordable housing and homeless services.

As required by HUD, the HCD Division conducts an annual Point-in-Time Count (PIT) to obtain a snapshot census of persons experiencing homelessness. The PIT collects data surrounding subpopulations, demographics, gender, and race and provides a high-level view of a number of select disabling conditions, including substance abuse, mental health, physical disability, and chronic health conditions by location. However, it does not provide transparency into the comprehensive needs of the population in a way that allows the County to optimally align services and make informed investment decisions. Current-state PIT limitations include:

— PIT measures the number of persons in shelters, transitional housing, encampments, or identified during street counts on a particular night in the year and, as such, does not track the number or needs of persons experiencing homelessness over a period of time nor those who may for whatever reason have been missed or evaded contact.

— PIT does not capture the more qualitative perspective on the needs and desires of persons experiencing homelessness or who are service-resistant nor the issues that may improve their willingness to seek, receive, and/or accept services.

— Detail on disabling conditions is high level in nature, for example, the type of mental health condition is not identified. Mental health conditions vary significantly based on condition type and related acuity and, as such, may require varying levels of support services, programming, and intervention.

The County's Continuum of Care (CoC) utilizes the PIT to conduct an annual gap analysis as required by HUD. The gap analysis projects need by intervention type and is largely based on housing intervention with limited detail on the types of supportive services required. Furthermore, the analysis is based on PIT data, which is collected during one night in a year and, as such, does not provide a comprehensive view of need over time, which may fluctuate over the year and seasonally.

In addition to the PIT, each client that engages with coordinated entry is required to complete a VI-SPDAT, a triage tool that highlights areas of higher acuity by individual, thereby helping to inform the type of support and housing intervention that may be most beneficial to improve that individual's long-term housing outcomes. VI-SPDAT also assists in informing the priority in which individuals should be served. The tool collects data on demographics, disabling conditions, justice system involvement, as well as emergency service and crisis service utilization. Commendably, the HCD Division analyzes this data annually; however, the resulting analysis does not identify the underlying reason/need behind high incidence of justice involvement or emergency service utilization, for example. Furthermore, analysis is focused only on individuals who have already engaged with coordinated entry. It does not identify the needs of individuals who have resisted or have not yet accepted services nor the underlying reason behind lack of service acceptance, such as behavioral health or physical health conditions.

Further, the County began the development of a community action plan with the goal of developing integrated strategies to address homelessness throughout the County. As part of this plan, the County held two public meetings, interviewed the executive director and/or managing director of five local housing agencies, and convened focus groups for individuals with disabilities, hispanic residents, and other stakeholders which includedresidents and service providers. In addition, the City of Santa Maria held a public meeting attended by 19 residents, and distributed needs assessment surveys that were filled out by 604 people. In the future state, there is an opportunity to expand on these efforts and complete a more comprehensive needs assessment across the cities and unincorporated areas of Santa Barbara County to better understand community needs at a regional level as well as the potential gaps in service offering across regions.

Finally, the Affordable Housing Unit conducts a housing needs assessment as part of its five-year consolidated plan. The housing needs assessment is based on census data and data from the American Community Survey (ACS) as well as community engagement. However, it is predominantly focused on affordable housing and does not provide for a comprehensive view of homeless service needs. Furthermore, the needs assessment is completed on a five-year basis as opposed to biannually, which would allow for more regular assessment of service provision versus need, given that needs continuously change over time. Finally, during interviews, staff reported that the HCD Division relies upon developers and providers to informally identify the needs of the community.

While the efforts undertaken to date are commendable, they do not provide a comprehensive view of community need in a way that allows the HCD Division to optimally align programs and services to need and make informed investment decisions. Currently, efforts largely rely on PIT, which is based on one night in the year and does not thoroughly identify supportive service needs and reasons behind criminal justice involvement or emergency service utilization, for example. Furthermore, VI-SPDAT information focuses on those individuals who engage with coordinated entry with limited insight into clients who have not engaged for service and reasons behind service refusal. Conducting a comprehensive needs assessment will allow the HCD Division to gain an insightful and critical view of community need over time as it relates to housing and related supportive services, and reasons behind emergency service utilization and criminal justice involvement. Understanding potential high service utilization and related need is key to helping ensure that clients receive the right service at the right time—ultimately promoting a quicker pathway to stability and successful outcomes. Furthermore, it will support the HCD Division in gaining a more thorough understanding of clients who experience homelessness but have not engaged with the programs and services offered by the HCD Division previously, as well as the reasons behind lack of engagement.

Case Study Spotlight

Mendocino County, California, conducted a comprehensive homeless needs assessment to assist with strategic planning. The assessment involved interviews with stakeholders, a series of site visits and tours of service-provider agencies, and interviews with individuals experiencing homelessness. Mendocino County also examined prior PIT count reports, analyzed statistics and reports from local agencies, made street-level observations, developed and conducted a 40-question survey of individuals experiencing homelessness, and consulted with local law enforcement agencies to develop recommendations.[11] As a result of the needs assessment, Mendocino County developed a comprehensive strategic plan to address the gaps and challenges identified by persons experiencing homelessness and related stakeholders.

Fairfax County, Virginia, completed a human services needs assessment in 2016 to provide community leaders with a snapshot of population, economic, and infrastructure trends and needs. This assessment was utilized to initiate countywide strategic planning efforts and aligning available funding sources to identified need. This was followed by a 2019 needs assessment, which was designed to build on the momentum of addressing needs and informing endeavors already in place. This assessment took a deeper dive into the trends and data of the community with respect to healthcare, social services, housing, and homelessness with the aim of transforming the data into meaningful information. The assessment also identified variations in need since the 2016 needs assessment and highlighted opportunities to achieve greater equity in communities, where possible.[12]

Suggested Action Steps to Implement Recommendation

The Board of Supervisors recently approved Health and Human Services Plan funding. The goal of this funding is to increase access to services and support coordinated care navigation. The following actions may be undertaken by the Department in considering how this funding may be utilized.

Action one: Establish a Needs Assessment Committee to plan the needs assessment. The Committee should include representatives from Department leadership, homeless and affordable housing programs, providers, developers, and those with lived experience of homelessness. The Needs Assessment Committee will have the following responsibilities:

— Designate a suitable timeline for the needs assessment; based on KPMG experience, typical needs assessments are undertaken over a three- to six-month period

— Consider whether the needs assessment should be performed by a third-party provider organization or a consultant, or whether the study should be undertaken directly by Department staff

— Consider how the survey will be logistically administered, how results will be compiled, and how findings will be developed

— Develop a roadmap for needs assessment completion that will identify the implementation steps and a timeline for completion. This roadmap may include action steps such as recruiting and training Department staff to survey and conduct the needs assessment, considering incentive(s) available for participation in the assessment (e.g., whether those experiencing homelessness or subject to unstable housing will be compensated for their participation; the City of Fullerton, for example, issued a bus voucher to each individual who took part in the survey), and identifying appropriate staff to conduct data analysis and report writing.

Action two: Develop a process for data collection. Having developed a needs assessment plan, the Needs Assessment Committee should consider how the data will be collected. Based on KPMG experience, needs assessments typically utilize multiple data collection methods, including surveys, interviews, focus groups, public data reviews, and data analysis to help ensure a more comprehensive

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[11] Mendocino Homeless Strategic Action StepsFINAL.pdf (healthymendocino.org)
[12] needs assessment 2019.pdf (fairfaxcounty.gov)

approach to identifying community need. Regardless of the data collection methods, a series of questions should be developed for use within the survey(s). Examples of questions that could be included within a survey and/or interview list include the following:

— What is your current housing situation (e.g., renting, permanent supportive housing [PSH], transitional housing)?

— What factors would increase willingness to accept service?

— What are the key challenges faced in increasing housing production?

— If the County could provide further housing options, then which would be the greatest value to you (e.g., affordable housing, PSH, transitional housing, rapid rehousing, tiny homes, emergency shelter, safe parking, camping options, other)?

— What are the critical services required in addition to housing?

In addition to developing surveys and holding interviews and/or focus groups, the County should consider conducting analysis of available data within HMIS to understand the degree to which persons experiencing homelessness are currently utilizing services and the number of available housing options. For affordable housing, the Committee should consider utilizing Neighborly data, census information, HUD data, and ACS data to identify affordable housing needs, such as rental vacancy rates, the percentage of rental housing stock that is subsidized, adequacy of housing production, housing stock characteristics, and amount of dedicated affordable housing currently supplied.

Action three: Collect and analyze the data to identify community needs. Having collected the data, the next steps in the process would be to input and analyze the data to provide the required insights. The results of surveys, interviews, and focus groups could, for example, be documented in a spreadsheet, coupled with dashboard outputs within a data visualization application such as PowerBI, which would act as a central location for the data obtained. The data could then be analyzed to develop detailed insights into the affordable housing needs and the needs of persons experiencing homelessness. The analysis phase should also involve regular team meetings where analysis can be discussed.

Action four: Conduct a system performance assessment. Having identified the needs of the target population as a result of the steps taken under actions one through three above, the Department should conduct an assessment of system performance. This assessment will allow the Department to understand how successful the current system is in meeting the needs of the target population across four broad areas: capacity, access, quality, and outcomes. This will assist the Department in answering the following questions:

— Is there sufficient capacity across the Department's supply/service offerings to meet demand?

— Are individuals able to access the housing they need at the right time and the right level?

— How long does it take to access affordable housing/PSH following application?

— When services are accessed, are they delivered at a high quality that leads to improvement and successful outcomes?

— Are the programs and/or services funded aligned with identified needs at the right level and capacity?

In conducting this assessment, the Department should develop performance measures around each of the four areas of examination: capacity, access, quality, and outcomes. Examples of possible performance indicators in these areas are shown below.
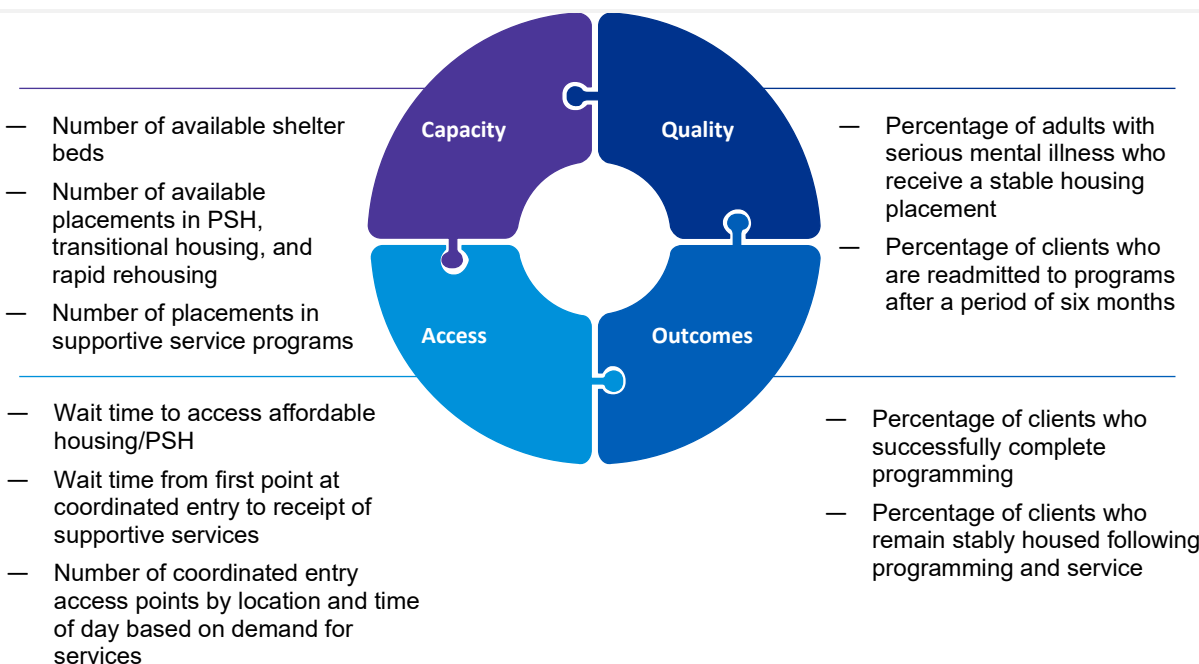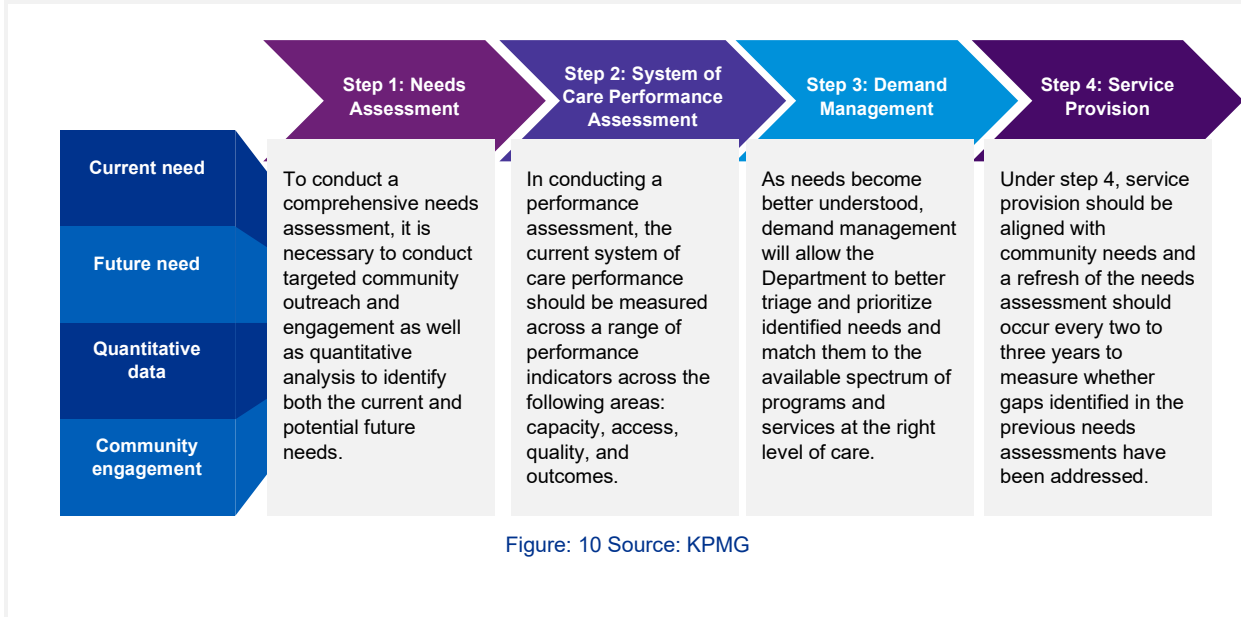
- Number of available shelter beds
- Number of available placements in PSH, transitional housing, and rapid rehousing
- Number of placements in supportive service programs

- Wait time to access affordable housing/PSH
- Wait time from first point at coordinated entry to receipt of supportive services
- Number of coordinated entry access points by location and time of day based on demand for services

Capacity

Quality

Access

Outcomes

- Percentage of adults with serious mental illness who receive a stable housing placement
- Percentage of clients who are readmitted to programs after a period of six months

- Percentage of clients who successfully complete programming
- Percentage of clients who remain stably housed following programming and service

Figure 9: Source: KPMG

Action five: Conduct coordinated entry assessment to provide demand-driven guidance on coordinated entry locations, strategically align funding and access points to demand and need, and enhance client experience. In the current state, the County has 12 coordinated entry access points located across the cities of Isla Vista, Lompoc, Santa Barbara, Santa Maria, and Solvang operated by various providers. However, these coordinated entry access points do not operate after 6:30 p.m. and are closed during weekends. Based on KPMG experience in working with other homeless services agencies, persons experiencing homelessness often have a greater need for service outside of normal business hours. This is often due to co-occurring conditions such as behavioral health needs and justice involvement. Furthermore, coordinated entry access points that operate for a maximum of two hours across providers may not be sufficient based on service need.

As part of the recommended needs assessment, the HCD Division should also assess the need for coordinated entry access by location. This will allow the HCD Division, in collaboration with the CoC, to better align funding for coordinated entry with service need in each location. The Department should partner with the Public Health Department and the County's managed care provider, CenCal Health, for this effort. CenCal is in the process of developing a Local Homelessness Plan to better serve the homeless population through the state's Housing and Homeless Incentive Program, with the possibility of CenCal serving as a coordinated entry point.

Action six: Deploy needs assessment analysis and performance assessment to revise the Department's strategy and service offerings to best meet the community's needs. Once the needs of the Department's clients have been identified and the system of care performance assessment completed, the data should be utilized to inform future decision-making for program and service offerings. This process will assist in directing decision-making toward the grant funding sources that may have the greatest impact on the community based on the distinct needs identified in the County. The needs assessment should be undertaken every two to three years by the County or by a third-party consultant, if preferred, and should be used as a mechanism to measure whether outcomes as they relate to the system of care performance assessment are being met. This process will allow the Department to understand whether any service offerings or other measures added as a result of the initial needs assessment are having the desired effect of reducing the unmet need across the community. The following graphic illustrates the needs assessment process.

	Step 1: Needs Assessment	Step 2: System of Care Performance Assessment	Step 3: Demand Management	Step 4: Service Provision
Current need / Future need / Quantitative data / Community engagement	To conduct a comprehensive needs assessment, it is necessary to conduct targeted community outreach and engagement as well as quantitative analysis to identify both the current and potential future needs.	In conducting a performance assessment, the current system of care performance should be measured across a range of performance indicators across the following areas: capacity, access, quality, and outcomes.	As needs become better understood, demand management will allow the Department to better triage and prioritize identified needs and match them to the available spectrum of programs and services at the right level of care.	Under step 4, service provision should be aligned with community needs and a refresh of the needs assessment should occur every two to three years to measure whether gaps identified in the previous needs assessments have been addressed.

Figure: 10 Source: KPMG

2.2 Enhance collaboration with Behavioral Wellness on homeless outreach to reduce duplication of efforts, streamline service offerings, more strategically allocate workload, and better deploy funding for greater impact.

Benefit

Enhancing collaboration with Behavioral Wellness on funding street outreach programs has the following key benefits:

— It will support the departments in better coordinating and planning outreach efforts across the County, potentially allowing for greater cross-jurisdictional provision of service without an increase in staffing.

— It will support more effective blending and braiding of available funds where possible, allowing the County at large to more strategically utilize funding sources and enhance the impact of each dollar.

— Street outreach is critical to building trust and developing rapport with persons experiencing homelessness. Based on best practices, successful outcomes are more often achieved when a client connects with one trusted outreach worker as opposed to multiple outreach workers across teams.

For these reasons, enhancing the opportunities for collaboration and coordination in funding efforts will support the continuous achievement of best outcomes.

Current State

Currently, homeless services are funded and delivered by various sources across multiple agencies, including the Department and Behavioral Wellness. The Department manages Countywide homeless services and funding, acting as the lead agency for CoC. Behavioral Wellness receives funding from the CoC as well as from other sources including Projects for Assistance in Transition from Homelessness (PATH), Homeless Mentally Ill Outreach Treatment, Homeless Emergency Aid Program (HEAP), and Mental Health Services Act (MHSA), among others. However, these agencies may often provide similar outreach services to overlapping client populations as follows:

— City Net, a third-party service provider engaged by the CoC, conducts outreach to the entire homeless population across the County regardless of health diagnosis.

— Behavioral Wellness outreach teams under the Mental Health Outpatient and Community Division run three homeless outreach teams across Santa Barbara, Lompoc, and Santa Maria. These teams are required to provide homeless outreach exclusively to those with serious mental illness.

— In addition, Behavioral Wellness's clinics often conduct outreach to engage and provide services to their unique clients, who often experience homelessness and are at times service resistance.

The Department collaborates with other departments such as Public Health, Social Services, Probation, Public Defender, District Attorney, and Sheriff on a continuous basis in responding to over 2,000 persons experiencing homelessness across the County through formal MOUs and participates in the IAPC convened by the CEO's Office as it relates to development of enhancing coordinated care for shared clients. However, despite similar street outreach services being offered across CSD and Behavioral Wellness, there is limited formalized information sharing or coordination and collaboration on funding efforts between the departments that would prevent duplication of street outreach efforts and enhance the impact of cross-department available funding. As a result, there is an opportunity to streamline collaboration across departments in delivering services and clarify the roles and responsibilities of each agency based on its place in the system of care. Furthermore, there is an opportunity to quantify and review the amount of Countywide funds available for homeless services to provide County leadership with a coordinated view of cross-agency funding and assess whether funding could be better aligned to meet the needs of the target population.

Suggested Action Steps to Implement Recommendation

The Board of Supervisors recently approved Health and Human Services Plan funding. The goal of this funding is to increase access to services and support coordinated care navigation. The following actions may be undertaken by the County in considering how this funding may be utilized.

Action one: Collaborate with the CEO's Office to conduct a review of Countywide homeless services funding. This action may involve taking the following steps:

— **Step one**: The departments, in collaboration with the CEO's Office, may develop an inventory of Countywide annual/regular funding sources for homeless services as well as related programs offered. At a minimum, the inventory should identify the amount of each funding source; the services that can be funded under that funding source; the programs/services currently funded by a funding source; capacity, outcomes, and utilization of those programs/services; the duration of each funding source; the population the funds are currently serving; and whether the funding falls within the authority of the CoC.

— **Step two**: Conduct an analysis of the inventory to identify opportunities to better blend and braid funding streams cross-departmentally, identify potential duplication in service offerings and opportunities to redirect funds, and enhance alignment of funding and program offerings with client needs as identified by the needs assessment in Recommendation 2.1 above. In conducting this analysis, the departments may focus on comparing funding sources and related programs across varying characteristics, which may include:

- o Degree of funding flexibility: General Fund and American Rescue Plan Act funding can be much more flexible than some other state or federal funding sources

- o Client Characteristics: The target population associated with each funding source and related program (i.e., older adult, adult, youth, family, children, among others)

- o Health Status: The health conditions and related programs that the funding source supports, such as mental illness, chronic health issues, physical disabilities, substance use disorder, HIV and/or AIDS, among others

- o Service Type: The type of service offered by the funding source, such as case management, navigation, street outreach, in-home support, transport or moving assistance, and advocacy.

— **Step three**: Utilize the analysis undertaken in step two above to identify the following opportunities:

- o Opportunities to effectively blend and braid flexible funding sources to promote a more coordinated approach to funding decisions across agencies

- o Opportunities to integrate or consolidate cross-department program offerings that may be similar in nature.

This will allow for a more strategic approach to funding decisions in helping to ensure programs and service offerings align with the needs of the target population and available funding is utilized to the greatest impact.

Action two: Clarify the roles and responsibilities of each department in providing services to persons experiencing homelessness. The Department should work with the CEO's Office and Behavioral Wellness to develop roles and responsibilities across each department as it relates to providing homeless services. In developing roles and responsibilities, the following should be considered at a minimum:

— Roles and responsibilities of each department in managing and operating homeless-related programs

— Description of the services/funding to be utilized by each department

— Programs and populations to be served by each department

— Touchpoints at which the departments should meet.

Clarifying roles and responsibilities will help ensure each program in the County's system of care is funded appropriately, delegated strategically, has a clear owner and oversight, and coordinates with other relevant stakeholders.

Action three: Develop data sharing agreements to ensure continuous flow of information between necessary departments. Having clarified roles and responsibilities across departments, Behavioral Wellness and the HCD Division should analyze data sharing opportunities while ensuring compliance with the Health Insurance Portability and Accountability Act (HIPAA). This should be undertaken by completing the following key steps:

— **Step one:** Collaborate with County Counsel to identify strategies to allow Behavioral Wellness and the HCD Division to share information on shared clients while remaining in compliance with HIPAA and other federal regulations.

— **Step two:** Analyze the current protocols and workflows in place across both departments surrounding data sharing and evaluate the updates that may be required.

— **Step three:** Develop data sharing agreements across Behavioral Wellness and the HCD Division.

2. 3	Identify a core set of key outcomes and performance measures to enhance the tracking of successful program outcomes, ensure that provider and program performance is monitored on a timely basis, and enhance data-driven decision-making related to funding decisions.

Benefit

Developing a consistent set of data-driven performance measures along with regular reporting to executive leadership and other key decision makers will enhance successful program outcomes and will continue to help ensure that program performance is tracked and any suboptimal provider and/or program performance is identified and resolved in a timely manner. It will also allow for enhanced, data-driven decision-making related to funding decisions, helping to ensure that the programs that consistently achieve the best outcomes and highest impact within the community are funded.

Current State

Presently, performance measures across homeless and housing programs are specifically tied to the varying regulations of the funding source(s) allocated to the program.

Homeless Assistance: The Homeless Assistance function measures the following systemwide performance measures as required by HUD:

— Length of time persons remain homeless

— The extent to which persons who exit homelessness to permanent housing destinations return to homelessness

— Number of homeless persons

— Employment and income growth for homeless persons being served

— Number of persons who become homeless for the first time

— Successful placement and retention of PSH.

The State of California also requires the tracking of additional performance measures related to the following:

— Reducing the number of persons experiencing homelessness

— Reducing the number of persons who become homeless for the first time

— Increasing the number of people exiting homelessness into permanent housing

— Reducing the length of time a person remains homeless

— Reducing the number of persons who return to homelessness after exiting homelessness

— Increasing successful placements from street outreach.

While it is critical to comply with all state and federal funding regulations, the Homeless Assistance Unit should consider developing additional cross-program and cross-provider performance measures to allow for greater comparison across providers and programs and provide a focus on overall program impact. This will allow the HCD Division to more effectively measure:

— **Capacity:** regarding program/provider capacity versus demand for service

— **Quality:** with regard to the number of clients who do not complete the program and continue to utilize crisis services, for example

— **Outcomes:** number of clients who exit programs without a successful outcome; the limited capability to effectively and consistently compare both program and provider performance can result in the lack of data-driven decision-making, particularly as it relates to funding decisions with

a risk of underutilized or less-successful programs and providers continuing to be funded year-on-year.

Affordable Housing: The Affordable Housing function is currently in the process of developing systemwide performance measures for implementation in the next funding cycle. These performance measures will include (a) unduplicated number of clients served, (b) output-related measures such as case management sessions provided and bed nights provided, and (c) two outcome-related goals such as percentage of clients who have shown improvement in mental health well-being or number of participants placed in permanent supportive housing. The HCD Division should align these performance metrics with the categories identified above as they relate to capacity, quality, and outcomes.

Suggested Action Steps to Implement Recommendation

Action one: Task the HCD Division in collaboration with other Health and Human Service agencies (BeWell, Public Health, Public Safety) with developing and refining a consistent set of program performance measures. The HCD Division may task each program manager across affordable housing and homeless assistance with managing the process of developing and refining these performance metrics to augment existing performance measures already required by a specific program. Program managers should obtain input from housing specialists, members of the CoC, and representatives from the providers themselves who can ensure that the nuances of each program are taken into consideration during the development phase. In addition, HCD may collaborate with other county departments to develop cross-departmental and cross-programmatic recommendations to obtain a system-wide view of client needs (i.e. BeWell, Public Health, Public Safety). This is supported by projects such as the master naming index led by the criminal justice agencies, as well as the County's transition toward a more whole person approach to care as a result of CalAIM. Examples of such performance measures, while not exhaustive, include:

— Program utilization percentage (i.e. the percentage utilization of each homeless program offered by the County)

— Number and Percentage of clients who exit the program without a successful outcome

— Average length of time taken for a client to obtain housing by housing type (Permanent Supportive Housing, Transitional Housing, shelter etc.)

— Average length of time taken for a client to obtain support services

— Number of clients who became justice-involved during programming including those who exit to jail

— Number of clients using emergency room services during programming

— Cost of service per client per provider

— Providers' ability to meet terms of the contract

— Provider compliance with state and/or federal guidelines.

Action two: Collaborate with the County Counsel to update the provider contract for the additional performance measures with targeted incentives. Following the development of updated performance measures, the HCD Division should collaborate with County Counsel to update provider contracts for the inclusion of such performance measures. During contract negotiations, providers should be directed towards the additional performance measures and the importance of providing timely reports. Furthermore, the Department, in collaboration with County Counsel, may consider implementing performance or value-based contracting for providers that pays an incentive based on performance. In considering the implementation of incentives, the Department may consider the following key questions:

— What are the key milestones a provider should achieve to receive a performance-based incentive payment?

— What is the appropriate size of performance payments? In similar projects, KPMG has recommended the adoption of a 3 percent or 5 percent incentive payment where targets are achieved; however, payments should be calibrated based on funding available.

— How will performance payments be funded? Current/future contract value could be reduced by the value of the potential incentive, for example.

— How often will performance-based incentive payments be made (i.e., monthly, quarterly, annually)?

Adopting performance-based contracting with targeted incentives has a number of key benefits, including incentivizing behavior change, promoting improved quality measurement, and encouraging more efficient coordination.

Action three: Develop a quarterly dashboard of program performance. The HCD Department should collaborate with Central IT to implement PowerBI, which can be utilized to develop a monthly dashboard to monitor program performance. However, in advance of any upload to Power BI for visualization, data will need to be analyzed and checked for data quality. The HCD Division may need to consider the staff member best placed to compile the data and undertake analysis for subsequent issuance to executive leadership, the CoC, and other key stakeholders.

Action four: Align provider performance with contracting and funding decisions. Providers with high performance ratings should be prioritized for funding sources, whereas providers with suboptimal performance should be reviewed and monitored on a routine basis. Where improvement is not achieved, performance will become a factor in current and future awards. This approach would allow the HCD Division to incentivize improved performance and help ensure that available funding is continually being utilized for the greatest impact in the community.

2.4	Enhance data tracking processes related to staff time spent on grant-funded programs to help ensure optimal use of funding streams.

Benefit

Enhancing data tracking processes regarding staff time spent on grant-funded programs and related cost across the HCD and Sustainability divisions will result in the following key benefits:

— It will help ensure that program managers remain continuously informed on the spend of grant funding per program. Access to this data will empower program managers to proactively identify instances of under- or overspending against budget and make decisions on realigning staff time to allow for real-time course correction, when and where necessary.

— It will also help ensure that the HCD Division continues to utilize all available grant funding sources—ensuring no grant funding is "left on the table" or repaid back to the grantor.

Current State

In the current state, the Department's Fiscal Division is responsible for reviewing FTE time coding and tracking grant spend for both the HCD Division and the Sustainability Division. Currently, grant spend-down rates are evaluated at the higher-level grant funding level rather than an individual program level on a quarterly basis.

This process for HCD Division grants is complex in nature and involves reviewing labor reports generated from the Financial Information Network system, determining the dollar amount attributed to each grant, and calculating an indirect cost rate proposal to establish the basis for recovering administrative costs associated with program and/or activities. Following this process, administrative spend is compared to available grant funding and under/overspend evaluated. In instances of under/overspend, the Fiscal Division considers whether certain funding sources can be blended to

cover salary costs or whether general funds must be applied to cover the cost of staff time. It is important to note that grant funding does not cover the full cost of salaries and, as such, a certain portion of general fund dollars will always be required to cover costs. For Sustainability Division grant funding, rates and time for individual program staff are negotiated with respective grantees. These rates include overhead cost and, as such, fully cover time spent by program staff on specific grant-funded programs.

The Fiscal Division currently connects with HCD Division program managers biweekly and Sustainability Division program managers monthly to discuss grant funding and related spend-down rates. However, program managers are unable to view funding and spend data in real time, which would allow them to proactively realign staff focus, where possible, in circumstances where the HCD Division is reaching its threshold of administrative costs on certain grant funding. In instances where realignment is not possible, it would allow them to proactively message and discuss overspend with leadership.

Additionally, the current review process is complex and time-consuming; as such, there is an opportunity to develop a program/grant spend dashboard that would automatically populate when data is input. This would allow program managers to be better informed on grant funding and administrative spend in a real-time setting and proactively course correct where necessary. It will also allow for enhanced data tracking and reporting to executive leadership.

Suggested Action Steps to Implement Recommendation

Action one: Develop a monthly dashboard of grant utilization and performance. The Department should develop a Power BI dashboard to monitor grant spend-down rates and performance per pay period. The dashboard should allow users to view overall grant spend to-date as well as a breakdown of administrative spend and program-related spend against budget. However, in advance of developing a dashboard, data will need to be compiled and evaluated for data quality. The Fiscal Division should complete this data compilation and evaluation based on their current role in analyzing grant funding and related spend-down rates.

Action two: Provide dashboard access and training to program management staff. Once developed, the Department should provide dashboard access and training to program managers to allow them to obtain more real-time data on grant utilization rates particularly as it relates to staff time charged. This will help ensure that they remain continually informed and make proactive data-driven decisions surrounding grant funding. Additionally, it will allow them to better manage staff time and correct any coding issues and/or errors more efficiently. Executive leadership should also be provided with access to the dashboard to allow them to view grant spend-down rates for housing and homeless programs and sustainability programs, helping to ensure they remain continually informed, and supporting the goal of data-driven decision-making.

2.5	Develop standard operating procedures for the invoicing process to enhance efficiency, reduce the potential for error, and workload burden for staff—noting this may involve input from County Counsel.

Benefit

Developing standard operating procedures for the grant invoicing processes will help ensure providers follow a consistent process when creating invoices and providing supporting information. It may also reduce the instances of errors and reduce time spent by HCD Division staff in engaging with providers to request updates and/or additional information, allowing that time to be redirected to more productive activities.

Current State

In the current state, the process in place for preliminary review of invoices to approve payment for homeless service providers is cumbersome. Each program manager can review up to 40 invoices per quarter as well as hundreds of pages of supporting information across 20 agencies. The review process requires that costs reported are checked for eligibility, expense summaries are evaluated, itemized staff time sheets are analyzed to help ensure accuracy, and in certain circumstances employee insurance costs must be recalculated. Recalculating employee insurance costs can be time-consuming given that it must be completed on an employee-by-employee basis and there are currently no tools in place that would allow staff to automate the process, with all recalculations needing to be completed manually. Staff reported that these invoices can often take a month to approve for payment, particularly in instances where errors are uncovered. In addition, program managers act as the sole point of contact for all service providers and follow up with providers where questions arise or updates are required to invoices. Following the preliminary review, invoices are sent to the division manager for review. The division manager subsequently sends these invoices to the Fiscal Division for final review and payment.

Finally, across interviews, staff noted that there are differing invoicing processes undertaken between the homeless assistance and affordable housing units. When invoicing the same provider, for example, each unit utilizes differing invoice templates and utilizes varying methodologies to validate and check invoices.

Suggested Action Steps to Implement Recommendation

Action one: Develop formalized standard operating procedures (SOPs) for adoption division-wide. As a first step, the HCD Division should develop SOPs for utilization by HCD Division staff when processing and reviewing invoices and engaging with providers. The SOPs should outline the following key processes as a minimum:

— Key elements of each invoice that should be reviewed and processed

— Key supporting documents to be provided for review

— Guidelines for engaging with providers where issues arise or errors are uncovered

— Process for issue escalation

— Documentation process for invoice review.

The HCD Division may consider developing a step-by-step checklist for staff for reference when undertaking an invoice review, to help ensure all necessary information is evaluated for accuracy. This may also assist with staff training and succession planning.

Action two: Develop formalized invoicing procedures for utilization by providers. SOPs will support providers in issuing more accurate invoices and providing the required invoice backup in a consistent format to allow greater ease in analysis. SOPs should include the following at a minimum:

— Roles and responsibilities of providers in issuing accurate invoices and supporting documents

— Roles and responsibilities of the Department/HCD Division in reviewing and paying invoices

— Formalized step-by-step guidelines and templates for creating and issuing invoices in line with regulatory requirements and HCD Division requirements

— Invoice backup information required for submittal with each invoice and the format in which this information should be provided.

A summary total of supporting information should be provided by expense type (i.e., eligible expense, staff timecard/salary cost, and employee insurance costs). In requesting this summary total, the HCD Division should develop a formulated Excel spreadsheet for completion by each provider. The

employee insurance cost calculated should be formulated within the spreadsheet to allow program staff to easily audit or follow a provider's calculation for employee insurance costs. This would reduce time spent by program staff in back-solving, recalculating, and querying insurance expenses.

The Department may consider engaging with County Counsel to assess the feasibility of updating each provider's contract to require SOPs be consistently followed. They may also consider requiring providers to attend training on invoice submission processes as a contract requirement.

Action three: Evaluate feasibility of transitioning employee time sheet review and insurance recalculation requirement to fiscal staff. The Department should evaluate the feasibility of transitioning the responsibility for reviewing provider timecard data and recalculating employee insurance costs from program management staff to fiscal staff with more expertise in this area. This would allow program managers to redirect time to tasks more aligned with program operations such as reviewing performance measures, assessing the effectiveness and impact of each program, and helping ensure programs continue to comply with state and federal regulations.

2.6	Consider centralized management and oversight of grant management efforts to centralize, consolidate, and standardize grant pursuits; enhance grant monitoring and management; and better align with County strategy.

Benefit

Establishing a centralized grant management function with the support of the CEO's Office will enhance overall grant oversight, support the leveraging of a centralized grant management system, and help ensure grant pursuits are continuously aligned with Countywide strategy. Furthermore, it can result in a more centralized approach to tracking grant pursuits, activities, utilization, and outcomes across County departments, helping to ensure a universal view of all countywide grants received or being pursued. This is critical to identifying opportunities to blend and braid funding sources to achieve the highest level of impact and best outcomes from available funding sources. Finally, based on best practices, counties with centralized grant management functions and effective grant management systems typically increase grant awards and funded projects, while reducing administrative costs.

It should be noted that with a centralized grant management function, coordination and input from County departments will be required throughout the grant lifecycle.

Current State

In the current state, grants across the Department are managed divisionally. Divisions utilize their internal expertise to pursue, implement, and manage potential state and federal grants with limited oversight. Within the HCD Division, program managers are required to pursue, write, administer, and track grants. The grant writing process in particular can take a significant amount of time to complete with no standardized guidelines or technical assistance available. Furthermore, there is no clear delineation of responsibility when grants impact more than one department.

Presently, and as noted in Recommendation 1.5, Parks does not have any dedicated project managers and/or grant writers to pursue grant funding. Staff within Parks noted that grant funding can be lost as a result. For example, Parks did not have the staffing resources needed to complete the community outreach required to obtain Prop 68 Opportunity Bill funding and, as a result, lost thousands of dollars in potential grant funding.

A high percentage of the Sustainability Division's funding comes from grants; however, it is presently unclear whether grants pursued are aligned to Countywide strategy. The Sustainability Division had developed a screening process to determine whether grant pursuits align with the Division's vision,

mission, and strategy; however, this process is not currently being utilized. Overall, there is an opportunity to enhance grant oversight and tracking from a Countywide perspective to help ensure all grants pursuits further County strategy and Renew '22 initiatives.

Case Study Spotlight

Based on a study of state and local governments completed by eCIVIS, counties with centralized grant management functions and effective grant management systems increased grant awards by 17 percent, increased grant-funded projects by 3 percent, and decreased administrative costs by 29 percent.[13] The following counties have implemented centralized grant management functions:

— Hays County, Texas, developed a Grants Administration Department to assist county departments and offices in identifying and obtaining supplemental financial resources—above and beyond local tax dollars—to support the goals and initiatives of Hays County government and its strategic partners. By working with state, federal, and private entities, the Grants Administration Department secures grant monies in areas such as criminal justice, parks, conservation, water resource, and flood protection planning that benefit citizens in all areas of Hays County.[14]

— Glynn County, Georgia, has a central grants coordinator tasked with identifying countywide grant opportunities. In addition to this coordinator, Glynn County adopted a centralized grant management system to better identify and pursue grant funding. As a result, Glynn County was an awarded an additional $190,000 in grant funding within 20 months increasing its grant portfolio by 26 percent to over $1 million.[15]

Suggested Action Steps to Implement Recommendation

Action one: Collaborate with the CEO's Office to explore establishing a centralized Grants Management Unit. As a first step, the Department in collaboration with the CEO's Office should consider the establishment of a centralized Grants Management Unit. The purpose of this Unit will be to act as a centralized function to provide general grant oversight and support, identify grant pursuits aligned to countywide strategy, report on countywide grant funding from a budgetary perspective, provide administrative support to departments as it relates to grant writing and other administrative responsibilities. It is important to note that any centralized Grants Management Unit would regularly engage with department representatives to help ensure their program level expertise and knowledge is consistently shared and considered. In circumstances were the CEO Office in collaboration with the Department decides to establish a centralized Grants Management Unit, the Department should coordinate with the CEO's Office and County HR to recruit or identify employee(s) who can be provided with specific grants management training to serve as a dedicated grants coordinator(s).

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[13] JHaeCivisGuidetoMaximizingGrantRevenues.pdf (nvnaco.org)
[14] Grants Administration | Hays County (hayscountytx.com)
[15] How Glynn County Increased its Grant Portfolio | eCivis

Collaboration with the CEO's Office and County HR should cover the following key areas:

— Roles and responsibilities of the Grants Management Unit, which may include assisting County departments with grant oversight, research, screening, technical assistance, editing, tracking, and reporting on Countywide grant funding. The Grants Management Unit would also collaborate with program managers and subject matter experts across departments to help ensure all grant proposals include the necessary subject matter information and are in line with relevant requirements.
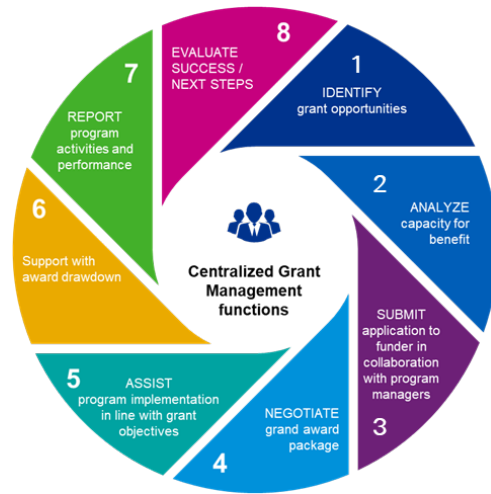
— The Department, in collaboration with the CEO's Office and County HR, may consider the key position(s) required to establish the centralized Grants Management Unit, which should include a grants coordinator. The key characteristics required for each role should be developed, which, for example, may include requiring the individual to have a bachelor's degree and two years' experience in managing grants at the federal, state, and local level.

Figure: 11 Source: KPMG

— It is important to note that this is a countywide recommendation and as such, is not within the sole responsibility of CSD to implement. Rather, it should be led by the CEO's Office and will include collaboration across county departments that may obtain significant grant funding (i.e. CSD, Public Works, Behavioral Wellness, Public Health)

Action two: Develop SOPs for centralized grant management. It is critical that SOPs be developed to help ensure consistent internal processes, compliance with federal and state regulations, and effective training processes and succession planning. At a minimum, the SOPs should include:

— **Roles and responsibilities**: The roles and responsibilities of each team member within the centralized Grants Management Unit, as well as staff outside of the Unit who may be involved in the grants process, such as fiscal staff or department program experts

— **Grant regulations**: A list of current and applicable state and federal grant regulations and the internal compliance measures for each measure

— **Grant pursuits**: Procedures for pursuing, developing, and reviewing grant applications, including a prioritization plan to help ensure grant pursuits align with Countywide strategy

— **Budget monitoring**: Processes for monitoring and tracking grant spend to budget and related reporting

— **Performance**: Procedures for monitoring grant impact, program performance, and client outcomes

— **Reporting**: Processes for managing grant awards, including monitoring and evaluating procedures and reporting on grant performance to funders and executive leadership

— **Closeout procedures**: Process in place for closing out on nonrecurring grant funding.

Action three: Adopt centralized grant management software as part of the Countywide ERP system implementation. Accurately tracking grant activities is imperative for efficient grant management, meaningful performance tracking, financial risk mitigation, and the avoidance of suboptimal audit findings. Adopting a centralized grant management system is key to helping ensure accurate and regular data tracking. The County is implementing a Countywide ERP system in the near term and centralized grant management software should be considered a key functionality for inclusion within this ERP system. At a minimum, centralized grant management software should provide

transparency and traceability into the distribution of funds with an auditable transaction record and simplified means to identify and verify qualifying recipients. It should include the following critical functionalities:

— Detailed visibility into funding management activities, helping to ensure that grant commitments are continually met

— Reporting capability for portfolio and grants programs across participants

— Immutable, auditable record of transactions to provide full visibility and help ensure all grant requirements are met

— Real-time analytics to provide insight into the allocation, revenue, cost, and usage of funds.

Action four: Define data reporting requirements and standards. A number of consistent and balanced grant performance measures should be developed to determine the impact of each grant. Examples of such performance measures, while not exhaustive, include:

— Number of programs/services funded by each grant

— Number of positions funded by each grant

— Number of clients served by each grant

— Utilization rate

— Services provided as a result of each grant

— Compliance with state and/or federal guidelines

— Grant outcomes such as overall community impact and value-for-money.

The centralized Grants Management Unit should provide a monthly report to Countywide and Department leadership on the performance metrics identified above as well as any specific Department-level performance metrics. The Grants Management Unit should also collaborate on a regular basis on grant utilization and spend-down rates, for example, to help ensure that grant funding across the County continues to be effectively utilized and grant funding does not need to be returned to the grantor at any stage.

In addition to the systemwide performance metrics identified above, the centralized Grants Management Unit should also track the performance metrics required under each specific grant and should collaborate with program managers in developing annual state or federal reports.

Sustainability

The below recommendations are associated with the Sustainability Division of the Department.

3.1	Empower the Sustainability Division to coordinate Countywide sustainability efforts and conduct materiality assessments to assist the Department in identifying critical initiatives and implementation strategies to promote high-impact, successful outcomes across the County.

Benefit

Empowering the Sustainability Division through enhanced Countywide collaboration and elevated engagement with the CEO's Office will improve overall coordination of Countywide sustainability initiatives. It will also increase oversight and accountability on the implementation of cross-department plans and initiatives and will help ensure that sustainability is considered a critical priority across County departments. It will also support the completion of a materiality assessment—an assessment focused on identifying, refining, assessing, and prioritizing the key environmental, social, and governance (ESG) initiatives which are of critical importance to the Division in both the short-term and the long-term—in collaboration with cross-department key stakeholders. This will have the following key benefits:

— It will allow the Sustainability Division to identify critical, high-impact initiatives for implementation in an ever-changing landscape in addition to those long-term climate-related initiatives already developed by the Division. Identifying these additional initiatives will inform countywide sustainability strategy and assist with the distribution and prioritization of funding, helping to ensure that funding continues to be utilized to achieve both short-term and the long-term successful outcomes.

— A coordinated materiality assessment will also allow the Sustainability Division to build greater cross-department buy-in, promote a more collaborative environment, and elevate the Sustainability Division's position, allowing it to act as a key strategic business partner to other County departments.

Note, there is a larger system need for coordination to address the Countywide efforts to ensure DEIA is reflected both internally and externally across services and programs.

Current State

The key role of the Sustainability Division is to develop climate-related policies and programming that enhance the environment and quality of life in the community. The Sustainability Division's key responsibilities include administering grant funding, tracking program outcomes, and focusing on reducing energy use across buildings throughout the County to promote a more affordable, healthy, and sustainable community. The Sustainability Division also coordinates the County's implementation of the Climate Action Plan to reduce greenhouse gas emissions and leads the Santa Barbara County Regional Climate Collaborative, which is a multisector network of organizations working together to advance climate mitigation and resiliency efforts across the County.

In the current state, the Sustainability Division is tasked with managing the County's 2030 Climate Action Plan, which outlines various cross-department initiatives for prioritization that were developed in collaboration with a consultant. As part of plan development, the Division undertook significant community outreach through community listening sessions and meetings to obtain community feedback on climate related initiatives. This outreach was supported by the development of a coordinated community activation plan with the goal of harmonizing countywide planning processes and community outreach needs as it related to the development of the climate action plan. To continually manage these efforts, the County also developed a sustainability committee, which is chaired by the Sustainability Division and includes representation from the numerous County

departments included within the climate action plan. However, some departments fail to actively participate in meetings and there have been instances where no action has been taken on initiatives as a result of lack of clarity on the department responsible for completing the action. This may be due to the lack of clarity by departments and the Division as to whether the Sustainability Division is responsible for sustainability initiatives within CSD or sustainability countywide. Because of this, the Division lacks the power to promote sustainability as a critical priority within the County and have oversight and accountability of sustainability initiatives.

Additionally, the Sustainability Division primarily focuses on climate change and energy emission initiatives, which continue to evolve and are longer-term in nature. For example, the Division in collaboration with other county departments developed the One Climate Initiative which is an overarching framework for a variety of efforts led by the County to improve quality of life by mitigating climate change and preparing for its impacts. While the actions undertaken to date are commendable, there is an opportunity for the Sustainability Division to identify, evaluate, and implement additional initiatives that are capable of achieving impactful outcomes in the short term such as, cross departmental vehicle electrification, implementing LED lighting across county departments, adopting and enhancing water management and water usages processes and procedures across departments, for example. In addition to the focus on longer-term initiatives, there is a lack of coordinated, countywide strategic alignment in undertaking sustainability initiatives. For example:

— Planning and Development, Office of Emergency Management, and the Sustainability Division are all developing plans related to climate resiliency; however, there is no coordinated strategic alignment in the development of these plans with each department/division working toward their own individual goal.

— General Services is working toward vehicle electrification; however, this is largely being completed in a silo and, across interviews, staff reported being unaware of any similar initiatives being undertaken by Public Works or Planning and Development.

As such, there may be an opportunity for the Sustainability Division to coordinate with the CEO's Office to enhance partnerships and educate other County departments on internal initiatives related to vehicle electrification, water usage, and energy utilization. This will help ensure alignment with strategy and help promote a more sustainable environment across Countywide departments and achieve short-term goals.

It is important to note that following the conclusion of this review, the Department finalized its Climate Action Plan. This plan includes many of the cross-departmental, short-term initiatives recommended for adoption as part of this review.

Case Study Spotlight

In 2016, LA County began the development of a coordinated, Countywide sustainability strategic plan that resulted in the development of 12 key goals that focused on LA County's shared vision to achieve a sustainable LA County. The plan identified lead LA County entities and partners to work together to bring the 12 goals to fruition by implementing related strategies and actions identified in the plan. LA County also developed an interactive online dashboard to track progress toward goals. The 12 goals adopted by LA County are outlined below:

LA County Strategic Plan Goals	
Goal	**Description**
Goal 1: Resilient and healthy community environments where residents thrive in place	LA County will protect low-income communities and communities of color from pollution, reduce health and economic inequities, and support more resilient and inclusive communities.

Goal 2: Buildings and infrastructure that support human health and resilience	LA County's buildings and infrastructure will utilize more efficient technologies and practices that reduce resource use, improve health, and increase resilience.
Goal 3: Equitable and sustainable land use and development without displacement	With policy tools such as antidisplacement measures, existing community members can remain in and strengthen their neighborhoods and networks while accepting new residents through more compact, mixed-use development.
Goal 4: A prosperous LA County that provides opportunities for all residents and businesses and supports the transition to a green economy	LA County will support the growth of green economy sectors through our procurement practices, land use authority, and various economic and workforce development incentives.
Goal 5: Thriving ecosystems, habitats, and biodiversity	Careful planning will ensure that LA County's ecosystems, including urban habitats, thrive even as our region becomes increasingly urbanized.
Goal 6: Accessible parks, beaches, recreational waters, public lands, and public spaces that create opportunities for respite, recreation, ecological discovery, and cultural activities	LA County will help make parks and public lands more accessible and inclusive and will manage them carefully so that all residents may enjoy their benefits.
Goal 7: A fossil-fuel-free LA County	By supporting an efficient transition to a zero-emission energy and transportation system, LA County will be a leader in taking action to address the climate crisis.
Goal 8: A convenient, safe, clean, and affordable transportation system that enhances mobility while reducing car dependency	By developing programs that focus on reducing the number of miles people travel in private vehicles, LA County will help people choose alternatives to single-occupancy vehicles.
Goal 9: Sustainable production and consumption of resources	LA County will effectively manage waste, water, energy, and material resources by improving the ability to promote integrative and collaborative solutions at the local and regional scale.
Goal 10: A sustainable and just food system that enhances access to affordable, local, and healthy food	LA County will leverage its capital assets, public services, and regulatory authority to improve access to healthy food within LA County boundaries while optimizing its purchasing power and business services to make food production more sustainable.
Goal 11: Inclusive, transparent, and accountable governance that facilitates participation in sustainability efforts, especially by disempowered communities	LA County will create a more inclusive and accountable governance structure, in order to build stronger communities and better-informed policy and programs.
Goal 12: A commitment to realize our county sustainability goals through creative, equitable, and coordinated funding and partnerships	LA County will seek to strengthen partnerships, establish new funding techniques, and leverage its own purchasing power to advance the goals of LA County.

Suggested Action Steps to Implement Recommendation

Action one: Enhance collaboration with the CEO's Office to empower the Sustainability Division to focus on Countywide sustainability initiatives: As a first step, the Department should enhance collaboration with the CEO's Office by undertaking the following:

— Engaging with the CEO's Office and the Board of Supervisors to develop a Countywide sustainability strategy and conducting a materiality assessment. A materiality assessment is an

assessment focused on identifying, refining, assessing, and prioritizing the key ESG initiatives that are of critical importance to the Sustainability Division.

— Coordinating with the CEO's Office to require Department leadership and other key decision makers to attend bimonthly Sustainability Committee meetings to provide "top-down" leadership. The Sustainability Division should also take the lead on developing an annual meeting schedule and objectives for the Sustainability Committee and issuing it to Department attendees. The Sustainability Division may also consider sending a reminder to attendees ahead of the meeting, and where attendance is not possible, should request a written update from the Department.

— Collaborating with the CEO's Office to educate County departments on the Sustainability Division's purpose and strategy to place emphasis on the Sustainability Division's Countywide focus.

Action two: Conduct a materiality assessment in collaboration with other County departments that are key to sustainability to build on existing efforts. Undertaking a materiality assessment involves identifying critical topics for inclusion within a materiality survey. These topics may include waste, disasters, infrastructure investment and modernization, safety, employee engagement, and climate-related risks and opportunities. Conducting a materiality assessment will allow the Division to build on the climate-related initiatives already in place and identify additional potential initiatives which may be more short-term in nature. To conduct a materiality assessment, the following key steps should be undertaken:

— **Step one:** Task the County Sustainability Committee, led by the Sustainability Division, with conducting the materiality assessment and undertaking steps two through seven.

— **Step two:** Define the scope and purpose of the materiality assessment. This will involve undertaking the following key tasks:

  o Defining the objective of the materiality assessment. The key objective for the County should relate to identifying critical initiatives and implementation strategies to promote high-impact, successful outcomes and refine Countywide sustainability strategy.

  o Identifying the key internal and external stakeholders for participation in the materiality assessment and completion of a materiality survey.

— **Step three:** As a next step, the Sustainability Committee should identify potential topics for inclusion within the materiality survey. Examples may include waste, disasters, infrastructure investment and modernization, safety, employee engagement, and climate-related risks and opportunities.

— **Step four:** Following topic identification, the Sustainability Committee should design the materiality survey and develop a scoring methodology to allow each stakeholder to score the importance of the related categories from their perspective.

— **Step five:** Having developed the survey, the Sustainability Committee should provide the draft survey to executive leadership and other internal stakeholders for review and input.

— **Step six:** The final step under this action would be to issue the survey to the key external stakeholders identified within step two of this action.

Action three: Consider hosting focus groups and town halls to discuss sustainability priorities. Building on the outreach already undertaken as part of the 2030 Climate Plan, the Sustainability Committee in collaboration with the Division should consider hosting focus groups across County departments to discuss more short-term sustainability priorities outside of climate change. The Sustainability Committee may also consider undertaking wider community outreach by holding town halls across the County and encouraging community participation.

Action four: Conduct a detailed benchmarking review. The Sustainability Division conducted a benchmarking review in collaboration with a consultant as part of the development of the 2030 Climate Action Plan. The Division should consider building on this review to conduct a detailed benchmarking

assessment of peer and neighboring counties to identify the key innovative short-term, initiatives being undertaken across California in addition to climate-related initiatives being adopted. This will allow the Sustainability Division to better assess current and potential future initiatives.

Action five: Collect and analyze the data to identify critical priorities. The next steps in the process will be to input and analyze the data obtained as a result of the actions identified above. The results of surveys, interviews, and focus groups could, for example, be documented in a spreadsheet with dashboard outputs that can act as a central location for the data obtained. The data could then be further analyzed to provide in-depth insight into critical sustainability priorities as identified by internal and external stakeholders. The chart across provides an illustrative example of strategic priorities identified as a result of a materiality assessment. This chart identifies key critical dimensions/high-level categories as well as critical priorities for development. These priority areas are analyzed based on importance to the implementer and the stakeholder.
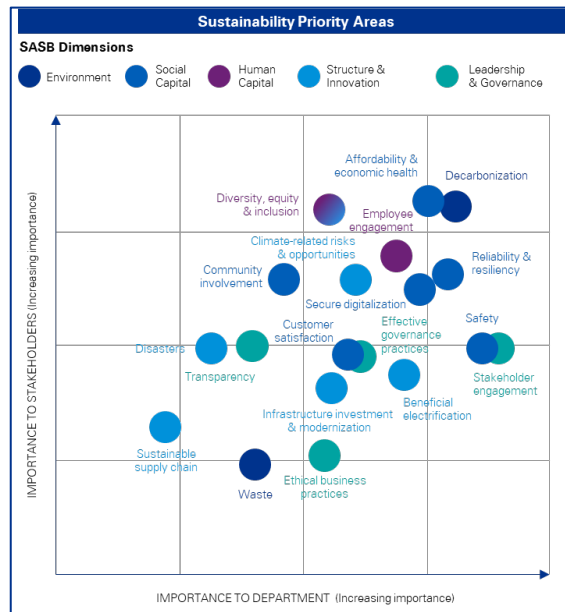
Figure 12: Source: KPMG

Action six: Utilize available data to refine Countywide sustainability strategy. As a final step, the Sustainability Committee, in collaboration with the CEO's Office and other key stakeholders, should utilize available data to refine and develop a more coordinated Countywide sustainability strategy for adoption by all County departments. The data should also be utilized to develop critical initiatives capable of achieving impactful outcomes in the short term, whether internal or external.

Define scope and purpose of materiality assessment ▶ Identify topics for inclusion within materiality survey ▶ Design materiality assessment and develop scoring methodology ▶ Issue survey to key internal and external stakeholders ▶ Undertake benchmarking and community engagement ▶ Analyze results and refine Countywide sustainability strategy

Figure 13: Source: KPMG

3.2	Improve monitoring and reporting of sustainability and performance data to allow for enhanced data-driven decision-making related to funding decisions and initiative outcomes.

Benefit

Improving the monitoring and reporting of sustainability performance data by developing additional data-driven performance measures that are achievable, practical, and timely, as well as regular reporting to executive leadership, will allow for enhanced data-driven decision-making. It will allow decision makers to better understand the impact created by various funding sources and related initiatives. Finally, developing performance measures to align with initiatives implemented and strategy refinements made as a result of the materiality assessment proposed in Recommendation 3.1 will be critical to helping ensure that successful outcomes can be effectively evaluated.

Current State

Currently, the Sustainability Division reports the following key performance measures to executive and County leadership on an annual basis:

— Greenhouse gas emissions as compared to baseline (tracked every three years)

— Measurable Energy and Climate Action Plan (ECAP) emission reductions measures on track to reach greenhouse gas reduction goals (tracked every three years)

— External funding secured to implement climate-related programming

— Households participating in Home Energy Savings energy efficiency retrofit program

— Codes and standards and building performance training events provided to local building professionals.

Across interviews, staff reported that the performance measures are not always achievable as often they are based on external community engagement under which they have limited control. Additionally, performance measures related to greenhouse gas emissions and ECAP emission reductions can only be tracked every three years due to reliance on external data and complex calculations. The Sustainability Division tracks additional internal performance metrics; however, they are largely tied to a particular funding source. While it is critical to comply with all grant funding regulations and current performance measures should continue to be tracked, there is an opportunity to adopt additional performance measures focused on better monitoring divisional impact. Furthermore, following the completion of the materiality assessment recommended in Recommendation 3.1, the Sustainability Division will be required to adopt new performance measures in line with strategy refinements and/or the implementation of additional initiatives.

It is important to note that following the conclusion of this review, the Department finalized its 2030 Climate Action Plan. Based on subsequent review, this plan includes many of the short-term performance metrics recommended for implementation in this recommendation.

Case Study Spotlight

The City of San Diego has developed a comprehensive sustainability strategy and the following key performance targets across each of its specific goals. The Sustainability Division may consider developing similar critical targets with collaboration from other departments once the materiality assessment has been completed and specific initiatives developed.

Critical Strategy/Goal	Measures	Target (by 2030)
Decarbonization of the built environment	— Decarbonize existing buildings — Decarbonize new development — Decarbonize city facilities	— Phase out 45 percent of natural gas from existing buildings — Phase out 50 percent of natural gas from municipal buildings
Access to clean and renewal energy	— Citywide renewable energy generation — Increase electric vehicle adoption — Increase municipal zero-emission vehicles	— Phase out 45 percent of natural gas from existing buildings — Phase out 50 percent of natural gas from municipal buildings
Mobility and land use	— Safe and enjoyable routes for pedestrians — Increase safe, convenient, and enjoyable transit use — Increase telecommuting — Vehicle management	— 19 percent walking and 7 percent cycling mode share of all residents — 10 percent transit mode share — Complete 13 new roundabouts — 8 percent VMT reduction per capita
Circular economy and clean communities	— Changes to waste stream — Municipal waste reduction — Zero waste to landfill	— 82 percent waste diversion and 85 percent landfill gas capture
Resilient infrastructure and healthy ecosystems	— Sequestration — Tree canopy	— Restore 347 acres of salt marsh land — 28 percent canopy cover

Suggested Action Steps to Implement Recommendation

Action one: Develop a consistent set of performance measures that are achievable, practical, and timely with a specific and measurable target capable of being tracked. Following the completion of the materiality assessment recommended in Recommendation 3.1, the Sustainability Division should lead the development of performance measures to track performance as it relates to specific initiatives to be adopted. The Sustainability Division should collaborate with other key stakeholder departments in developing these metrics to help ensure cross-departmental buy-in and tracking capabilities, where necessary. The metrics developed should be achievable, practical, and timely with the capability to measure progress toward achieving goals in the short term.

Action two: Train staff on data collection processes and required analysis related to newly adopted performance metrics. Following the development of additional performance metrics, the Sustainability Division should consider the staff best placed to conduct future analysis related to the newly adopted performance metrics. The Sustainability Division should subsequently train these staff on the data collection processes necessary to obtain the required data points, as well as the analysis that must be undertaken to identify progress toward achieving Countywide sustainability goals.

Action three: Develop a quarterly dashboard performance. The Sustainability Division should collaborate with Central IT to develop a quarterly dashboard to measure performance toward achieving goals within PowerBI. However, prior to any data visualization, data will need to be collected and analyzed by those staff identified in action two of this recommendation. The Sustainability Division should also provide dashboard access to both executive leadership and the Sustainability Committee

as well as other identified stakeholders to increase transparency on progress towards achieving goals. The review and reporting of this dashboard should identify actions to drive forward sustainability initiatives and help to ensure achievement of targets as set forth within the Sustainability Division's strategy.

Library Services

The below recommendations are associated with the Library Services Division of the Department.

4.1	Adopt best practices when developing governance model strategies for Library Services to help ensure optimal communication, increased access to information, and enhanced decision-making.

Benefit

Adopting best practices within alternate governance model strategies for Library Services is critical to helping ensure effective transparency, accountability, oversight, and community impact. It will establish formal communication channels between stakeholders and decision makers to allow optimal communication and effective information sharing across stakeholders. This will help to ensure that decision-making continues to remain data-driven and efficient.

Current State

The Countywide library system is a complex partnership between the County and the surrounding cities. The cities of Santa Maria, Santa Barbara, Lompoc, and Goleta all have municipal libraries funded and governed by their city councils. The County contributes funding to these libraries and contracts with them to manage libraries in the cities of Guadalupe, Buellton, and Solvang and in the unincorporated areas (Orcutt, Los Alamos, Vandenberg Village, Cuyama, and Montecito. The smaller cities also contribute funding to the libraries in their jurisdictions. Additionally, many of the County's libraries are supported by Friends of Libraries, a nonprofit, charitable group largely staffed by volunteers. Finally, each library is also a member of the Black and Gold Cooperative Library system, which is a consortium of six public libraries on the central coast of California. The key purpose of the cooperative is to manage a shared catalog and integrate library systems to track items, distribute materials between libraries, and purchase digital content to be shared among members.

In the current state, the Department acts as the County Liaison for Library Services and manages the budgeting and administration of County funds. The Board of Supervisors has also established the Library Advisory Committee to provide advice and recommendations on Library Services operations to help ensure continuous access to service Countywide. The Library Advisory Committee is made up of County and city representatives, library directors, a representative from the Board of Supervisors, as well as a number of staff from the Department. The current structure results in a significant number of decision makers and influencers across jurisdictions, libraries, and agencies. This often results in a complex and onerous decision-making process that can take significant time. As a result of this challenge, the Board of Supervisors established the Library Ad-hoc Committee in 2018 to focus on developing a path to achieving a sustainable and equitable finance and governance system for County libraries. The Library Ad-hoc Committee is comprised of two County supervisors; four library directors; and representation from Friends of Libraries, the Library Advisory Committee, and the Department Director. In recent months, the Library Ad-hoc Committee has evaluated seven key operating models to identify the optimal structure for the County. Three of the models evaluated have recently been shortlisted for further research and the Library Ad-hoc Committee is currently engaging with city elected leaders to obtain further input on potential models for implementation.

Additionally, the City of Santa Barbara recently left the Black and Gold cooperative, which caused service changes and certain impacts to patrons. The City of Carpinteria is also forming their own municipal library and a fifth library zone. These changes further suggest the need to evaluate efficacy of the County's service model as the system becomes more fragmented over time.

Regardless of the model chosen for implementation, the County, cities, and related decision makers should adopt best practices for the establishment and implementation of that model as outlined in the suggested actions steps below.

Suggested Action Steps to Implement Recommendation

Action one: Engage with the Library Ad-hoc Committee to explore a governance model. The Library Ad-hoc Committee may have responsibility for implementing the selected governance structure. Implementation will involve coordinating and communicating with all relevant stakeholders across jurisdictions to develop charters, roles and responsibilities, communication policies, and performance standards in addition to developing a detailed implementation plan, among other tasks.

Action two: Define the governance operating model requirements. The first step in adopting a new governance model is to define the operating model requirements. This will involve undertaking the following key steps:

— **Step one**: Define the current state of governance, as well as gaps and considerations for the adoption within the future service model.

— **Step two**: Analyze applicable regulatory and governance requirements of the governance model and identify and mitigate any potential risk.

— **Step three**: Evaluate the need to conduct an additional benchmarking review of counties with similar governance structures across both California and neighboring states and analyze reporting structure and committee charters.

— **Step four**: Identify and prioritize governance needs and activities within a prioritization matrix.

Action three: Design the governance operating model. This step is a critical step to helping ensure compliance with regulatory requirements and adopting an efficient and effective governance model. This action will require significant coordination and collaboration across stakeholders, jurisdictions, and agencies. It will involve undertaking a range of steps related to structure, oversight responsibilities, culture, and infrastructure as follows:

Structure: The following steps should be undertaken when designing such a model:

— **Step one:** Develop a governance charter and mandates to outline the membership, roles, responsibilities, and authorities of key stakeholders in setting the direction, management, control, and oversight of library services.

— **Step two:** Develop documented roles and responsibilities of key decision makers and support organizations, for example, the role of the cities versus that of Friends of Libraries. This may also include a responsibility assignment or RACI matrix to outline the distinct responsibilities of stakeholders.

Funding Model: Develop equitable funding model, both in terms of what the cities and County contribute to the system and also at the customer and resident level. In the current structure, some constituents pay more into the library system that others, depending on their residence. This creates an equity issue on multiple levels.

Oversight responsibilities: Oversight is a crucial component of any successful governance model. The following steps should be undertaken to help ensure effective oversight:

— **Step one:** Outline the type of oversight committee established as a result of the governance model and their related responsibilities.

— **Step two:** Identify board and management-approved policies supporting delegation of authority (decision rights), including reporting, escalation, and veto rights.

Culture: The core mission, vision, and other foundations for culture should be defined and documented.

Infrastructure: Develop the infrastructure required to activate and sustain governance model operation, which will involve the following steps:

— **Step one:** Establish the design and content of policy manuals and associated procedures.

— **Step two:** Outline the type and frequency of internal reporting and communications to stakeholders across library services.

Action four: Develop an implementation plan for adoption of the governance model. As a final step, the task force should develop an implementation plan to help ensure that the governance model is adopted in the most efficient and effective way possible. This plan should be developed following collaboration with key stakeholders across the library system. At a minimum, the implementation plan should:

— Allocate resources to implementation priorities and over time as requirements and resources permit

— Define schedule and components of review process

— Defines standards and metrics by which success will be measured.

4.2	Identify a core set of goals, outcomes, and performance measures that can help the Library Services Division and Department leadership standardize operations across libraries and regularly measure performance.

Benefit

Adopting a consistent set of outcome and performance measures across Countywide libraries will assist decision makers and key stakeholders in standardizing operations across libraries in a way that will help ensure that the community receives a consistent level of service across jurisdictions. It will also enhance accountability, transparency, and oversight, allowing decision makers to assess performance against underlying goals and take data-driven corrective action, where necessary.

Current State

In the current state, the County's library system has not adopted a consistent performance management process across each of its nine libraries. For example, based on review of resources provided by the County, each library has a separate, individually developed goal. As a result, a consistent set of outcomes and performance measures across libraries has not been adopted. These measures would provide a more comprehensive, systemwide view of performance towards achieving a collective goal—as well as track accessibility and equity of services geographically.

Presently, the key metric tracked by the Department relates to the per capita funding for the Countywide library system. This is an important metric for financial decision-making and should continue to be tracked. However, there is an opportunity for the Department to track additional performance and outcome-based measures to better analyze the system's impact and performance in serving the community.

Case Study Spotlight

San Luis Obispo County and Monterey County have both developed key performance measures that are utilized to assess the community impact and service utilization. Examples of the performance measures adopted for each of these counties are outlined in the table below:

San Luis Obispo County	Monterey County
Percentage of card holders per capita	Number of visits

Annual expenditures per capita for library materials to include new and replacement copies	Number of technology sessions completed
Annual number of items circulated per capita	Number of items borrowed
Facility utilization (visits per capita)	Hours of volunteer service
Percentage of total available internet hours used by library patrons	Hours of Homework Center

Suggested Action Steps to Implement Recommendation

Action one: Identify and develop systemwide goals. Prior to adopting performance measures, the Library Ad-hoc Committee should develop systemwide goals for adoption across each library. This will help ensure that each library has a shared, coordinated vision and aligns SOPs and processes with that goal on a daily basis. It will allow for enhanced consistency in service provision and increased process efficiency across libraries. In developing a goal, the Library Ad-hoc Committee should request feedback from key decision makers and should ensure that goals are specific, measurable, attainable, reasonable, and time bounded.

Action two: Develop a consistent set of performance measures aligned with systemwide goals. Having developed a systemwide goal, a key set of cross-library performance measures should be developed and adopted to measure alignment and performance toward achieving goals. Performance measures should also have measurable targets developed to both challenge and empower the library system. Examples of performance measure adopted by San Luis Obispo and Monterey are illustrated in the case study spotlight section (above).

Action three: Develop a standardized reporting structure for performance measures. Once goals and performance measures have been established, a Power BI dashboard should be developed to report data on a regular basis. Once developed, decision makers, key stakeholders, and library staff should have access to the dashboard to allow for real-time views of performance across the library system, allowing for enhanced oversight and data-driven decision-making.

Action four: Establish data quality and data reporting requirements and prepare related guidance documents. Consistent data quality and reporting is a prerequisite for a credible dashboard. This will help in tracking performance over time and comparing performance across libraries. Documenting these requirements and providing guidance documents will help library staff and other key stakeholders in recording data in the required format, which will help ensure minimal errors in the data reported.

Action five: Develop Department-level goals in the short term. The design and implementation of a new governance system and related coordinated goals and performance metrics may take some time. As such, the Department should consider developing low-barrier performance metrics that can be adopted in the short term. These metrics may allow the Department to better understand overall demand at each location, which may be considered when administering funding. Examples of these metrics may include:

— Number of library cardholders per location*

— Number of visits per library

— Number of items borrowed per capita per library.

*The Department may also consider developing a metric related to the number of library cardholders per location by resident geography. This will allow the Library Services Division to help ensure continuous equitable access to service across geographic locations and take proactive outreach measures for those areas who are not utilizing services.

Office of Arts and Culture

The below recommendations are associated with the Office of Arts and Culture Division (the Office) of the Department.

5.1	Identify a core set of outcome-based performance measures to enable the Office to help ensure that the impact of arts and culture initiatives can be effectively measured.

Benefit

Developing additional outcome-based performance metrics to track and monitor the impact of arts and culture initiatives will allow the Office to utilize a more data-driven approach to assessing outcomes. This can inform decision-making on both current and future initiatives, helping to ensure that initiatives continually achieve the desired outcome. It will also allow the Office to enhance reporting to the community, helping to ensure that the community is aware of the critical work that the Office is undertaking on a continuous and consistent basis.

Current State

Presently, the Office is responsible for coordinating Countywide arts and culture initiatives, providing administrative support to publicly appointed arts and culture advisory bodies, curating art exhibitions, and managing County-owned artwork. In achieving this mission, the Office tracks the following key performance measures on an annual basis with each performance measure having a specific target. The Office has largely achieved the assigned targets over the past number of years related to the measures/objectives outlined below.

— Public art works and exhibitions installed in communities Countywide.

— Organizations served through community partnerships and programs.

— Number of artists engaged through exhibitions, programs, and consultations.

— Grant funds distributed to local artists and nonprofit organization

While these metrics are important and should continue to be tracked, they do not alone provide a complete story of the operational performance and impact of the Office and its related initiatives. In the future state, the Office should identify and implement a core set of outcome based performance measures as outlined in the suggested action steps below.

Suggested Action Steps to Implement Recommendation

Action one: Develop performance metrics to help ensure the impact of arts and culture initiatives can be effectively measured. The Department should develop a consistent and balanced set of outcome-based performance measures, in addition to any state-mandated measures. These measures will help ensure that the performance and impact of the Division can be effectively measured, and initiatives continue to be aligned with the County's goals, strategies, and objectives. Based on benchmarking and best practice research, the following are examples of performance measures that have been adopted across arts and culture organizations across four categories, including grant making, programs and services, information and communications, and agency capacity.

Grant Making	Programs and Services	Information and Communications	Agency Capacity

▪ Percent funded versus requested ▪ Grants awarded by category ▪ Number of grants awarded that benefit underserved populations ▪ Geographic distribution of funds ▪ Number of pilot initiatives funded	▪ Number of participants who attended at programs and events ▪ Number of volunteer hours ▪ Satisfaction rankings from artist ▪ Satisfaction ranking for user organizations and attendees ▪ The number of creative sector organizations engaging in arts and culture	▪ Number of visitors to website ▪ Geographic distribution of visitors ▪ Number of subscribers to e-Newsletter issued ▪ Number of email communications issued annually ▪ Number of Facebook followers	▪ Number of volunteers ▪ Number of years staff tenure ▪ Number of contractors carrying our projects ▪ Number of individuals employed within the arts and culture sector

5.2	**Collaborate with the CEO's Office to establish a countywide DEIA hub to place greater emphasis on a coordinated, cross-department DEIA strategy focused on community impact.**

Benefit

The Office staff currently focus a large portion of time on Countywide DEIA efforts. As DEIA continues to evolve in the future and remains a critical priority for the County, engaging with the CEO's Office to establish a DEIA hub will provide a number of benefits as outlined below:

— It will allow the County to take a coordinated, top-down leadership approach to DEIA efforts, which will further support Countywide alignment with goals and measured success. Furthermore, it will support, elevate, and advocate for the racial equity and social justice initiatives already being undertaken by County departments. It will also strengthen external County initiatives that have impact on the wide Santa Barbara County community by focusing on the continued adoption of equitable practices and inclusive messaging from both a County and community perspective.

— Additionally, dependent the decision of where the hub will be situated within the County, an assessment should be conducted to assess the organizational structure, roles and capabilities needed to meet DEIA goals and activities.

Current State

As noted, the Office is responsible for coordinating Countywide arts and culture initiatives, providing administrative support to publicly appointed arts and culture advisory bodies, curating arts exhibitions, and managing County-owned artwork. However, staff within the Office also spend a significant amount

of time managing and administering grant funding, reviewing invoices, and regularly engaging with between 60 and 100 providers. The Office supports both the County and City of Santa Barbara as the result of a long-term partnership between the agencies and is funded by County, city, and state sources.

In addition to arts and culture-related initiatives, the Office has recently been tasked with implementing certain Countywide DEIA initiatives, given the County does not have a dedicated DEIA hub to identify, coordinate, and manage cross-departmental DEIA efforts in line with a shared Countywide strategy. These efforts involve administering DEIA funding provided by the Board of Supervisors and engaging with providers to implement a racial equity program. The primary tasks involved developing recommendations for presentation to the Board on funding utilization, developing a grant program, engaging with providers, managing the contracting process, engaging with Risk Management and County Counsel on terms and conditions, and managing overall program implementation.

In addition to the Office, the Sustainability Division also supports DEIA initiatives as they relate to climate change. For example, the Sustainability Division has developed an Equity Advisory and Outreach Committee, which is a subcommittee of the Climate Collaborative, and its underlying goal is to help ensure that historically marginalized and underserved populations can provide perspectives on climate-related planning. While it is commendable that the County is supporting DEIA initiatives, there is a lack of a coordinated, cross-departmental, countywide DEIA strategy with supporting goals. The Sustainability Division and the Office are working within silos, which can result in duplication of efforts. With no dedicated DEIA hub with dedicated staff to develop a Countywide DEIA strategy; manage, coordinate, and oversee DEIA programs; and act as an advisory body to county departments—DEIA initiatives continue to be uncoordinated and unaligned to a formalized strategy.

As noted above, the Office dedicates time towards the following tasks in regard to DEIA:

— Managing and coordinating Countywide DEIA programs
— Administering grant funding and managing providers.

In the future state, grant management and oversight functions could be transitioned to the central grant management function recommended for development within Recommendation 2.6, noting that input and expertise in grant application will be required from the Office. Additionally, given the need for a coordinated DEIA strategy and lack of dedicated DEIA hub to develop and coordinate strategy, the Department should consider collaborating with the CEO's Office to establish a DEIA hub to focus on these efforts.

Case Study Spotlight

DEIA Case Study Spotlight

In the summer of 2020, Sonoma County created the Office of Equity under the Chief Administrator's Office, with the overall goal of unseating racial inequity in the community. In January 2021, the Office adopted a five-year strategic plan, which includes a Racial Equity and Social Justice pillar. The pillar is made up of specific goals and objectives that will lead to organizing and operationalizing a new way of viewing challenges, conducting analysis, and implementing new policies to ensure a workforce reflective of the community served. Sonoma's Office of Equity is staffed by five individuals, including an office director, program manager, two equity and social justice data analysts, and an administrative aide.

Suggested Action Steps to Implement Recommendation

It is important to note that this recommendation is countywide in nature and as such, would not be the sole responsibility of CSD. Rather, the development of the Hub would be led by the CEO's Office in collaboration with other departments that undertake County-wide DEIA initiatives such as CSD and HR.

Action one: Engage with the CEO's Office establish a countywide DEIA hub. As a first step, the Department should engage with the CEO's Office and other county departments, as necessary to create a dedicated DEIA hub to coordinate Countywide DEIA initiatives. This hub should focus on the strategy of external County initiatives that have an impact on the wider community. Collaboration with the CEO's Office and County HR should cover the following key areas:

— Establish where the DEIA hub will sit within the County. Countywide DEIA may continue to sit within the CSD Department or another Department in the County.
— Develop a vision and mission for the DEIA hub to define purpose and values and inform strategy.
— Define the role and responsibility of the DEIA hub in coordinating with County departments and identifying, prioritizing, developing, and overseeing countywide DEIA initiatives. Roles and responsibilities may include undertaking the materiality assessment recommended for completion within action two below, developing a strategic plan, prioritizing and implementing initiatives, communicating critical initiatives both internally and externally, and analyzing data.
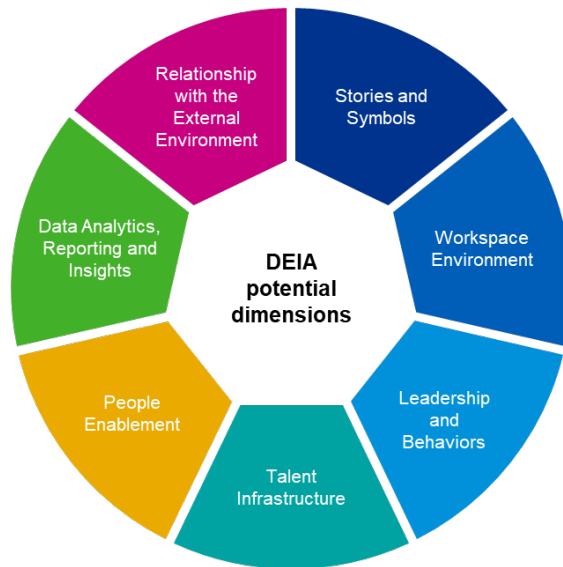
Action two: Evaluate the staffing needs of the DEIA hub. Secondly, the Department should coordinate with the CEO's Office, County HR and other county departments, as necessary to evaluate the organizational structure, staffing levels and primary roles and responsibilities required for the DEIA hub. As part of this process, the departments in collaboration with the CEO's Office may consider outside recruitment or alternatively may evaluate the feasibility of transitioning staff currently involved in County DEIA efforts across the county to the DEIA hub. Additionally, the County should consider working with County HR on the provision of DEIA training, which should be provided to help ensure staff are equipped with the tools and capabilities needed to serve within the DEIA hub.

Action three: Conduct a materiality assessment in collaboration with other County departments. Once the location of the DEIA hub and staffing is confirmed, the DEIA hub may consider undertaking a materiality assessment as a critical next step to inform strategy and help ensure that the DEIA hub is focused on initiatives that are pivotal for County staff and the community at large. The steps to undertake a materiality assessment are similar to those illustrated in action two of Recommendation 3.1; however, a high-level overview has been provided below. It is important to note that the DEIA hub may consider collaborating with the Sustainability Division to conduct a coordinated materiality assessment. However, any coordinated materiality assessment will need to include both sustainability and DEIA topics for consideration by stakeholders:

— **Step one:** Define the scope and purpose of the materiality assessment. This will include identifying internal and external stakeholders for inclusion within the assessment.
— **Step two:** Identify potential topics for inclusion within the materiality survey that are specific to DEIA. Examples may include relationships with external environment, stories and symbols, workspace environment, people enablement, talent infrastructure, and data analytics and reporting insights.
— **Step three:** Design the materiality survey and develop a scoring methodology to allow each stakeholder to score the importance of the related categories from their perspective.
— **Step four:** Request County leadership and internal stakeholders to review draft survey and provide feedback/input.

— **Step five:** Issue the survey to the key internal and external stakeholders identified within step one of this action. In addition to developing a materiality survey, the DEIA hub may consider collaborating with the Sustainability Division to host focus groups across County departments to discuss sustainability and DEIA priorities. The divisions may also consider undertaking wider community outreach by holding town halls across the County and encouraging community participation.

— **Step six:** Collect and analyze the data to identify critical priorities. The results of surveys, interviews, and focus groups could, for example, be documented in a spreadsheet with dashboard outputs that can act as a central location for the data obtained. The data could then be further analyzed to provide deep insight into critical DEIA priorities as identified by internal and external stakeholders.

Action four: Utilize available data to develop a Countywide DEIA strategic plan. Finally, the DEIA hub should coordinate with the CEO's Office and other key stakeholders to develop a Countywide strategic plan to establish the County's critical focus, direction, and prioritization for future Countywide DEIA initiatives. The following steps should be undertaken in developing DEIA strategy:

— Identify key staff members responsible for coordinating and developing the strategic plan. This responsibility should fall to the DEIA hub; however, input from certain departments across the County may be included.

— Utilize the results of the materiality assessment to identify and prioritize key strategic initiatives.

— Develop time-bounded targets for completion of each initiative.

— Identify departments/individuals accountable for undertaking and/or supporting each initiative.

— Develop annual action plans aligned with initiatives for effective allocation of time and resourcing to strategic initiatives.

— Develop key performance indicators to allow key stakeholders to determine progress toward achieving goals and refine the plan, where necessary.

Department Recommendation Table

Department recommendations relate to the systems and processes needed for the Department to more efficiently manage its operations and provide services to County residents. The following table outlines the recommendations and related actions for each division including (1) Parks,(2) Housing and Community Development. (3) Sustainability, (4) Library Services, and (5) Office of Arts and Culture.

#	Department recommendations
Parks	
1.1	Develop an activity-driven deployment model to align staffing to demand for park services; better track activities undertaken by staff; and ensure optimal scheduling, utilization, and capacity of resources. — **Action one:** Establish a Task Force dedicated to developing an activity-driven deployment model — **Action two:** Conduct an analysis of GNAV call center and traffic county data quality — **Action three:** Develop regular analysis on available data, such as registration, GNAV, and call center data to better understand trends in demand for and utilization of park services — **Action four:** Conduct a low-barrier time study to determine the specific staff activities undertaken by park rangers and maintenance staff — **Action five:** Develop a task prioritization matrix — **Action six:** Establish service levels for maintenance team and park ranger functions to accurately demonstrate utilization and capacity of staff — **Action seven:** Evaluate current, manual scheduling methods and develop automated scheduling system based on prioritization of staff activities and demand for park services — **Action eight:** Evaluate alternate electronic count systems for Parks entry
1.2	Enhance collaboration with County HR to reduce recruitment timelines, streamline the hiring process, and relieve capacity of park rangers. — **Action one:** Collaborate with County HR to develop an SLA and process that would allow and authorize Department HR to directly hire extra help staff as needed — **Action two:** Develop a proactive, continuous recruitment pipeline for extra help positions — **Action three:** Develop cohorts of extra help employees to streamline the hiring process and training programs to relieve capacity of park rangers
1.3	Evaluate work order systems to centralize communication, prioritize demand, and thoroughly track and assess the performance of maintenance activities. — **Action one:** Assess the potential electronic management system solutions for implementation — **Action two:** Evaluate work order systems available to determine an optimal solution for Parks — **Action three:** Consult with the CEO's Office and Department leadership to identify funding sources

1.4	Enhance collaboration with County Risk to help ensure a more accurate and timely collection and sharing of data, help ensure the continued safety of park users, and assist with the tracking and identification of preventative maintenance. — **Action one:** Establish a Safety Committee to collaboratively manage risk across Parks — **Action two:** Complete regular condition assessments and loss reviews to proactively identify and prioritize deferred maintenance — **Action three:** Develop a safety manual and related policies and procedures to help reduce and mitigate risk — **Action four:** Enhance collaboration with County Risk to help ensure a more accurate and timely collection and sharing of data, current or upcoming risks, and plans for mitigation — **Action five:** Enhance collaboration with Public Works to share resources and tools and reduce reliance on third party contractors, where possible — **Action six:** Evaluate the feasibility of implementing a tracking system for risk management processes
1.5	Enhance collaboration between the capital projects and deferred maintenance unit and General Services to utilize project management resources to identify opportunities for improved oversight of project progress, performance, and completion. — Action one: Establish monthly touchpoints between CSD and General Services to discuss capital projects and deferred maintenance initiatives — Action two: Develop a dollar, scope, or scale threshold above which General Services should provide project management support — Action three: Consider aligning CSD Capital Projects Unit with General Services Capital Projects Division in the long term
1.6	Utilize available data, such as registration, GNAV, revenue, and staffing data to better understand the cost per park and further inform park maintenance prioritization, implementation of recreational activities and cost/revenue analysis. — **Action one:** Conduct analysis of available data (reservation, GNAV, revenue, budget, and traffic counts) — **Action two:** Develop a marketing strategy as part of the recreation master plan under development — **Action three:** Plan and develop a schedule of special events provided in County parks based on interest identified as part of the recreation master plan

Housing and Community Development

2.1	Expand on current analysis to conduct a comprehensive needs assessment to better understand community needs, reach target populations, identify gaps in service, and align funding in collaboration with the Health and Human Services Departments. — **Action one:** Establish a Needs Assessment Committee to plan the needs assessment — **Action two:** Develop a process for data collection — **Action three:** Collect and analyze the data to identify community needs — **Action four:** Conduct a system performance assessment

	— **Action five:** Conduct coordinated entry assessment to provide demand-driven guidance on coordinated entry locations, strategically align funding and access points to demand and need, and enhance client experience — **Action six:** Deploy needs assessment analysis and performance assessment to revise Department's strategy and service offerings to best meet the community's needs
2.2	Enhance collaboration with Behavioral Wellness on homeless outreach to reduce duplication of efforts, streamline service offering, more strategically allocate workload, and better deploy funding for greater impact. — **Action one:** Collaborate with the CEO's Office to conduct a review of countywide homeless services funding — **Action two:** Clarify the roles and responsibilities of each department in providing services to persons experiencing homelessness — **Action three:** Develop data sharing agreements to ensure continuous flow of information between necessary departments
2.3	Identify a core set of key outcomes and performance measures to enhance the tracking of successful program outcomes, ensure that provider and program performance is monitored on a timely basis, and enhance data-driven decision-making related to funding decisions. — **Action one:** Task the HCD Division in collaboration with other Health and Human Service agencies (BeWell, Public Health, Public Safety) with developing and refining a consistent set of program performance measures. — **Action two:** Collaborate with the County Counsel to update the provider contract for the additional performance measures — **Action three:** Develop a quarterly dashboard of program performance — **Action four**: Align Provider performance with contracting and funding decisions
2.4	Enhance data tracking processes related to staff time spent on grant-funded programs to help ensure optimal use of funding streams. — **Action one:** Develop a monthly dashboard of grant utilization and performance — **Action two:** Provide dashboard access and training to program management staff
2.5	Develop standard operating procedures for the invoicing process to enhance efficiency, reduce the potential for error, and workload burden for staff—noting this may involve input from County Counsel and County Fiscal. — **Action one:** Develop formalized standard operating procedures (SOPs) for adoption division-wide — **Action two:** Develop formalized invoicing procedures for utilization by providers — **Action three:** Evaluate feasibility of transitioning employee time sheet review and insurance recalculation requirement to fiscal staff
2.6	Consider centralized management and oversight of grant management efforts to centralize, consolidate, and standardize grant pursuits; enhance grant monitoring and management; and better align with County strategy — **Action one:** Collaborate with the CEO's Office to establish a centralized Grants Management Unit — **Action two:** Develop SOPs for centralized grant management — **Action three:** Adopt centralized grant management software as part of the countywide ERP system implementation

— **Action four:** Define data reporting requirements and standards

Sustainability Division

3.1	Empower Sustainability Division to coordinate countywide sustainability efforts and conduct materiality assessment to assist the Department in identifying critical initiatives and implementation strategies to promote high-impact, successful outcomes across the County. — **Action one:** Enhance collaboration with the CEO's Office to empower the Sustainability Division to focus on countywide sustainability initiatives — **Action two:** Conduct a materiality assessment in collaboration with other County departments that are key to sustainability — **Action three:** Consider hosting focus groups and town halls to discuss sustainability priorities — **Action four:** Conduct a detailed benchmarking review — **Action five:** Collect and analyze the data to identify critical priorities — **Action six:** Utilize available data to refine countywide sustainability strategy
3.2	Improve monitoring and reporting of sustainability and performance data to allow for enhanced data-driven decision-making related to funding decisions and initiative outcomes. — **Action one:** Develop a consistent set of performance measures that are achievable, practical, and timely with a specific and measurable target capable of being tracked — **Action two:** Train staff on data collection processes and required analysis related to newly adopted performance metrics — **Action three:** Develop a quarterly dashboard performance

Library Services

4.1	Adopt best practices when developing governance model strategies for Library Services to help ensure optimal communication, increased access to information, and enhanced decision-making. — **Action one:** Engage with the Library Ad-hoc Committee to explore a governance model — **Action two:** Define the governance operating model requirements — **Action three:** Design the governance operating model — **Action four:** Develop an implementation plan for adoption of the governance model
4.2	Identify a core set of goals, outcomes, and performance measures that can help the Library Services Division and Department leadership standardize operations across libraries and regularly measure performance. — **Action one:** Identify and develop systemwide goals — **Action two:** Develop a consistent set of performance measures aligned with system-wide goals — **Action three:** Develop a standardized reporting structure for performance measures — **Action four:** Establish data quality and data reporting requirements and prepare related guidance documents — **Action five:** Develop Department-level goals in the short-term

Office of Arts and Culture	
5.1	Identify a core set of outcome-based performance measures to enable the Office to help ensure that the impact of arts and culture initiatives can be effectively measured. — **Action one:** Develop performance metrics to help ensure the impact of arts and culture initiatives can be effectively measured.
5.2	Collaborate with the CEO's Office to establish a countywide DEIA hub to place greater emphasis on a coordinated, cross-department DEIA strategy. — **Action one:** Engage with the CEO's Office establish a countywide DEIA hub — **Action two:** Evaluate the staffing needs of the DEIA hub — **Action three:** Conduct a materiality assessment in collaboration with other County Departments — **Action four:** Utilize available data to develop a countywide DEIA strategic plan

County Budget and FTE Benchmarks

Benchmark comparisons were conducted with the eight comparison counties specified in our contract at the request of the CEO's Office. It should be noted that not all counties operated similar divisions within the same department, and therefore benchmark data is provided at the division level. Counties with zero values for either FTEs or budget have not been included in the averaging.

Parks

Below are the county benchmarks for the County Parks Division across benchmark counties. Santa Barbara is above average compared to benchmark counties for department FTE's and budget.

	Budgets in $'000	Santa Barbara	Average	Monterey[16]	Solano[17]	Sonoma[18]	Tulare[19]	Placer[20]	SLO[21]	Marin[22]	Santa Cruz[23]	Ventura[24]
FY 21	**Division FTE**	62	45	28	7	128	14	21	61	89	35	22
	% of Enterprise	1.43%	1.39%	0.52%	0.22%	3.09%	0.28%	0.78%	2.17%	3.84%	1.39%	0.24%
	Division Budget	15,805	11,791	5,592	1,715	41,261	2,406	5,092	14,967	16,983	7,811	10.290
	% of Enterprise	1.33%	0.99%	0.36%	0.14%	2.13%	0.17%	0.50%	2.17%	2.24%	0.77%	0.42%
FY20	**Division FTE**	55	46	27	7	123	14	21	61	89	52	22
	% of Enterprise	1.40%	1.45%	0.50%	0.23%	3.00%	0.27%	0.72%	2.18%	3.90%	2.04%	0.25%
	Division Budget	13,783	10,754	4,765	1,723	39,117	2,833	5,013	16,958	18,973	872	6,530
	% of Enterprise	1.28%	1.00%	0.28%	0.15%	2.41%	0.21%	0.49%	2.60%	2.45%	0.13%	0.30%
FY19	**Division FTE**	52	42	24	7	92	12	21	61	89	51	21
	% of Enterprise	1.38%	1.37%	0.46%	0.23%	2.27%	0.24%	0.72%	2.19%	3.96%	2.04%	0.23%
	Division Budget	14,376	9,487	3,779	1,655	29,302	2,635	5,821	13,777	20,823	829	6,761
	% of Enterprise	1.40%	0.97%	0.25%	0.15%	1.86%	0.21%	0.60%	2.32%	2.87%	0.13%	0.32%

[16] Monterey: Park Operations (8556)
[17] Solano: Parks and Recreation (7000)
[18] Sonoma: Regional Parks
[19] Tulare: Not applicable
[20] Placer: Parks and Grounds Services
[21] San Luis Obispo: Parks and Recreation- Community (222), Parks and Recreation- Regional Parks (305), and Parks and Recreation- Golf Courses (427)
[22] Marin: Marin County Parks (520)
[23] Santa Cruz: Park Operations
[24] Ventura County: GSA Parks Department

Housing and Community Development

Below are the county benchmarks for HCD across benchmark counties. Division level information was not available for Tulare County and as such, it was excluded from the table below. Santa Barbara is above average compared to benchmark counties for department FTE's and budget. Counties represented are outlined in the table below and are those counties that had available data.

	Budgets in $'000	Santa Barbara[25]	Average	Monterey[26,27]	Solano[28]	Sonoma[29]	Placer[30]	SLO[31]	Marin[32]	Santa Cruz[33]	Ventura[34]
FY 21	**Division FTE**	17	4	7	NA	5	NA	0	NA	6	NA
	% of Enterprise	0.38%	0.12%	0.13%	NA	0.11%	NA	0.00%	NA	0.24%	NA
	Division Budget	15,771	7,562	1,551	3,010	25,664	1,092	2,452	1,064	13,729	11,934
	% of Enterprise	1.33%	0.51%	0.10%	0.25%	1.32%	0.11%	0.36%	0.14%	1.35%	0.49%
FY20	**Division FTE**	15	6	7	NA	11	NA	0	NA	NA	NA
	% of Enterprise	0.39%	0.13%	0.13%	NA	0.27%	NA	0.00%	NA	NA	NA
	Division Budget	9,735	6,077	610	2,490	24,632	834	3,099	8,570	4,897	3,487
	% of Enterprise	0.91%	0.54%	0.04%	0.22%	1.52%	0.08%	0.48%	1.10%	0.73%	0.16%
FY19	**Division FTE**	12	4	0	NA	12	NA	0	NA	NA	NA
	% of Enterprise	0.30%	0.10%	0.00%	NA	0.30%	NA	0.00%	NA	NA	NA
	Division Budget	8,971	5,067	0	2,296	21,101	896	4,309	5,627	3,662	2,641
	% of Enterprise	0.87%	0.48%	0.00%	0.21%	1.34%	0.09%	0.73%	0.78%	0.57%	0.13%

countywide housing department/divisions considered for benchmarking in above table:

[25] Santa Barbara: Housing & Community Development

[26] Monterey: Housing and Economic Dev Admin (CAO038)

[27] Effective FY 2021-22, the Resource Management Agency (RMA) was dissolved and the Public, Works, Facilities & Parks Department, and the Housing & Community Development Department were formed in Monterey County

[28] Solano: Housing & Urban Development (1510)

[29] Sonoma: Housing & Neighborhood Investments

[30] Placer: Low- & Moderate-Income Housing Fund- Community Development Services

[31] San Luis Obispo: Planning and Building – Community Development (FC 290)

[32] Marin: Measure Community Housing (3450) and Affordable Housing Fund (2070)

[33] Santa Cruz: Housing Funds

[34] Ventura: Budget and FTE is a total of Co Successor Housing Agency, HUD Home Grant Program, HUD Community Dev Block Grant, HUD Emergency Shelter Grant and HUD Continuum of Care. The Co Successor Housing Agency's Actual FY2018-19 and FY2019-20 budget was Nil. However, it had a adopted budget of $490,000 each both year

Sustainability Division

Below are the county benchmarks for the County Sustainability Division across benchmark counties. Six of the eight benchmark counties as well as Ventura County did not have a dedicated sustainability division, as such, benchmark detail was added for the counties of Merced, Napa, Santa Clara, and San Mateo. Santa Barbara is below average compared to benchmark counties for department FTE's and budget.

	Budgets in $'000	Santa Barbara[35]	Average	Sonoma[36]	Santa Cruz[37]	Merced[38]	Napa[39]	Santa Clara[40]	San Mateo[41]
FY 21	Division FTE	6	14.3	9	6	16	23	6	26
	% of Enterprise	0.14%	0.58%	0.22%	0.24%	1%	1.51%	0.03%	0.47%
	Division Budget	2,759	10,128	9,267	719	18,806	3,562	1,261	27,158
	% of Enterprise	0.23%	0.92%	0.48%	0.07%	3.43%	0.70%	0.02%	0.81%
FY20	Division FTE	6	16	10	NA	19	23	2	25.5
	% of Enterprise	0.15%	0.65%	0.24%	NA	1%	1.53%	0.01%	0.46%
	Division Budget	1,016	8,751	8,902	NA	2,558	3,484	1,000	27,814
	% of Enterprise	0.09%	0.42%	0.55%	NA	0%	0.68%	0.01%	0.87%
FY19	Division FTE	5	16	10	NA	19	23	2	27
	% of Enterprise	0.13%	0.66%	0.25%	NA	1%	1.53%	0.01%	0.49%
	Division Budget	1,314	9,457	8,844	NA	3,619	3,281	5,000	26,544
	% of Enterprise	0.13%	0.64%	0.56%	NA	1%	0.68%	0.06%	0.92%

Countywise sustainability department/divisions considered for benchmarking in above table:

[35] Santa Barbara: Energy and Sustainability Initiatives
[36] Sonoma: Energy and Sustainability Initiatives
[37] Santa Cruz: Sustainability and special projects under planning department
[38] Merced: Sustainability division is known as Environmental Health (40600) under Public Health
[39] Napa: Sustainability division is known as Environmental Health under Planning, Building & Environmental Services (PBES-Environmental Health)
[40] Santa Clara: Sustainability division is Office of sustainability under Office of County Executive
[41] San Mateo: Sustainability division is Office of sustainability (4000D) under community Services

Library Services

The Santa Barbara library system is a complex partnership between the County and the surrounding cities. The Cities of Santa Maria, Santa Barbara, Lompoc, and Goleta all have municipal libraries funded and governed by their city councils. The County contributes funding to these libraries, and contracts with them to provide FTEs and manage libraries in the cities of Guadalupe, Buellton, Solvang, and Carpinteria and in the unincorporated areas. This specific structure has not been adopted by other counties in California, with the majority of counties managing and funding Library FTEs directly. The below tables outlines the county benchmarks for the Library Services Division across benchmark counties; however, given the differences in library structures, there is a significant difference in both division funding and FTEs, and an apples to apples comparison is not possible.

	Budgets in $'000	Santa Barbara	Average	Monterey [42]	Solano [43]	Tulare [44]	Placer [45]	SLO [46]	Marin [47]	Santa Cruz [48]	Ventura [49]
FY 21	Division FTE	0	100	66	129	41	49	73	107	271	62
	% of Enterprise	0%	3.33%	1.22%	4.13%	0.82%	1.83%	2.60%	4.64%	10.75%	0.69%
	Division Budget	4,496	11,908	10,367	23,239	5,426	8,179	11,510	19,301	8,206	9,037
	% of Enterprise	0.60%	1.14%	0.66%	1.94%	0.37%	0.80%	1.67%	2.54%	0.81%	0.37%
FY20	Division FTE	0	99	66	122	41	49	76	105	270	62
	% of Enterprise	0%	3.28%	1.23%	3.95%	0.80%	1.68%	2.71%	4.61%	10.53%	0.69%
	Division Budget	4,319	10,952	9,396	22,326	5,121	7,756	10,933	16,755	6,973	8,354
	% of Enterprise	0.59%	1.11%	0.55%	1.97%	0.37%	0.75%	1.68%	2.16%	1.04%	0.38%
FY19	Division FTE	0	98	65	121	41	50	73	102	268	62
	% of Enterprise	0%	3.28%	1.24%	3.99%	0.81%	1.72%	2.60%	4.56%	10.65%	0.68%
	Division Budget	3,837	10,797	9,160	22,479	4,432	8,146	10,461	16,964	6,581	8,155
	% of Enterprise	0.59%	1.23%	0.61%	2.10%	0.35%	NA	1.76%	2.34%	1.03%	0.39%

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[42] Monterey: Library Services operates as a separate department in the Monterey County known as Monterey County Free Libraries (MCFL)

[43] Solano: Library Department operates as a separate department in the Solano County with following sub-divisions: Library – Friends & Foundation (2280), Library Zone 1, 2,6,7, and Library (6300)

[44] Tulare: Library Services operates as a separate department in the Tulare County supporting countywide services through 17 branches

[45] Placer: County Library (15001) operates as a separate department in the Placer County headed by Director of Library Services

[46] San Luis Obispo: Library (FC 377) operates as Special revenue Funds outside the County General Fund and is funded primarily by tax revenue and user fees. It falls under Recreation and Community Department and has operates through its 14 branch libraries and one main library

[47] Marin: Marin County Free Library (MCFL) operates 10 branch libraries throughout Marin and falls under Community Services Department

[48] Santa Cruz: Library Services falls under Land Use & Community Services Department and are provided through Library Fund. Financing of public library services is provided through the Santa Cruz County Library Financing Authority, a Joint Powers Authority formed in 1996 by the County of Santa Cruz and the cities of Santa Cruz, Watsonville, Scotts Valley and Capitola

[49] Ventura: Ventura County Library which provides public library service to the cities of Fillmore, Ojai, Port Hueneme, and Ventura and within the unincorporated areas throughout Ventura County

Office of Arts & Culture

Below are the county benchmarks for the County Arts & Culture Division across benchmark counties. On the basis that Monterey, Marin, Sonoma, Solano, Ventura, and Placer do not operate an internal Arts and Culture Office, but rather utilize nonprofits, these counties have been excluded from analysis to allow for greater ease in comparison. It is important to note, that a limited number of Californian counties were identified as having internal Arts and Culture Office; however, Merced and LA were added to the analysis given they run county Arts and Culture Offices. Santa Barbara is below average compared to benchmark counties for department FTE's and well below average for budget.

	Budgets in $'000	Santa Barbara[50]	Average	Tulare[51]	Marin[52]	Santa Cruz[53]	Merced[54]	Los Angeles[55]
FY 21	Division FTE	3	15	NA	15	5	2	39
	% of Enterprise	0.07%	0.24%	NA	0.63%	0.20%	0.09%	0.04%
	Division Budget	938	7,874	431	3,874	501	2,197	32,368
	% of Enterprise	0.60%	0.21%	0.03%	0.51%	0.05%	0.40%	0.08%
FY20	Division FTE	3	12	NA	15	0	2	33
	% of Enterprise	0.07%	0.19%	NA	0.64%	0.00%	0.09%	0.03%
	Division Budget	1,178	4,838	479	3,561	540	3,086	16,523
	% of Enterprise	0.59%	0.24%	0.03%	0.46%	0.08%	0.60%	0.05%
FY19	Division FTE	3	13	NA	16	0	2	34
	% of Enterprise	0.07%	0.20%	NA	0.69%	0.00%	0.09%	0.03%
	Division Budget	842	3,297	435	3,764	463	289	11,534
	% of Enterprise	0.59%	0.14%	0.03%	0.52%	0.07%	0.06%	0.04%

Countywise arts and culture department/divisions considered for benchmarking in above table:
[50] Santa Barbara: Community Support (Arts & Libraries)
[51] Tulare: Cultural Services
[52] Marin: Cultural Services (530)
[53] Santa Cruz: Community Services and Art in Public Places
[54] Merced: Merced County: Recreation And Cultural Services
[55] Los Angeles: Arts and Culture Services

County Organizational Benchmarks

Benchmark comparisons were conducted with the eight comparison counties specified in our contract at the request of the CEO's Office. It should be noted that not all Counties have similar divisions within the same department, and therefore benchmark data is provided at the division level.

Parks

The below shows what department or non-profit organization (NPO) the Parks Division sit within Santa Barbara County as compared to the eight benchmark counties.

	Community Services	Public Works, Facilities, Planning	Administration	Parks and Recreation	Library	General Services	NPO
Santa Barbara County	■						
Marin County	■						
Tulare County						■	
San Luis Obispo County	■						
Placer County		■					
Monterey County		■					
Solano County				■			
Sonoma County				■			
Santa Cruz County				■			
Ventura County						■	

Figure 16 Source KPMG

Housing and Community Development

The below shows what department or non-profit organization (NPO) the Housing and Community Development Division sit within Santa Barbara County as compared to the eight benchmark counties.

	Community Services	Community Development	Public Works, Facilities, Planning
Santa Barbara County	███		
Marin County	███		
Tulare County			███
San Luis Obispo County			███
Placer County	███		
Monterey County	███		
Solano County			███
Sonoma County	███		
Santa Cruz County			███
Ventura County		███	

Figure 17 Source KPMG

Sustainability Division

The below shows what department or non-profit organization (NPO) the Sustainability Division sit within Santa Barbara County as compared to the eight benchmark counties. As noted in the earlier sustainability benchmarking section of this report, many counties do not have a dedicated sustainability division but undertake sustainability initiatives as part of wider department initiatives. This table seeks to outline the departments across counties that undertake key sustainability initiatives.

	Community Services	CEO's Office	Public Works, Facilities, Planning	Administration	General Services	Resource Management
Santa Barbara County	██					
Marin County	██					
Tulare County						
San Luis Obispo County			██			
Placer County	██					
Monterey County				██		
Solano County					██	
Sonoma County					██	
Santa Cruz County			██			
Ventura County		██				

Figure 18: Source KPMG

Library Services

The below shows what department or non-profit organization (NPO) Library Services sits within Santa Barbara County as compared to the eight benchmark counties.

	Community Services	Library
Santa Barbara County		
Marin County		
Tulare County		
San Luis Obispo County		
Placer County		
Monterey County		
Solano County		
Sonoma County		
Santa Cruz County		
Ventura County		

Figure 19 Source KPMG

Office of Arts & Culture

The below shows what department or non-profit organization (NPO) the Office of Arts & Culture sits within Santa Barbara County as compared to the eight benchmark counties. Please see Recommendation 2.1 for further detail on the NPOs providing arts and culture programs to the five counties outlined below.

	Community Services	Parks and Recreation	General Services	NPO
Santa Barbara County	■			
Marin County	■			
Tulare County			■	
San Luis Obispo County				■
Placer County				■
Monterey County				■
Solano County				■
Sonoma County				■
Santa Cruz County		■		
Ventura County				■

Figure 20 Source KPMG

Nonprofit Organizations Supporting Arts and Culture

The following pages provide further detail on the not-for-profits that operate arts and culture services across five benchmark counties, namely, San Luis Obispo, Placer, Monterey, Solano, and Sonoma.

1	San Luis Obispo County Arts Council[56]

Goal and Objective

The San Luis Obispo County Arts Council's goal is to advance the visual, literary, and performing arts through programs that promote public access, arts in educational settings, local arts planning and collaboration, and opportunities for artists and arts organizations.

Programs and Services

The San Luis Obispo County Arts Council offers the following key programs and services:

- **Poetry Out Loud:** A national arts education program that encourages the study of great poetry by offering free educational materials and a dynamic recitation competition for high school students across the country. This program is intended to help students master public speaking skills, build self-confidence, and learn about literary history and contemporary life. Nearly 1,000 students participated in 2022 Poetry Out Loud school competitions throughout the County.
- **Art Walks:** The Council host self-guided art walks that give the community an opportunity to experience visual, literary, and performing art in galleries and other venues across the County. These walks occur on the first, second, and fourth weeks of each month. Galleries, non-profit organizations, and other businesses may participate in this program. In order to participate, each location must feature original art: visual, literary and/or performing. These events are free to public in hopes that they explore the creative community within the County.
- **Open Studios Art Tour:** The San Luis Obispo County Open Studios Art Tour takes place over two weekends in October each year. Artists and crafters open their studios to showcase their art and share their process and participants create their own self-guided tour using the downloadable catalog.
- **Membership:** Allows artists to pay 60 dollars a year to have access to free promotion through the San Luis Obispo County Arts Council and networking opportunities with other local artists.

Organizational Structure and Staffing

The Council is led by a Board of Directors made of up of seven board members including a president, vice president and treasurer. The Arts Council relies heavily on the support of volunteers to help staff their events and programs. They require volunteers to help with tasks related to office administration, database, customer relationship management (CRM), event planning, marketing, grant writing, copywriting, and website development.

2	Arts Council of Placer[57]

Goal and Objective

The Arts Council of Placer County promotes and advocates for all arts across Placer County to enrich and help develop the artistic culture. The Arts Council of Placer County is the designated State-Local partner of Placer County and the California Arts Council. The programs and services offered by the

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[56] https://www.artsobispo.org/

[57] https://www.placerarts.org/

Council encourage and support the public to "experience art in all degrees." The council provides artists and art lovers with many different resources for staying connected.

Programs and Services

The Arts Council of Placer County offers the following key programs and services:

- **Artist Studio Tours:** The program is focused on allowing the public to view each artist's process and also allows the artists to sell their work.
- **Concerts, Plays, Comedy Shows:** The Arts Council of Placer County creates a variety of different shows throughout the year including concerts by local artists, comedy shows, plays, and other live performances.
- **Art Classes and Workshops:** These classes and workshops allow community members to take a number of arts and crafts classes on topics such as jewelry making and painting. Most classes charge a fee and can last anywhere between one and three hours.
- **Feather River Art Camp:** Feather River Art Camp is a unique outdoor art experience/ art retreat that occur annually. It provides artists with the opportunity to share techniques and learn from one another.

Organizational Structure and Staffing

The Arts Council of Placer County is governed by a Board of Trustees, which meets on a regular basis each month. The Council has seven full time staff, including an executive director, outreach coordinator, website administrator, website technician, bookkeeper, and graphic designer. The council also contracts with a marketing firm to assist with outreach.

3	The Arts Council for Monterey County[58]

Goal and Objective

The mission of the Arts Council for Monterey County is to improve the quality of life for everyone in the region through the arts. The County of Monterey first contracted with the Council to provide cultural services to improve the economic health of the region, in 1985. The Council provides visual and performing arts education to more than 25,000 Monterey County residents.

Programs and Services

The Arts Council for Monterey offers the following key programs and services:

- **Arts4Business:** A service created by the Arts Council of Monterey County. The Council works with businesses to select artwork and installs the exhibits in the business's office. The Council changes the artwork every 6 months and removes the work at the end of the contract period (generally one year). Businesses are charges $1,500 a year for this service and it is intended to create a space that energizes employees, improves morale, and increases productivity.
- **Arts Education:** The Council has provided arts education programs in schools across Monterey County since 1988. They place professional teaching artists in classrooms to enhance the learning environment for students and spark their creativity. In partnership with the schools, the Arts Council creates a customized arts education experience, including workshops, long-term artist residencies or hands-on projects.
- **Arts as Healing:** The Council also provides specialized programs for youth and adults which focus on providing various artistic outlets to help with past trauma. Key programs include:

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[58] https://arts4mc.org/

- o *Art and About*: It is a program that brings music to homebound seniors. On a monthly basis, one of the Council's music teaching artists accompanies Meals on Wheels volunteers on their home delivery route to serenade their clients.
  - o *Sun Street Centers*: The Council partnered with Sun Street Centers to bring Arts as Healing programs to at-risk youth and families. At Sun Street Centers' Gonzales and King City locations, the Council's pre-diversion program for at-risk youth offers first time offenders a chance to manage their emotions through art. At the Pueblo Del Mar Family Recovery Community Center in Marina, families, from young children to adults, have the opportunity to express themselves and process complex feelings through art projects with specially trained Teaching Artists.
  - o *Veterans Transition Center*: The Council provides a creative outlet for veterans transitioning back from homelessness.
- **Grant Writing for Success:** A three-part free video series that was created by the Council and a former college professor. It details the best practices to prepare complete grant applications that assure the best level of success.
- **College Arts Scholarship:** The Council funds a yearly college scholarship for low-income youth to achieve their dreams and contribute to the county's creative community.

Organizational Structure and Staffing

The Council's Board of Directors are representative of the five Monterey County supervisorial district boundaries, which are divided roughly equally according to population. The board has 11 members including a board chair, secretary, treasurer, and county liaison. The Council also has seven full time employees including an executive director, programs manager, grants coordinator, communications director, community engagement manger, finance manager, and marketing coordinator. Additionally, the Council has 25 teaching artists that help to facilitate their Arts Education and Arts for Healing programs.

4	Solano County Arts Council[59]

Goal and Objective

The Solano County Arts Council's (SCAC) mission is to support artistic and cultural activities that serve traditionally underserved communities. SCAC is the county's official arts organization for California. The Arts Council was formed in 1965. In 1983, the Solano County Arts Council was incorporated as a public benefit nonprofit corporation 501(c)(3).

Programs and Services

SCAC produces events and projects such throughout the year including: Art Walk, Veterans Workshops, Folk Art Projects, Native American spirit events, Latin Arts Festival, Monthly Community Meetings and Networking, Technology and Culture projects, "hands on art ", " Ventana" (Window Art,) Performing Arts ticket giveaway, Poet Laureate Installations, Poetry Out Loud, Mural Projects, Art in Schools. Senior/Master Arts Exhibit, and Eco Art.

Organizational Structure and Staffing

The operations of SCAC are led by an executive director. No further information available.

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[59] https://www.solanocountyartscouncil.com/

5	**Creative Sonoma**[60]

Goal and Objective

Creative Sonoma is dedicated to advancing and supporting the creative community of Sonoma County. They produce programs and provide services that serve the needs of the county's diverse population.

Programs and Services

Creative Sonoma offers the following key programs and services:

- **Professional Development:** Creative Sonoma offers professional development opportunities to help the Sonoma creative sector thrive. Offerings are targeted to individual artists, creative entrepreneurs, arts organization staff, and arts education professionals to help them do their work better. The trainings and workshops are developed based on the community's requests and needs, and on trends that Creative Sonoma monitors across the creative field.
- **Sonoma County Arts Education Alliance (AEA):** AEA is a coalition that works to improve the lives of Sonoma County students through equitable access to high quality art education. Members include representatives from arts organizations, certificated arts teachers, teaching artists, schools and districts, parents, businesses and nonprofits, and other interested Sonoma County residents.
- **Grant Opportunities:** Creative Sonoma aggregates and updates the list of grants that individuals in the Sonoma creative community can apply for.

Organizational Structure and Staffing

Creative Sonoma has 4 full time staff members including a director, program office, administrative operations coordinator, and an arts education manager.

6	**Ventura County Arts Council**[61]

Goal and Objective

The Ventura County Arts Council envisions a Ventura County where everyone has access to arts experiences, where artists are valued and thriving, and where the many voices of our artistic heritage are celebrated. As champions of the arts in our community, Ventura County Arts Council aims to integrate the arts into all aspects of local life, preserving distinct cultural histories and forging a collective, creative environment for all to enjoy.

Programs and Services

The Ventura County Arts Council advances the arts in the County by providing arts education and opportunities in schools and other creative settings, by advocating for local artists and arts organizations, by creating partnerships among artists, arts supporters, businesses, foundations and county organizations. They have offered arts programming to residents and supported local artists and arts organizations for over 20 years. As designated by the Ventura County Board of Supervisors, they are the local partner of the California Arts Council, building upon its statewide, foundational mission to improve communities through arts and creative expression. This includes serving thousands of elementary students with art instruction during the school day, facilitating participation in the arts inside Juvenile

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[60] https://www.creativesonoma.org/
[61] Ventura County Arts Council | Providing arts education and opportunities to residents of Ventura County. (vcartscouncil.org)

Justice facilities, offering artists opportunities to exhibit their work, assisting small arts and culture organizations in securing grants, and much more.

Organizational Structure and Staffing

The Ventura Arts Council has 5 full time staff members including a director of finance and operations, a director of programs and program development, literary programs manager, artists in the classroom program manager, and administrative specialist.

Interview Schedule

This section provides detail on the meetings held with CSD during the review. Throughout the review period the KPMG Team held over 60 interviews with Department staff and providers to understand the organizational structure, roles and responsibilities, operations, and processes of the Department.

Meeting Name	KPMG Attendees	Client Attendees	Date
KPMG Community Services Division Meeting	Cate Singer, Lauren Coble, Matt Lamm	George Chapjian	Monday, January 24, 2022
KPMG Community Services Department Data Request (CFO and CSD Assistant Director)	Lauren Coble, Olivia Rabbitte	Ryder Bailey	Monday, January 24, 2022
KPMG Community Corrections Data Request (CSD Business Manager)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Sherman Hansen	Monday, January 24, 2022
KPMG Community Services Department Data Discussion (HR)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Celia DeGonzalez	Tuesday, January 25, 2022
KPMG Community Services Department Data Request Discussion (Parks Superintendent - CSD Assistant Director)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Jeff Lindgren	Tuesday, January 25, 2022
KPMG Community Services Department Data Request Discussion (Arts Executive Director)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Sarah Rubin-York, Hannah Rubalcava	Tuesday, January 25, 2022
KPMG Community Services Department Data Request (Homeless Programming)	Lauren Coble, Olivia Rabbitte	Kimberlee Albers, Kanika Mahajan	Tuesday, January 25, 2022
KPMG Community Services Department Data Request Discussion (Sustainability Division Manager)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Ashley Watkins	Thursday, January 27, 2022
KPMG Community Services Department Data Discussion (Parks Department)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Jill Van Wie, Ryan Heath, Jeff Bozarth, Todd Stepien, Jon Menzies	Friday, January 28, 2022
KPMG CSD Data Request Discussion (Budget Analyst)	Lauren Coble, Olivia Rabbitte	Richard Morgantini	Tuesday, February 1, 2022
KPMG/CSD Review: Meeting with Ryder Bailey	Cate Singer, Lauren Coble, Olivia Rabbitte, Matt Lamm,	Ryder Bailey	Tuesday, February 1, 2022

Meeting Name	KPMG Attendees	Client Attendees	Date
KPMG/CSD Review: Meeting with George Chapjian	Cate Singer, Lauren Coble, Matt Lamm	George Chapjian	Tuesday, February 1, 2022
KPMG/CSD Review: Meeting with Jeff Lindgren	Cate Singer, Lauren Coble, Olivia Rabbitte	Jeff Lindgren	Wednesday, February 2, 2022
KPMG/CSD Review: Meeting with Sarah York Rubin	Lauren Coble, Olivia Rabbitte, Matt Lamm	Sarah York Rubin	Wednesday, February 2, 2022
KPMG/CSD Review: Meeting with Dinah Lockhart	Cate Singer Lauren Coble, Olivia Rabbitte, Matt Lamm	Dinah Lockhart	Wednesday, February 2, 2022
KPMG/CARE Review: Meeting with Ashley Watkins	Lauren Coble, Olivia Rabbitte, Matt Lamm	Ashley Watkins	Thursday, February 3, 2022
KPMG/CSD Review: Meeting with Ryan Heath and Jeff Bozarth	Lauren Coble, Olivia Rabbitte, Matt Lamm	Ryan Heath, Jeff Bozarth	Monday, February 7, 2022
KPMG/CSD Review: Meeting with Eva Camarena	Lauren Coble, Olivia Rabbitte, Matt Lamm	Eva Camarena	Tuesday, February 8, 2022
KPMG/CSD Review: Meeting with Jill Van Wie	Lauren Coble, Olivia Rabbitte	Jill Van Wie	Tuesday, February 8, 2022
KPMG/CSD Review: Meeting with Sherman Hansen	Cate Singer, Olivia Rabbitte	Sherman Hansen	Thursday, February 10, 2022
KPMG/CSD Review: Meeting with Celia de Gonzalez	Olivia Rabbitte, Matt Lamm	Celia de Gonzalez	Friday, February 11, 2022
KPMG/CSD Review: Meeting with Jon Menzies and Todd Stepien	Olivia Rabbitte, Matt Lamm	Todd Stepien, Jon Menzies	Friday, February 11, 2022
KPMG/CSD Review: Meeting with Richard Morgantini	Lauren Coble, Olivia Rabbitte, Matt Lamm	Richard Morgantini, Dana Gross	Monday, February 14, 2022
KPMG/CSD Review: Meeting with Hannah Rubalcava	Lauren Coble, Olivia Rabbitte, Matt Lamm	Hannah Rubalcava	Tuesday, February 15, 2022
KPMG/CSD Review: Meeting with Kanika Mahajan	Lauren Coble, Olivia Rabbitte	Kanika Mahajan	Wednesday, February 16, 2022

Meeting Name	KPMG Attendees	Client Attendees	Date
KPMG/CSD Review: Meeting with Kimberlee Albers	Lauren Coble, Olivia Rabbitte, Matt Lamm	Kimberlee Albers	Wednesday, February 16, 2022
KPMG/CSD Review: Meeting with Laurie Baker	Lauren Coble, Olivia Rabbitte, Matt Lamm	Laurie Baker	Thursday, February 17, 2022
KPMG/CSD Review: Meeting with Luke Andersson and Dominic May (Park Ranger III's)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Dominic May	Tuesday, February 22, 2022
KPMG/CSD Review: Follow-up Meeting with Kanika Mahajan	Lauren Coble, Olivia Rabbitte, Matt Lamm	Kanika Mahajan	Tuesday, February 22, 2022
KPMG/CSD Review: Meeting with Ted Teyber and Sarah Brasel (Housing Division)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Ted Teyber, Sarah Brasel	Tuesday, February 22, 2022
KPMG/CSD Review: Meeting with James Francis (Housing Division)	Lauren Coble, Olivia Rabbitte, Matt Lamm	James Francis	Wednesday, February 23, 2022
KPMG/CSD Review: Meeting with Carlos Jimenez and Andrew Kish (Housing Division)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Carlos Jimenez and Andrew Kish	Wednesday, February 23, 2022
KPMG/CSD Review: Meeting with Brian Soares	Olivia Rabbitte, Matt Lamm	Brian Soares	Thursday, February 24, 2022
KPMG/CSD Review: Follow-Up Meeting with Ted Teyber	Olivia Rabbitte, Matt Lamm	Ted Teyber	Tuesday, March 1, 2022
KPMG/CSD Review: Meeting with Homeless Division Staff	Lauren Coble, Olivia Rabbitte, Matt Lamm	Jett Black-Maertz, Emily Allen, Miriam Moreno	Wednesday, March 2, 2022
KPMG/CSD Review: Meeting with Ranger Supervisors	Lauren Coble, Matt Lamm	Brian Switzer, Lloyd Henning	Thursday, March 3, 2022
KPMG/CSD Review: Productive Hours Analysis and Time Coding	Lauren Coble, Matt Lamm	Richard Morgantini	Friday, March 4, 2022
KPMG/CSD Review: Meeting with Samantha Francis (Risk Management)	Lauren Coble, Olivia Rabbitte	Samantha Francis	Monday, March 7, 2022

Meeting Name	KPMG Attendees	Client Attendees	Date
KPMG/CSD Review: Meeting with Lucille Boss (Housing)	Lauren Coble, Olivia Rabbitte	Lucille Boss	Tuesday, March 8, 2022
KPMG/CSD Review: Follow-Up Meeting with James Francis (Housing)	Lauren Coble, Olivia Rabbitte, Matt Lamm	James Francis	Tuesday, March 8, 2022
KPMG/CSD Review: Meeting with Ryder Bailey (Libraries/Call Center Data)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Ryder Bailey	Wednesday, March 9, 2022
KPMG/CSD Review: Meeting with Sarah York Rubin (DEIA Discussion)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Sarah York Rubin	Wednesday, March 9, 2022
KPMG/CSD Review: Meeting with Steve Benchek (Parks Division)	Lauren Coble, Olivia Rabbitte	Steve Benchek	Thursday, March 10, 2022
KPMG CSD Follow up Interview (FTE Timecoding)	Olivia Rabbitte, Matt Lamm	Ryder Bailey, Steven Fung	Tuesday, March 15, 2022
KPMG/CSD Review: Meeting with Jill Van Wie (Deferred Maintenance)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Jill Van Wie	Tuesday, March 15, 2022
KPMG/CSD Review: Follow-up Meeting with Celia de Gonzalez	Olivia Rabbitte	Celia De Gonzalez	Tuesday, March 15, 2022
KPMG/CSD Review: Follow-up Meeting with Ashley Watkins (DE&I Committee)	Olivia Rabbitte, Matt Lamm	Ashley Watkins	Thursday, March 17, 2022
KPMG/CSD Review: Follow-up Meeting (Time Codes)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Ryder Bailey, Steven Fung	Monday, March 21, 2022
KPMG Community Services Division Review - Patrick Zuroske (General Services)	Lauren Coble, Olivia Rabbitte, Matt Lamm	Patrick Zuroske	Monday, March 21, 2022
KPMG/CSD Review: Midpoint Review with KPMG	Caoimhe Thornton, Cate Singer, Lauren Coble, Olivia Rabbitte, Matt Lamm	George Chapjian, Ryder Bailey, Ashley Watkins, Jeffrey Lindgren, Eva Camarena, Dinah Lockhart, Jill Van Wie, Sarah York Rubin, Celia de Gonzalez	Thursday, March 24, 2022
KPMG/CSD Review: Meeting with Sustainability Staff	Lauren Coble, Olivia Rabbitte	Marisa Hanson, Garrett Wong	Thursday, March 24, 2022
KPMG/CSD Review: Meeting with Sustainability Staff	Lauren Coble, Olivia Rabbitte	April Price, Frank Chen, Sean Burns	Friday, March 25, 2022

Meeting Name	KPMG Attendees	Client Attendees	Date
CSD Draft Report - Meeting with KPMG & Ashley Watkins	Lauren Coble, Olivia Rabbitte	Ashley Watkins	Wednesday July 20, 2022
KPMG/CSD Draft Report Review	Caoimhe Thornton, Lauren Coble, Olivia Rabbitte	George Chapjian, Ryder Bailey, Ashley Watkins, Jeffrey Lindgren, Eva Camarena, Dinah Lockhart, Jill Van Wie, Sarah York Rubin, Celia de Gonzalez, Terri Maus-Nisich, Dana Grossi, Lindsay Walter	Wednesday August 3, 2022
KPMG Report: Arts and Culture Division Recommendation	Lauren Coble, Olivia Rabbitte	George Chapjian, Ryder Bailey, Sarah York Rubin	Wednesday August 10, 2022
CSD KPMG Report Follow Up	Lauren Coble, Olivia Rabbitte	Jeffrey Lindgren	Tuesday August 16, 2022

Data Inventory

The below chart outlines the data received from the Department to complete the Departmental Review.

Data Item	File Name
2009-2020 timeline	SD_Vision__Mission_FINAL.pptx
2011 Functional Group Chart	04-05-11 Creation of CSD Presentation.pdf
2015-2018 Arts Strategic Plan	ACO Donation Policy.pdf
2018 Goals and Outcomes Housing	FY 2018 CAPER.docx
2019 CDBG Funding Allocations	B.2 HCD Hsg Team 2019 CDBG HOME Allocations.xlsx
2019 Goals and Outcomes Housing	FY 2019 CAPER.docx
2020 Action Plan	Actions to Advance Racial Equity.xlsx
2020 CDBG Funding Allocations	B.2 HCD Hsg Team 2020 CDBG HOME Allocations.xlsx
2020 CDBG Program Applications	2020 CDBG PS Application Matrix (final).xls
2020 Goals and Outcomes Housing	FY 2020 CAPER.docx
2020-2021 CDBG Approved Projects	FY 2020-21 CDBG PS Approved Projects.pdf
2021 CDBG Funding Allocations	B.2 HCD Hsg Team 2021 CDBG HOME Allocations.xlsx
2021 Project Application List	2021 CDBG PS Application Matrix with district numbers.xls
3C REN Annual Report 2019	2019 Annual Report Final .pdf
3C REN Annual Report 2019 Metrics	3C-REN_2019_Annual_Report_and_Metrics_Clean.xlsx
3C REN Annual Report 2020	3C-REN Annual Report 2020.pdf
3C REN Annual Report 2020 Metrics	3C-REN_2020_Annual_Report_and_Metrics_FINAL.xlsx
5 Year Budget by Program	3a Fin Status 5 Year by Budget Program - Operating Fund.xlsx
Agnes Street IDIS Accomplishment	Agnes Street_IDIS CDBG Accomplishment.pdf
Agnes Street IDIS Accomplishment	Agnes Street_IDIS CDBG Accomplishment_page 2.pdf
Agreement for Operation of a County Wide Library System	Executed Agreement countywide Library System.pdf

Data Item	File Name
Call Center Data	2019-05.xls
Call Center Data	2019-06.xls
Call Center Data	2019-07.xls
Call Center Data	2019-08.xls
Call Center Data	2019-09.xls
Call Center Data	2019-10.xls
Call Center Data	2019-11.xls
Call Center Data	2019-12.xls
Call Center Data	2020-01.xls
Call Center Data	2020-02.xls
Call Center Data	2020-03.xls
Call Center Data	2020-04.xls
Call Center Data	2020-05.xls
Call Center Data	2020-06.xls
Call Center Data	2020-07.xls
Call Center Data	2020-08.xls
Call Center Data	2020-09.xls
Call Center Data	2020-10.xls
Call Center Data	2020-11.xls
Call Center Data	2020-12.xls
Call Center Data	2021-01.xls

Data Item	File Name
Call Center Data	2021-02.xls
Call Center Data	2021-03.xls
Call Center Data	2021-04.xls
Call Center Data	2021-05.xls
Call Center Data	2021-06.xls
Call Center Data	2021-07.xls
Call Center Data	2021-08.xls
Call Center Data	2021-09.xls
Call Center Data	2021-10.xls
Call Center Data	2021-11.xls
Call Center Data	2021-12.xls
Call center Data by Year	ACD Incoming Activity - 2019.xls
Call center Data by Year	ACD Incoming Activity - 2020.xls
Call center Data by Year	ACD Incoming Activity - 2021.xls
Call Center Data User Guide	Gnav Pro11 User Guid.pdf
Calle Real Street Lighting Project	AppID132679 Cale Real Streetlights.PDF
Calle Real Streetlights IDIS Accomplishment	Calle Real Streetlights_IDIS CDBG Accomplishment-page 2.pdf
Calle Real Streetlights IDIS Accomplishment	Calle Real Streetlights_IDIS CDBG Accomplishment.pdf
CALM-Application-Restrooms	CALM-Application-Restrooms.pdf
Camino Pescadero IDIS Accomplishment	Camino Pescadero Beach Access_IDIS CDBG Accomplishment-page 2.pdf
Camino Pescadero IDIS Accomplishment	Camino Pescadero Beach Access_IDIS CDBG Accomplishment.pdf

Data Item	File Name
Capital Project List	hsg3_KMPG Capital Project List.xlsx
Capital Received 2020-2021 by Project	2020-21 Capital MEB received.xlsx
Captial Improvement Plan 2021-2026	FY 21-22 CIP-Book [SIGNED] (v8)-03-24-21 FINAL.pdf
CDBG Capital Projects Application for Funding for FY 2020-21	County of Santa Barbara - General Services - IVCC Site.pdf
CEC Q1 2015 - emPower SBC LLR Loan	CEC Q1 2015 - emPower SBC LLR.xlsx
CEC Q1 2015 - emPower SBC LLRv2 Loan	CEC Q1 2015 - emPower SBC LLRv2.xlsx
CEC Q1 2015 - emPower SBC LLRv2 Loan	CEC Q1 2015 - emPower SBC LLRv2.xlsx
CEC Q2 2015 - emPower SBC LLRv2 Loan	CEC Q2 2015 - emPower SBC LLRv2.xlsx
CEC Q3 2014 - emPower SBC LLR Loan	CEC Q3 2014 - emPower SBC LLR.xlsx
CEC Q3 2015 - emPower SBC LLR Loan	CEC Q3 2015 - emPower SBC LLR.xlsx
CEC Q4 2014 - emPower SBC LLR Loan	CEC Q4 2014 - emPower SBC LLR.xlsx
CEC Q42015 - emPower SBC LLR Loan	CEC Q42015 - emPower SBC LLR.XLSX
Challenges/Opportunities	Sustainability Background Timeline 092021.docx
City and State Contracts	20-22 SLP Application Preview.pdf
City and State Contracts	ArtsAgreement_CONTRACT_FY21-22_.doc
City and State Contracts	21-22 OD Reference Application Final.docx
City of Santa Barbara Final Grant Evaluation	CA Reference Final Report FINAL.docx
Classification of Contracts	Eblast Procedures.docx
Committee Guidelines	AEP5_CustomizedReport.pdf
Committee Guidelines	AEP5_CustomizedReport.pdf
Committee Guidelines	Arts Commission Bylaws 04_11_2017.pdf

Data Item	File Name
Committee Guidelines	Arts Commission FLow Chart2015.pdf
Committee Guidelines	Guidelines for the Channing Peake and Betteravia Galleries.pdf
Committee Guidelines	Percent for Art Amendment DOCS_3_2015.pdf
Committee Guidelines	VAPP Guidelines.pdf
Committee Guidelines	Arts Commission Bylaws 04_11_2017.pdf
Committee Guidelines	Arts Commission FLow Chart2015.pdf
Committee Guidelines	Guidelines for the Channing Peake and Betteravia Galleries.pdf
Committee Guidelines	Percent for Art Amendment DOCS_3_2015.pdf
Committee Guidelines	VAPP Guidelines.pdf
Completed Project List Fiscal Years 2012-2013 to 2016-2017	CSD Parks Completed Projects_Fiscal Years 2012-13 to 2016-17.pdf
Concession Stand added funds	Cuyama -Concession Stand added funds.pdf
County and Lompoc TBRA 2018-2022	County and Lompoc TBRA 2018-2022.xlsx
Creative Communities Project	SBAC Strategic Plan June 2015 Adopted.pdf
CSD Board Structure	04-05-11 Establish CSD Board Letter.pdf
CSD Contacts	Updated Facility List_082820.xlsx
CSD Contacts	Updated Facility List_082820.xlsx
CSD Creation Deck	05-12-11 CSD structure Board Letter Organizational Charts.pdf
CSD Operational Overview	SB Public Art Master Plan.pdf
CSD Parks Completed Projects FY17-18	CSD Parks Completed Projects_FY17-18.xlsx
CSD Parks Completed Projects FY18-19	CSD Parks Completed Projects_FY18-19.xlsx
CSD Parks Completed Projects FY19-20	CSD Parks Completed Projects_FY19-20.xlsx

Data Item	File Name
Cultural Diversity Policy	Minutes and Agendas Procedures.docx
Current Org Chart	CSD_ORG Chart FY 2012-2013.pdf
David Gebhard Meeting Room Information	Cultural Diversity Policy.docx
Domestic Violence Bathroom Improvements	AppID130648 DVS Bathrooms.PDF
Domestic Violence Human Services Basic Needs Application	Domestic Violence Solutions - Basic Needs.PDF
Domestic Violence Human Services Basic Needs Quarterly Report	DVS Basic Needs QPR Q4 FY 2019.pdf
Donation Policy	Vendor Payment Procedures.docx
DVS Bathrooms IDIS Accomplishment	DVS Bathrooms _IDIS CDBG Accomplishment-page 2.pdf
DVS Bathrooms IDIS Accomplishment	DVS Bathrooms _IDIS CDBG Accomplishment.pdf
Eastside Neighborhood Clinic Parking Lot Application	Santa Barbara Neighborhood Clinics - Eastside Neighborhood Clinic Parking Lot.pdf
Eblast Procedures	David Gebhard Meeting Room Information.docx
Economic Prosperity	AEP6_Agreement_-_Santa_Barbara_County.pdf
Economic Prosperity	AEP6_Agreement_-_Santa_Barbara_County.pdf
Economic Prosperity Agreement	2020-2022 Narrative _ Audrey Newest Edits.docx
emPower Programs	Post-ARRA EE Finance Programs 7-01-14 emPower SBC LLR.xls
emPower Questions	Completed Projects.xlsx
Extra Ordinary Teams Report	Funding Opportunity Screening Questions.docx
Facilities	CSD Overview for AJ.docx
Facility Condition Assessment	Phase_II___Facility_Condition_Assessment.pdf
Financial Overview Sustainability	CEC Q4 2021 - Santa Barbara_LAC_Revised.xlsx
Financial Trends	April 2018 Santa Barbara Library Final Report.pdf

Data Item	File Name
Financial Trends	3a financialtrendbysourceuse-lineitemaccount$5yr@budgetdepartment.xlsx
Financial Trends	3a financialtrendbysourceuse-lineitemaccount$5yr@budgetdepartment.xlsx.aspx
Financials by Park	Cost by Park 7 Year Trend excel.xlsx
Financials by Park	Cost by Park 7 Year Trend.pdf
Friendship Adult Day Care - Adult Day Services application	Friendship Adult Day Care - Adult Day Services application.PDF
Fund Allocation Structure	B.1 HCD Hsg Team Fund Allocation Structure.docx
Funding Process	FY 21-22 SD Estimated Operating Budget.xlsx
Funding Sources	Business Build Out Tension Plan.pdf
Funding Tracker	Sustainability Division Funding Sources_091521.docx
General Fund Grants Timeline	_HSC General Fund Grants Timeline.docx
General Fund Grants Timeline	~$SC General Fund Grants Timeline.docx
Goleta TBRA 2020-2021	Goleta TBRA 2020-2021.xlsx
Good Sam Application	Good Sam Application-SMES BAthrooms.pdf
Good Sam Bridgehouse Application	Good Sam Bridgehouse application.pdf
Good Sam Bridgehouse Application	Good Samaritan IDIS Page 1.pdf
Good Sam Bridgehouse Application	Good Samaritan IDIS Page 2.pdf
Good Sam Bridgehouse Phase II IDIS Accomplishment	Good Sam_Bridgehouse Phase II_IDIS CDBG Accomplishment-page 2.pdf
Good Sam Bridgehouse Phase II IDIS Accomplishment	Good Sam_Bridgehouse Phase II_IDIS CDBG Accomplishment.pdf
Good Sam Safe Haven IDIS Accomplishment	Good Sam Safe Haven_IDIS CDBG Accomplishment-page 2.pdf
Good Sam Safe Haven IDIS Accomplishment	Good Sam Safe Haven_IDIS CDBG Accomplishment.pdf
Good Samaritan Bridgehouse Accomplishments	Good Samaritan Bridgehouse year-end accomplishments.xlsx

Data Item	File Name
Good Samaritan Bridgehouse Q4 year-end report	Good Samaritan Bridgehouse Q4 year-end report.pdf
Good Samaritan Shelter - Lompoc Safe Haven Application	Good Samaritan Shelter - Lompoc Safe Haven.pdf
Good Samaritan Shelter - SM Emergency Shelter Flooring Replacement Application	Good Samaritan Shelter - SM Emergency Shelter Flooring Replacement.pdf
Grant Application	21-22 CA Reference Application Final.docx
Grant Application	21-22 City Guidelines FINAL.pdf
Grant Application	21-22 EF Reference Application Final.docx
Grant Application	AMI_ReferenceApp_rev2022.docx
Grant Guidelines	21-22 AMI Guidelines.docx
Grant Guidelines	CSD Balance Sheets by Fund.pdf
Greenway Project	DECEMBER 15 Annual Reporting 612021 - 11302021.msg
Healthy Senior Lunch Application	Community Action Commission - Healthy Senior Lunch application.PDF
HOME Repair-Rehab Application	Habitat-Application-HOME Repair-Rehab.pdf
Home Repairs for Low-income homeowners Application	Habitat for Humanity of Southern Santa Barbara County - Home Repairs for Low-income homeowners.pdf
HSC Best Practices and Basic Services Grants	HSC Best Practices and Basic Services Grants.pdf
HSC HS List of Applications Received	HSC HS List of Applications Received.xlsx
HUD Funding	COSB SD Overview-General.pptx
HUD Funding Last 3 Years	2. HUD Funding Received Last 3 Years.xlsx
Invoice List	SBC_Invoice #s02-3019-131..pdf
Invoice Reconciliation	Invoice Reconciliation.xlsx
IV Community Center-Application	IV Community Center-Application-Improvements.pdf
IVYP Cares Application	Isla Vista Youth Projects - IVYP Cares (BS) application.PDF

Data Item	File Name
Jalama Burger Extension request	County Extension Approval Jalama Burger 1.1.2018-12.31.2023.pdf
Job Description	CAPP Handbook - October 2018.pdf
Job Description	15-2177-09 DeptBusSpec I (Contract-Grants Manager) JobBull_4_28.docx
Job Description	Arts Installer 7-10-17.docx
Job Description	International Humanities Center Public Fellowship Opportunities.docx
Job Description	CAPP Handbook - October 2018.pdf
Kickoff Deck	CSD Dept. Review_Kick Off Deck_vF.pdf
Kick-off Deck	Community Services Department - Data Request_vF.pdf
Legal Aid Foundation of Santa Barbara County Application	Legal Aid Foundation FY 2021 Public Services application.pdf
Library Report 2018	12-6-21 Position change and BJE Board Letter.pdf
List of Applications	CDBG PS List of Applications received.xlsx
List of Projects	Total Program Projects.xlsx
Marks House IDIS Accomplishment	MArks House_IDIS CDBG Accomplishment-page 2.pdf
Marks House IDIS Accomplishment	MArks House_IDIS CDBG Accomplishment.pdf
Minutes and Agendas Procedures	17-7619-01 Visual Arts Coordinator Bull 060917.docx
New Beginnings - Safe Parking (BP) application	New Beginnings - Safe Parking (BP) application.PDF
Notice of Funding Availability	FY 2019-20 NOFA v4 CCP release 11.06.18.pdf
Notice of Funding Availability	FY 2020-21 NOFA v5 11.26 Release 2.pdf
Notice of Funding Availability	FY 2021 CDBG NOFA FINAL 11.1.2020.pdf
Notice of Funding Availability	FY 2021-22 HOUSING NOFA.FIN 9-04-20.pdf
Interfaith Initiative of Santa Barbara DBA Showers of Blessing Application	Showers of Blessing FY 2021 Public Services application.pdf

Data Item	File Name
Older Org Chart	List of CSD Contacts.xlsx
Oragnization Chart 2021-22	CSD ORG Chart FY 2021-2022_Rev 01.04.2022.pdf
Overview of the Department Layout	STAFFING VACANCIES BY BU _ PP2022-02.docx
Park Incident Claims	Parks Staffing.png
Park Schedules	Parks Technologies Used.docx
Park Schedules	Parks_2022 Jalama Ranger schedule.xlsx
Park Schedules	Parks_2022-01 North County Schedules.xlsx
Park Schedules	Parks_Cachuma Schedule 2022.pdf
Park Schedules	Parks_Manning Area Schedule 2022.xlsx
Park Technology	Copy of Parks Claim Level Incident Summary for 7-1-2018 through 7-1-2021.xlsx
Parks 3rd Party Agreements	FY_2021_22_Section_D_4d___Community_Services.pdf
Parks 3rd Party Agreements	Advenco Cachuma_Executed Agreement.pdf
Parks 3rd Party Agreements	Pony Rides Executed Agreement (2).pdf
Parks 3rd Party Agreements	Sea Legs_Concession Agreement_Board Executed.pdf
Parks 3rd Party Agreements	Smoke on Water - Fully Executed Agreement.pdf
Parks Staffing	2020 Traffic Count.xlsx
Parks Traffic Statistics	Mission Rowing_Cachuma_signed agreement.pdf
PATH Capital Improvements	AppID130385 PATH.PDF
PATH Santa Barbara Phase 2 Rehabilitation Application	PATH (People Assisting the Homeless) - PATH Santa Barbara Phase 2 Rehabilitation.pdf
Path SB IDIS Accomplishment	Path SB_IDIS CDBG Accomplishment-Page 2.pdf
Path SB IDIS Accomplishment	Path SB_IDIS CDBG Accomplishment.pdf

Data Item	File Name
Payment Procedues	Art Exhibition and Installation Contract Classification.docx
People Helping People Services for Seniors application	SYV People Helping People Services for Seniors application.PDF
People Helping People Services for Seniors application	SYV PHP IDIS Part 1.pdf
People Helping People Services for Seniors application	SYV PHP IDIS Part 2.pdf
People Helping People Services for Seniors Quarterly Report	SYV PHP Services for Seniors QPR Q4.pdf
Position Changes	04-05-11 New CSD Department Functional Group Chart.pdf
Program Year Review Letter	Santa Barbara County, PY20 CAPER Review Letter.pdf
Programs Under Grant Funding	B.4 HCD Hsg Team List of program operated under grant funding.docx
Progress Report	20200422_UG Q1 Progress Report.pdf
Progress Report	20200723_ UG Q2 Progress Report.pdf
Progress Report	20201031_UG Q3 Progress Report.pdf
Progress Report	20210121_UG Q4 Progress Report.pdf
Progress Report	20210421_UG Q1 Progress Report.pdf
Progress Report	20210721_UG Q2 Progress Report.pdf
Progress Report	20220120_UG Q4 Progress Report.pdf
Progress Report	DOC_Payment-Request-Tracker_2.xlsx
Project Funding Application Update	FY 2021-22 CDBG PS Funding Amended 8.17.docx
Project Funding Tracker Sustainability	Project and Funding Tracker 1.75 New location.accdb
Project Invoice	SBC_Invoice 7_2020 to 3_2021.pdf
Project List by Park	Copy of Jorgensen List from 102914_sorted for Cachuma.pdf
Projects Master List	Parks and Projects Master List_02 03 21.xlsx

Data Item	File Name
PSHHC Carpinteria Eduation Q4 year-end report	PSHHC Carpinteria Eduation Q4 year-end report.pdf
PSHHC Carpinteria Education Accomplishments	PSHHC Carpinteria Education year-end accomplishments.xlsx
PSHHC Carpinteria Education application	PSHHC Carpinteria Education application.pdf
PSHHC Carpinteria Education application	PSHHC IDIS Page 1.pdf
PSHHC Carpinteria Education application	PSHHC IDIS Page 2.pdf
Public Art Plan	CCP_Final.pdf
Quarterly Report Q1 2018	Quarterly Report Q1 2018 - Santa Barbara County.xlsx
Quarterly Report Q1 2019	Quarterly Report Q1 2019 - Santa Barbara County.xlsx
Quarterly Report Q1 2020	Quarterly Report Q1 2020 - Santa Barbara County.xlsx
Quarterly Report Q1 2021	Quarterly Report Q1 2021 - Santa Barbara County.xlsx
Quarterly Report Q2 2018	Quarterly Report Q2 2018 - Santa Barbara County.xlsx
Quarterly Report Q2 2019	Quarterly Report Q2 2019 - Santa Barbara County.xlsx
Quarterly Report Q2 2020	Quarterly Report Q2 2020 - Santa Barbara County.xlsx
Quarterly Report Q2 2021	Quarterly Report Q2 2021 - Santa Barbara County.xlsx
Quarterly Report Q3 2018	Quarterly Report Q3 2018 - Santa Barbara County.xlsx
Quarterly Report Q3 2019	Quarterly Report Q3 2019 - Santa Barbara County.xlsx
Quarterly Report Q3 2020	Quarterly Report Q3 2020 - Santa Barbara County.xlsx
Quarterly Report Q3 2021	Quarterly Report Q3 2021 - Santa Barbara County.xlsx
Quarterly Report Q4 2018	Quarterly Report Q4 2018 - Santa Barbara County.xlsx
Quarterly Report Q4 2018	Quarterly Report Q4 2018 - Santa Barbara County.xlsx
Quarterly Report Q4 2019	Quarterly Report Q4 2019 - Santa Barbara County.xlsx

Data Item	File Name
Quarterly Report Q4 2020	Quarterly Report Q4 2020 - Santa Barbara County.xlsx
Quarterly Report Q4 2021	Quarterly Report Q4 2021 - Santa Barbara County.xlsx
Questions whether to Apply for fund	Flow Chart Funding process.docx
Racial Equity Plans	Sustainability Context Map.pdf
Report Apr2018-Jun2018	Report_20180110-1207.csv
Report Apr2018-Jun2018	Report_20180110-1217 2bs.csv
Report Apr2018-Jun2018	Report_20180718-1611.csv
Report Jan2018-Mar2018	Report_20180110-1207.csv
Report Jan2018-Mar2018	Report_20180110-1217 2bs.csv
Report July2015-Sept2015	Report_20151022-1105.xlsx
Report July2015-Sept2015	Report_20151022-1109.xlsx
Report Oct2015-Dec2015	Report_20160127-1335.csv
Report Oct2015-Dec2015	Report_20160127-1343.csv
SACE IV Quarterly Report	STESA SACE IV QPR Q4.pdf
Santa Maria Shelter Flooring IDIS Accomplishment	Santa Maria Shelter Flooring _IDIS CDBG Accomplishment-page2.pdf
Santa Maria Shelter Flooring IDIS Accomplishment	Santa Maria Shelter Flooring _IDIS CDBG Accomplishment.pdf
Sarah House IDIS Accomplishment	Sarah House_IDIS CDBG Accomplishment-page 2.pdf
Sarah House IDIS Accomplishment	Sarah House_IDIS CDBG Accomplishment.pdf
Sarah House SB - Dying Well application	Sarah House SB - Dying Well application.PDF
SB Emergency Shelter-Communications Application	PATH-Application-SB Emergency Shelter-Communications.pdf
SBNC Application -Septic Tank	SBNC Application -Septic Tank.pdf

Data Item	File Name
SD Funding Database	Sustainability Challenges-Opportunties.pptx
SD Vision/Mission	Sustainability 2021- 2024 Strategic Action Plan.docx
Semi Annual Report	20211022_UG Q3 Progress Report.pdf
Shelter Kitchen Rehab Application	DVS-application- Shelter Kitchen Rehab.pdf
Single Family Program Streamline	SD Accomplishments FY 20-21.docx
SMV FISH Application	SMV FISH IDIS Page 1.pdf
SMV FISH Application	SMV FISH IDIS Page 2.pdf
SMV FISH Application	SMV FISH Meals on Wheels application.pdf
SMV FISH Meals on Wheels Q4 year-end report	SMV FISH Meals on Wheels Q4 year-end report.pdf
SMV FISH Meals on Wheels year-end accomplishment report	SMV FISH Meals on Wheels year-end accomplishment report.xlsx
STESA Application	STESA application.PDF
STESA Application	STESA IDIS Page 1.pdf
STESA Application	STESA IDIS Page 2.pdf
Strategic Plan 2021-2024	SD SF Streamline Tension Plan.docx
Sustainability Budget	Payment-Request-Form3_ New Cuyama Greenway Project.xlsx
Sustainability Completed Projects	new completed proj q4.txt
Sustainability Completed Projects	new completed proj q4.xlsx
Sustainability Completed Projects	Completed Projects Report.txt
Sustainability Completed Projects	new completed proj q4.txt
Sustainability Context Map	SD Staff Roles Resp.pptx
Sustainability Division	Regional Ambassadors Tension_Plan.pptx

Data Item	File Name
Sustainability Staff Roles	Funding Database Presentation.pptx
SY Valley IDIS Accomplishment	SY Valley People Helping People_Food Pantry_IDIS CDBG Accomplishment page 2.pdf
SY Valley IDIS Accomplishment	SY Valley People Helping People_Food Pantry_IDIS CDBG Accomplishment.pdf
SYVPHP Food Pantry Remodel	AppID132893 SYVPHP Food Pantry.PDF
TBRA SM 2018 - present	TBRA SM 2018 - present.xlsx
Tension Planning	Co_of_SB_Sustainability_Div ETI.PDF
Transition House - Family Emergency Shelter application	Transition House - Family Emergency Shelter application.PDF
United Boys And Girls Clubs Of Greater Santa Barbara County Application	Boys & Girls Club Buellton FY 2021 Public Services application.pdf
Vacancies	Parks_Goleta Area SCHEDULE 2022.xlsx
Willbridge Application	WillBridge application.PDF
Willbridge Application	WillBridge IDIS Page 1.pdf
Willbridge Application	WillBridge IDIS Page 2.pdf
Willbridge Quarterly Report	WillBridge QPR Q4.pdf
Womens Economic Ventures - SET Application	Womens Economic Ventures - SET.pdf

Operating Model Maturity Scale

The figure below describes a continuum of maturity related to optimal service delivery across six areas of analysis. The purple boxes indicate the Department's capabilities at the time of the review, and the gold boxes illustrate the level of maturity that KPMG believe is attainable through the recommendations in this report.

Parks	Lack of activity-driven deployment, automated work order system and limited coordination	1	Service levels are not formalized or consistently monitored, workorder systems are manual in nature and there is limited coordination with General Services with regard to capital maintenance projects	3	4	Service levels are clear across the Department and reviewed weekly. workorder systems are automated, and cross-departmental coordination is regular and consistent	Optimized staffing levels, optimal automation, and robust coordination
Housing and Community Development	Limited coordinated and strategic utilization of funding sources	1	2	Limited strategic fund utilization as it relates to the blending and braiding of cross-departmental funding to achieve highest impact	Collaborative processes in place to promote cross-departmental blending and braiding of funds, where possible to help ensure funding is utilized to the highest impact and aligns with community need	5	Strategic utilization of funding sources in line with community need
Sustainability	Lack of strategic alignment and consistent adoption	1	The Division does not have a clear strategy aligned with countywide vision to achieve short- and long-term goals	3	4	A clear, coordinated strategy aligned to County vision with short- and long-term goals and targets	Consistent adoption in line with vision and strategy
Library Services	Lack of robust performance measures	1	Limited coordinated performance measures across county libraries to track and monitor performance and related impact	3	Comprehensive, balanced, and measurable performance metrics implemented across County libraries to regularly monitor performance and impact	5	Robust
Office of Arts and Culture	Lack of coordinated strategy	1	There is a lack of coordinated vision, mission, and strategy across the City and the County for both arts and culture and DEIA initiatives	3	4	Dedicated County DEIA hub with a critical strategy in line with countywide vision. Arts and Culture initiatives operated by a nonprofit with a clear strategy and opportunity for enhanced funding	Coordinated and consistently adopted

Figure: 21 Source: KPMG

Operating Model Maturity Framework

This section describes the operating model framework that was developed to articulate how a function should be designed, structured, and operated to improve operational efficiency, effectiveness, and service delivery. It consists of six interacting layers that need to be considered in conjunction with each other to determine how to optimally deliver services to the public.

		Design Layer Considerations
	Service Delivery Model Layer	Describes how services are delivered and by who, ranging from a lack of coordination to optimized.
	Education and Training Layer (People)	Describes the organizational structure, accountabilities, capabilities, and performance expectations for people and functions required to deliver on services.
	Process Layer	Describes how specific processes link to functions and/or departments and related policies and procedures.
	Technology Layer	Describes the required technologies to support the execution of processes, manage data and generate reporting.
	Data & Reporting Layer	Describes the performance insights and reporting needs to support the execution of processes and decision-making.
	Governance & Controls Layer	Describes the approach to govern the organization and manage associated strategic, operational, financial and compliance risks.

Figure 22: Source: KPMG

Call Center Data Analysis

The Following visualizations were completed based on call center data for the from July 2019 through June 2021.

Call Demand Analysis – Total Call Received

The below charts illustrate the total number of incoming calls by fiscal year and month for FY 2019-20 and 2020-21. Incoming calls increased by approximately 31 percent between the two time periods. The increase of 366 percent between May 2020 and June 2020 is likely due to parks reopening as a result of the COVID-19 Pandemic.
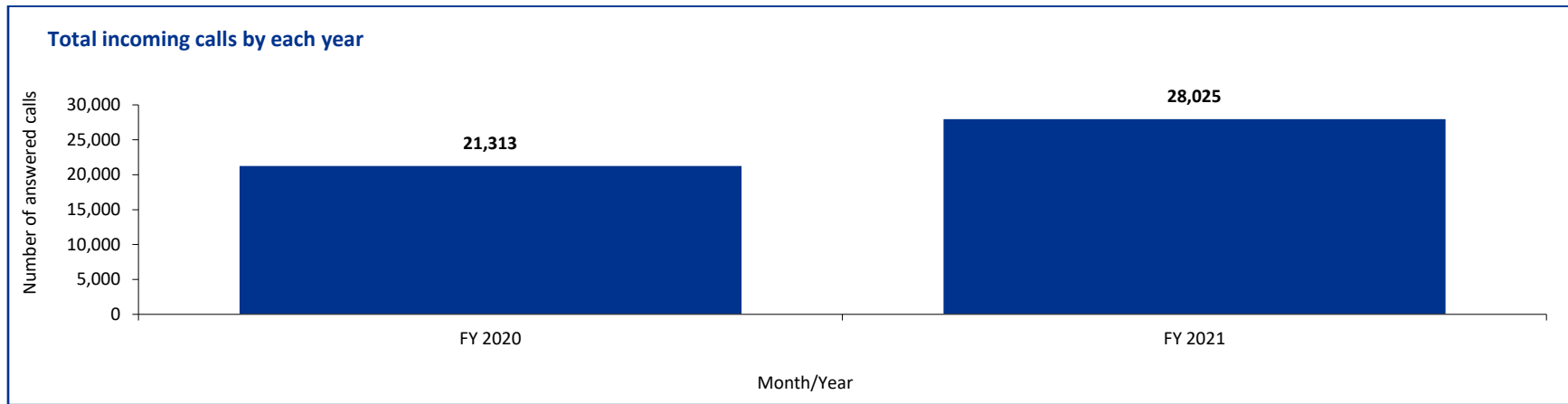
Figure 23: Source KPMG
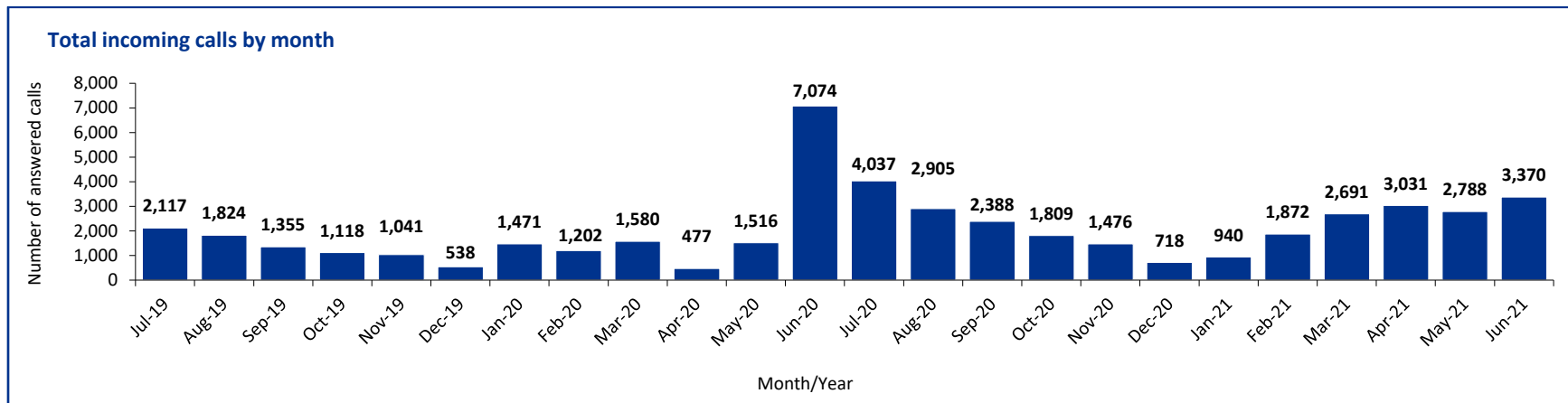
Figure 24: Source KPMG

The below chart illustrates the total number of calls received versus the number of calls answered per month from July 2019 to June 2021. As mentioned above, the calls received per month increased significantly in June 2020, as a result, total calls answered fell by approximately 30 percent due to the increased workload created.
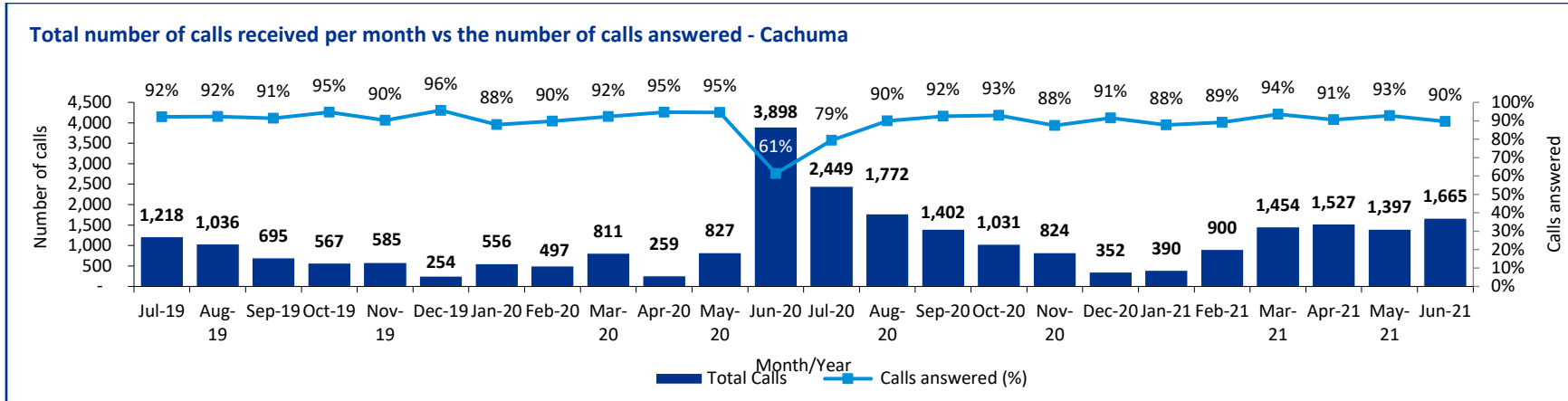
Total number of calls received per month vs the number of calls answered
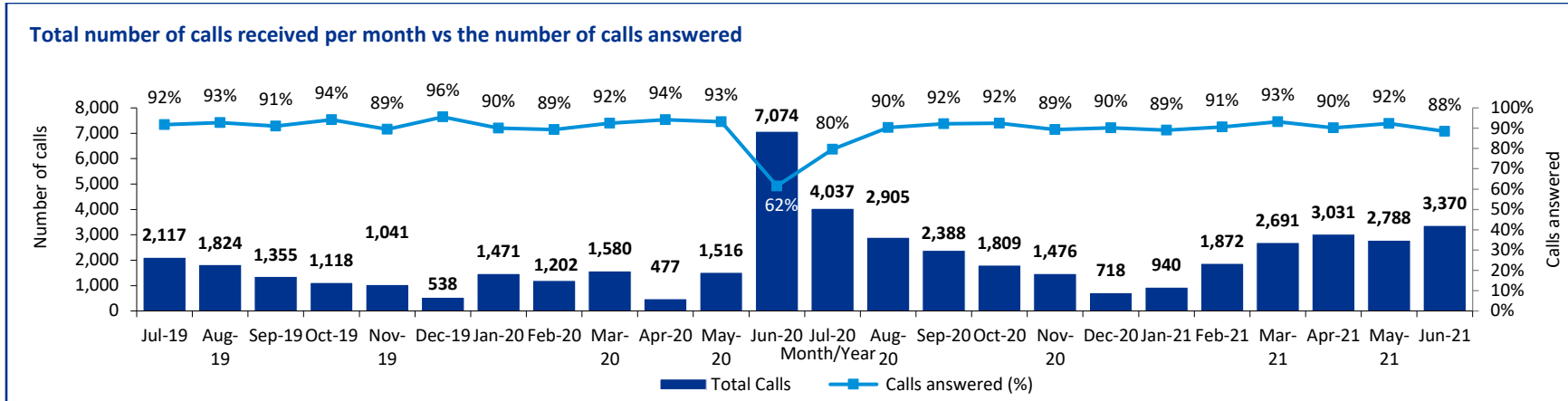
Figure 25: Source KPMG

The below chart illustrates the total number of calls received versus the number of calls abandoned per month from July 2019 to June 2021. In general, between 10 and 12 percent of calls were abandoned by month, with the exception of June 2020 when 38 percent of calls were abandoned, likely as a result of increased call wait times due to the significant increase in the number of calls received during that month.
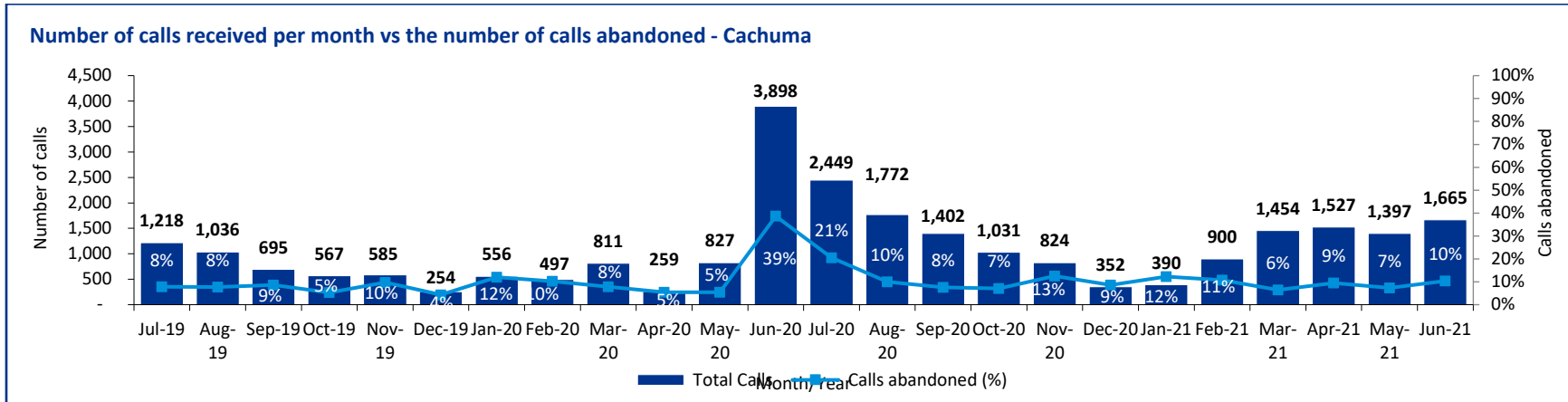
Number of calls received per month vs the number of calls abandoned
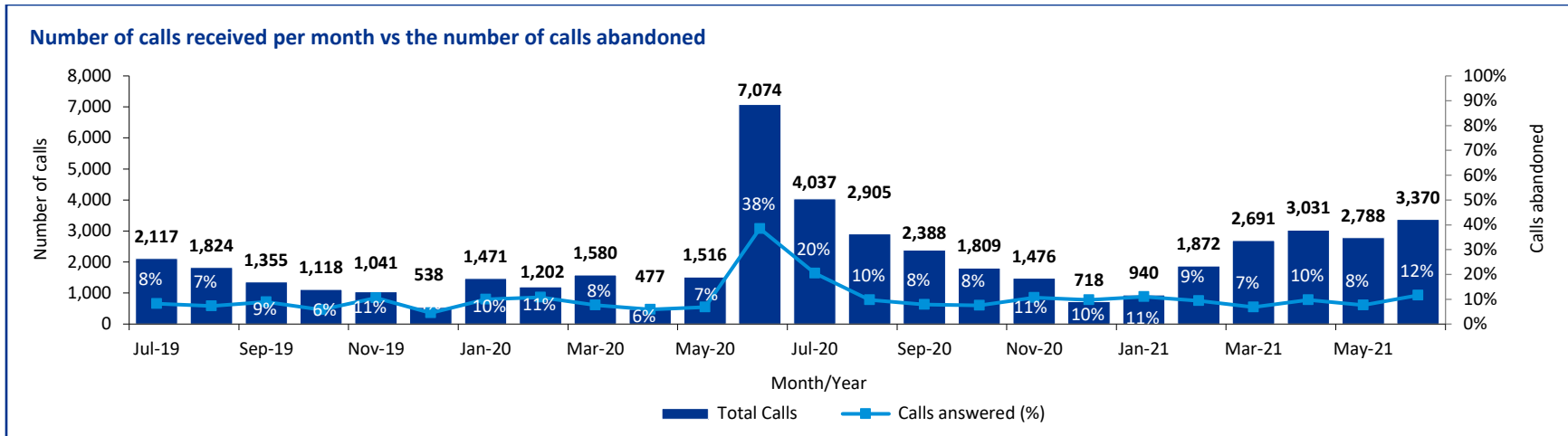
Figure 26: Source KPMG

The below chart illustrates the average speed to answer calls each month from July 2019 to June 2021. The lowest average speed to answer was experienced in April 20 and May 20 at an average of 4 seconds. This is likely due to a reduction in calls as a result of campsites being closed due to the COVID-10 Pandemic.

Average speed to answer by month
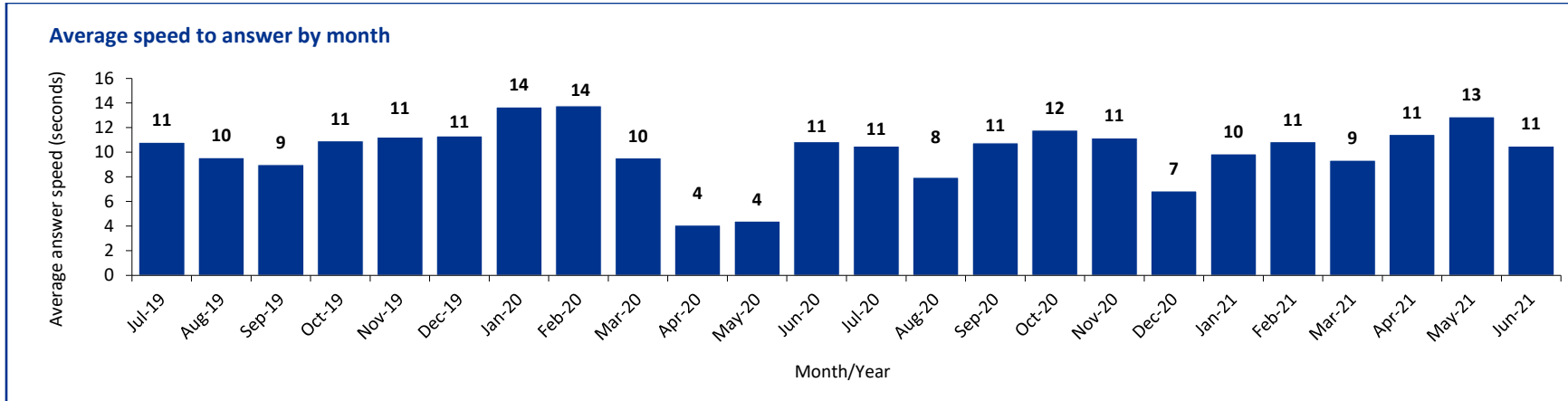
Figure 27: Source KPMG

Call Demand Analysis – Seasonality Analysis

The below chart illustrates the average number of incoming calls for the spring season which includes March, April, and May for 2020 and 2021. Calls decreased by 7 percent between March and April, and significantly increased by 14 percent between April and May.

Average incoming calls by month - Spring
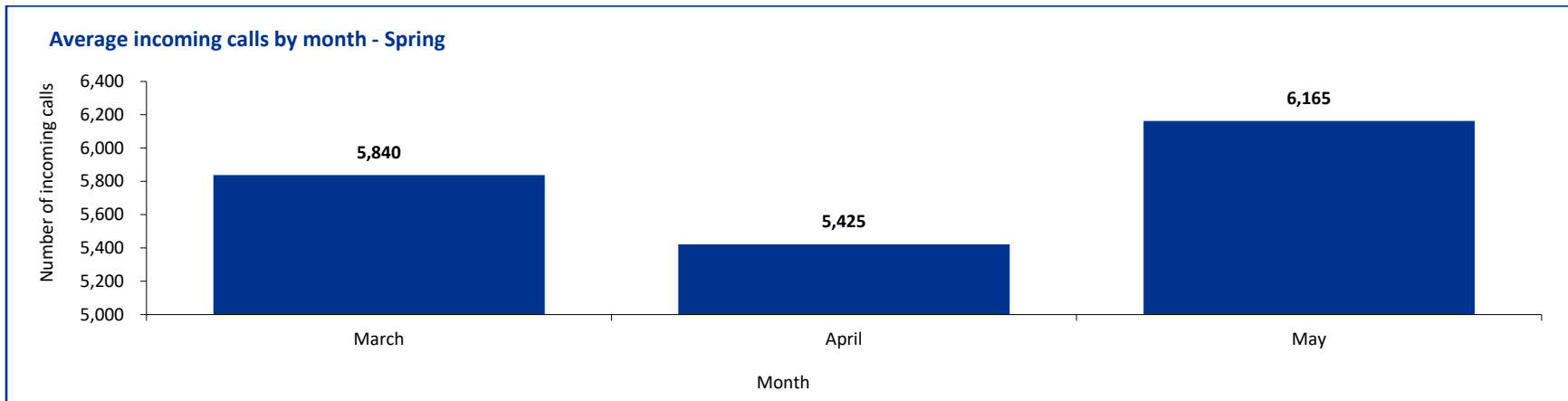
Figure 28: Source KPMG

The below chart illustrates the average number of incoming calls by day of week during the spring season for 2020 and 2021. During this time, the Call Center received an of average 22 calls per day, with the exception of Saturday, during which there was an average of three calls. Note, the Department implemented a one-year pilot weekend call center from March 2021 to February 2022 which was ultimately discontinued due to cost and limited demand.

Average incoming calls by day of week - Spring

Day	Number of incoming calls
Monday	24
Tuesday	21
Wednesday	21
Thursday	20
Friday	20
Saturday	3
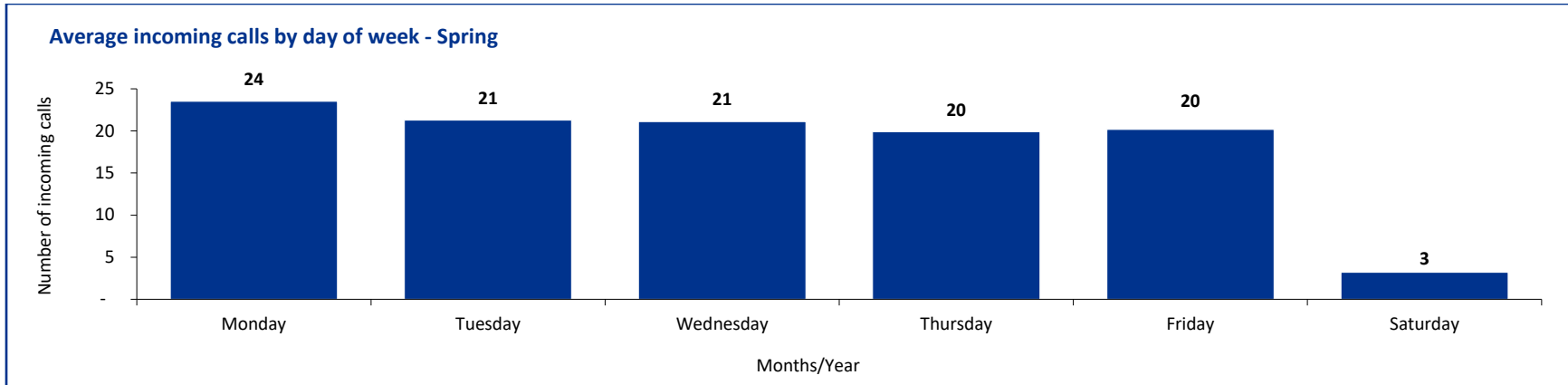
Figure 29: Source KPMG

The below chart illustrates the average number of incoming calls by the summer months of June, July, and August for 2020 and 2021. There was a continual decrease in incoming calls per month throughout June, July, and August. From June to July, incoming calls decreased by 34 percent and from July to August incoming call decreased by 22 percent.

Average incoming calls by month - Summer

Month	Number of incoming calls
June	4,767
July	3,163
August	2,464
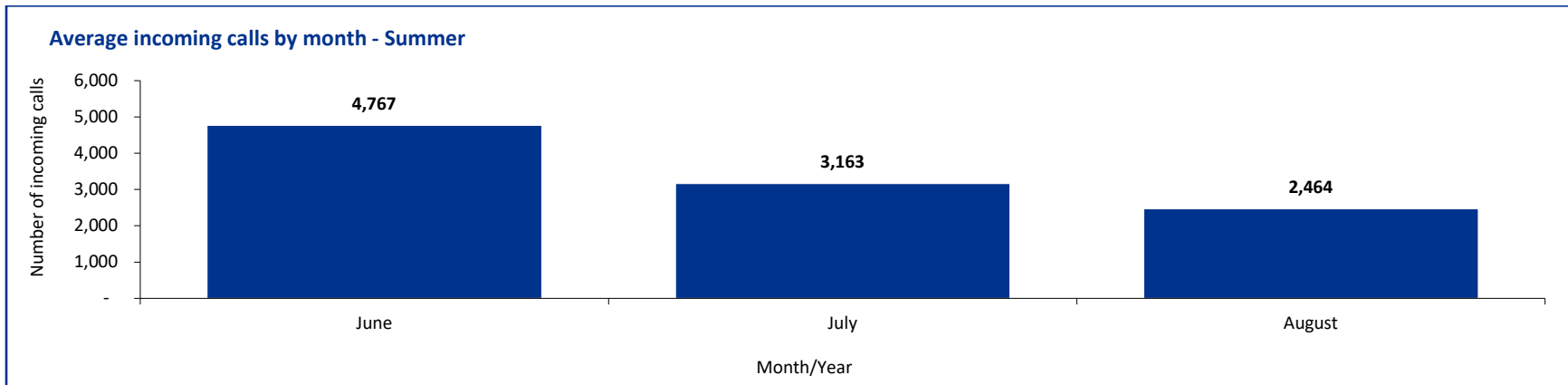
Figure 30: Source KPMG

The below chart illustrates the average number of incoming calls by days of week during the summer season for 2020 and 2021. During this period, average incoming calls were more heavily weighted on the front half of the week, with 49 on Mondays compared to 33 on Fridays. Note, the Department implemented a one-year pilot weekend call center from March 2021 to February 2022 which was ultimately discontinued due to cost and limited demand.

Average incoming calls by day of week - Summer

Day	Number of incoming calls
Monday	49
Tuesday	41
Wednesday	37
Thursday	35
Friday	33
Saturday	4
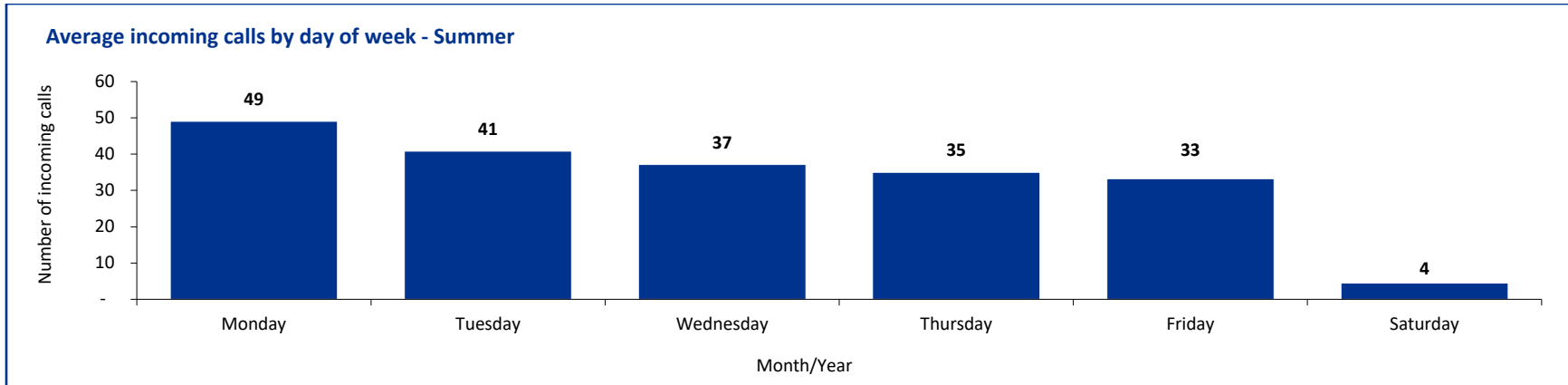
Figure 31: Source KPMG

The below chart illustrates the average number of incoming calls by the autumn months of September, October, and November for 2020 and 2021. There was a continual decrease in incoming calls per month throughout September, October, and November. From September to October, incoming calls decreased by 23 percent and from October to November incoming call decreased by 19 percent.

Average incoming calls by month - Fall

Month	Number of incoming calls
September	2,019
October	1,552
November	1,254
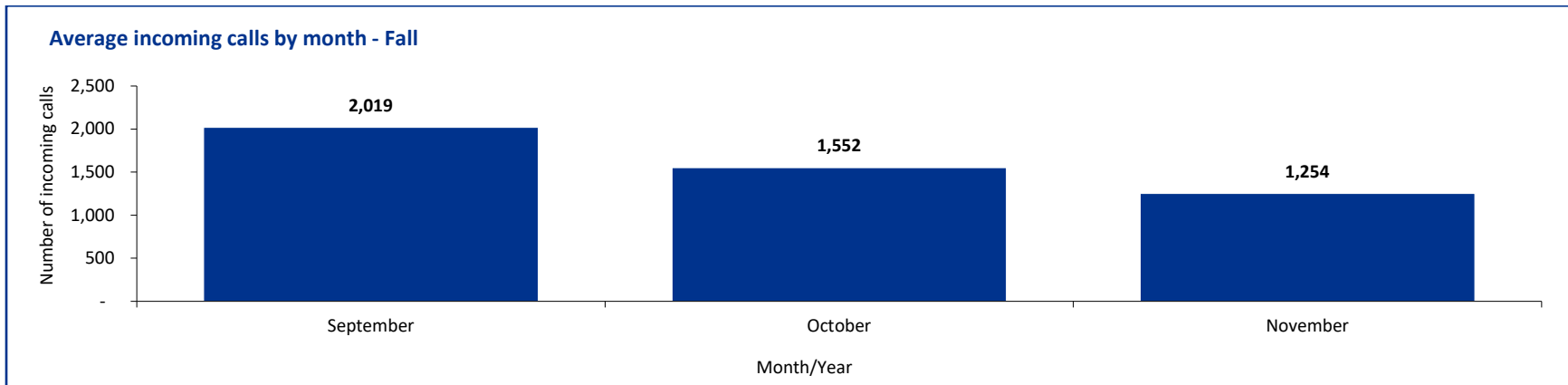
Figure 32: Source KPMG

The below chart illustrates the average number of incoming calls by days of week during the autumn season for 2020 and 2021. During these months, there were on average 18 calls per day. Note, the Department implemented a one-year pilot weekend call center from March 2021 to February 2022 which was ultimately discontinued due to cost and limited demand.

Average incoming calls by day of week - Fall

Day	Number of incoming calls
Monday	19
Tuesday	19
Wednesday	18
Thursday	17
Friday	17
Saturday	3

Y-axis: Number of incoming calls. X-axis: Month/Year
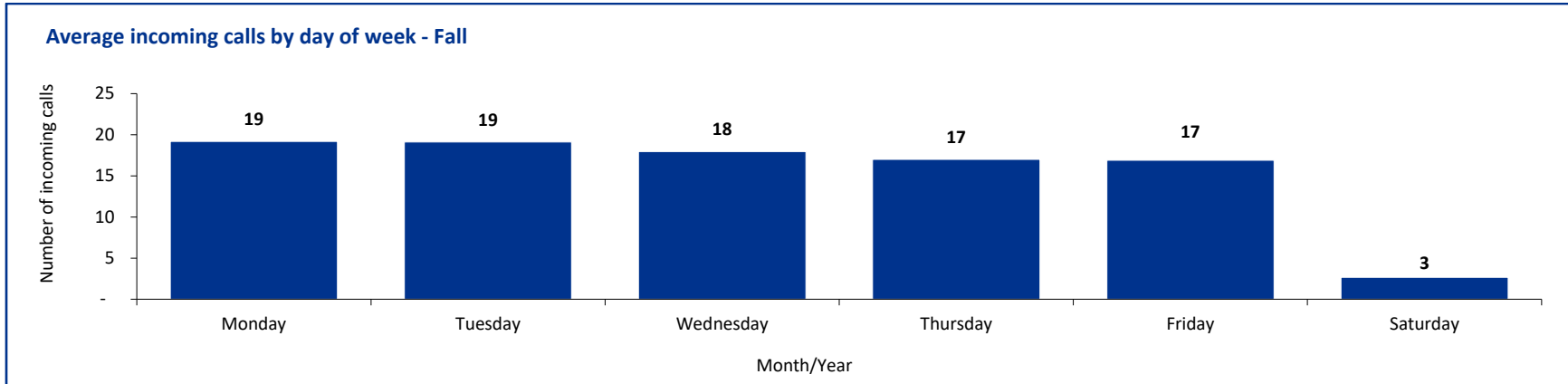
Figure 33: Source KPMG

The below chart illustrates the average number of incoming calls by the winter months of December, January, and February for 2020 and 2021. There was a continual increase in incoming calls per month throughout December, January, and February. From December to January, incoming calls increased by 66 percent and from January to February incoming calls increased by 19 percent.

Average incoming calls by month - Winter

Month	Number of incoming calls
December	716
January	1,191
February	1,419

Y-axis: Number of incoming calls. X-axis: Month/Year
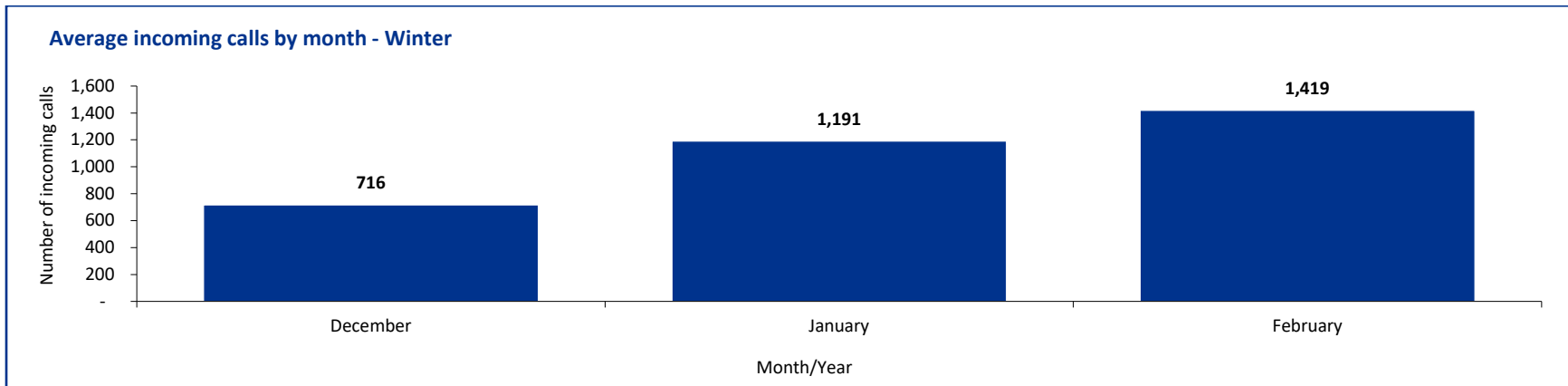
Figure 34: Source KPMG

The below chart illustrates the average number of incoming calls by days of week during the winter season for 2020 and 2021. During these months, there were on average 13 calls per day. Note, the Department implemented a one-year pilot weekend call center from March 2021 to February 2022 which was ultimately discontinued due to cost and limited demand.
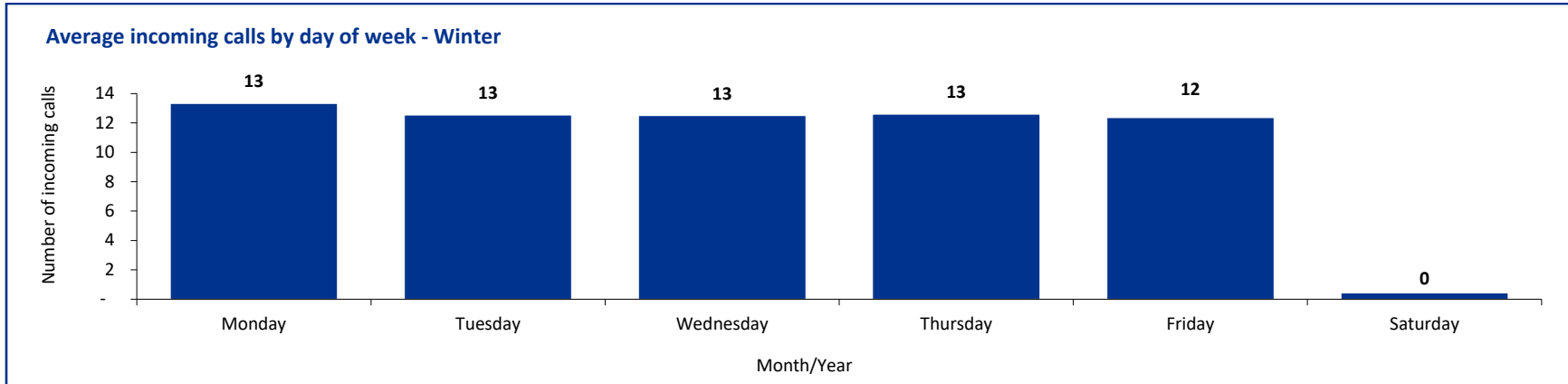
Figure 35: Source KPMG

Call Demand Analysis – Cachuma

The below chart illustrates the total number of incoming calls and average occupancy for Cachuma by each month from July 2019 to June 2021. Both the number of incoming calls and the average occupancy percentages significantly increased from May 2020 to June 2020, likely due to the reductions in COVID-19 restrictions.
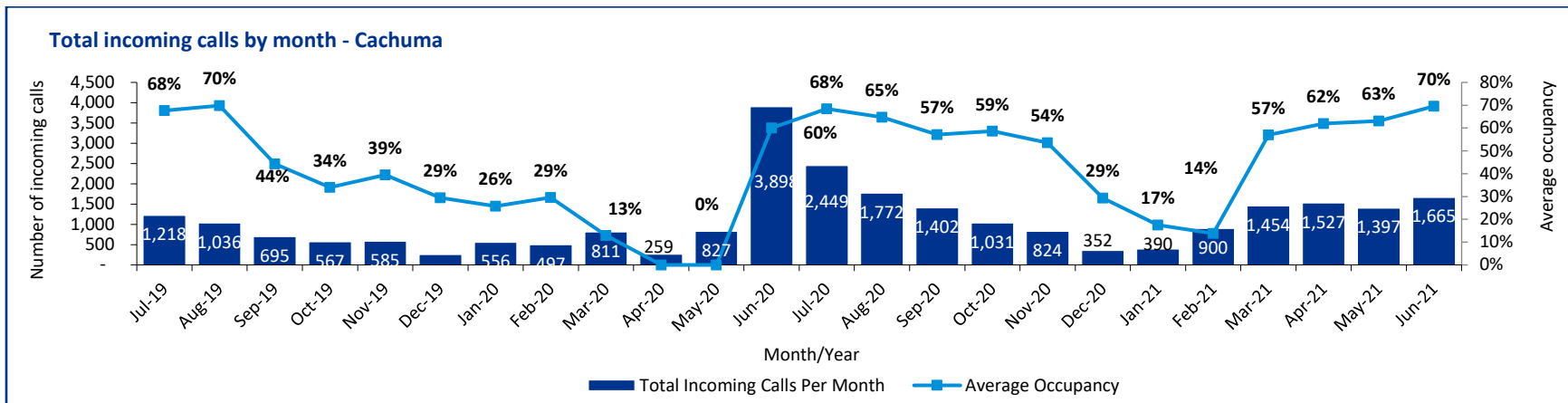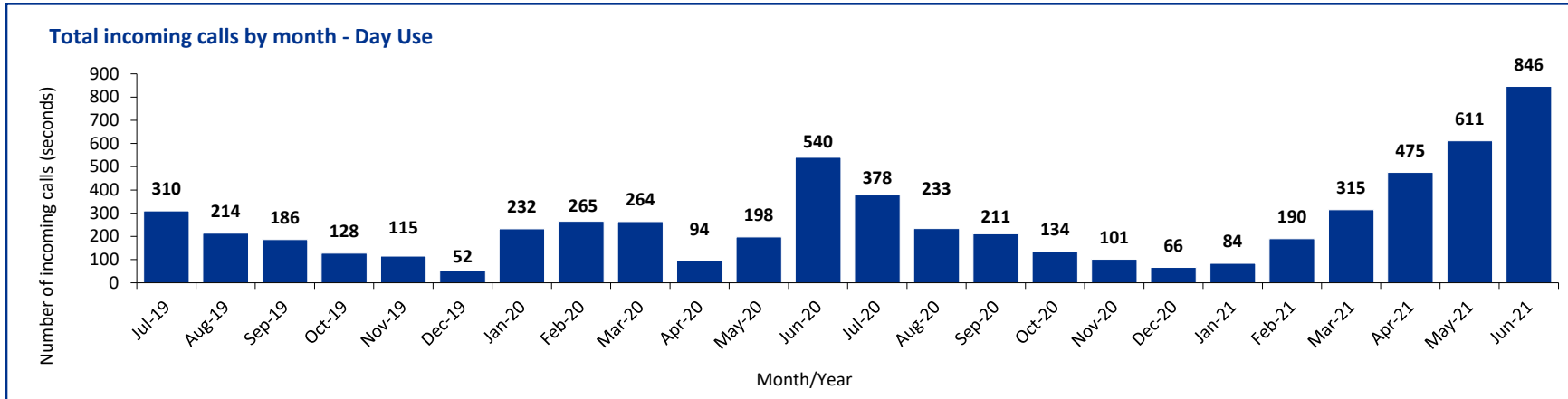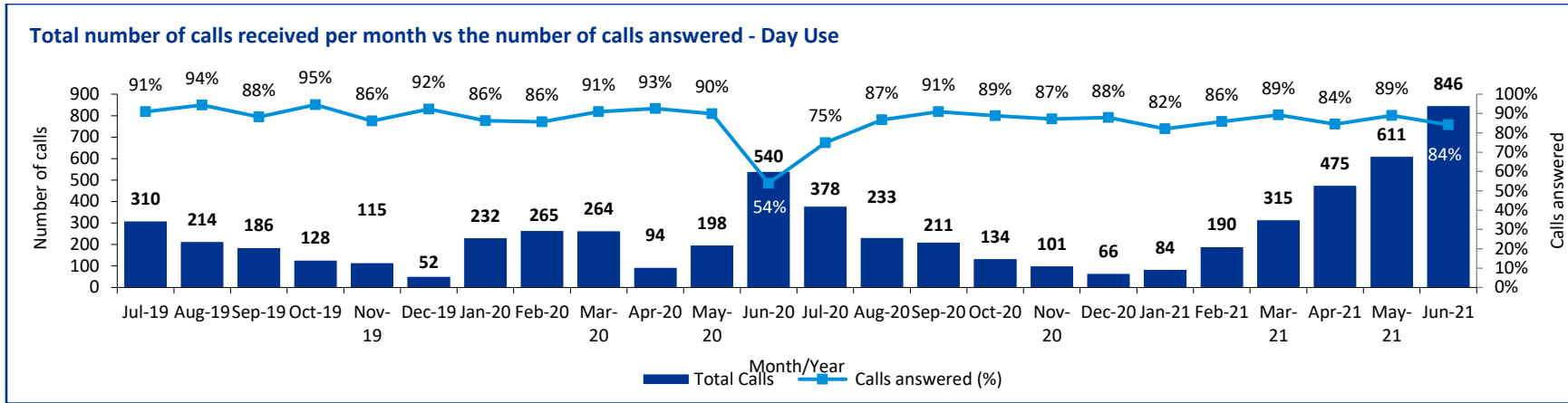

Figure 36: Source KPMG

The below chart illustrates the total number of incoming calls received versus calls answered for Cachuma by each month from July 2019 to June 2021. As mentioned above, the calls received per month increased significantly in June 2020, as a result, total calls answered fell by approximately 34 percent due to the increased workload created.

Total number of calls received per month vs the number of calls answered - Cachuma

Figure 37: Source KPMG

The below chart illustrates the total number of incoming calls received versus calls abandoned for Cachuma by each month from July 2019 to June 2021.In general, between 10 and 12 percent of calls were abandoned by month, with the exception of June 2020 when 39 percent of calls were abandoned, likely as a result of increased call wait times due to the significant increase in the number of calls received during that month.

**Number of calls received per month vs the number of calls abandoned - Cachuma**

Figure 38: Source KPMG

The below chart illustrates the average speed to answer calls for Cachuma by month from July 2019 to June 2021. Overall, the average speed to answer calls was approximately 12 seconds. The lowest average speed to answer was experienced in April 20 and May 20 at an average of 5 seconds. This is likely due to a reduction in calls as a result of campsites being closed due to the COVID-10 Pandemic.
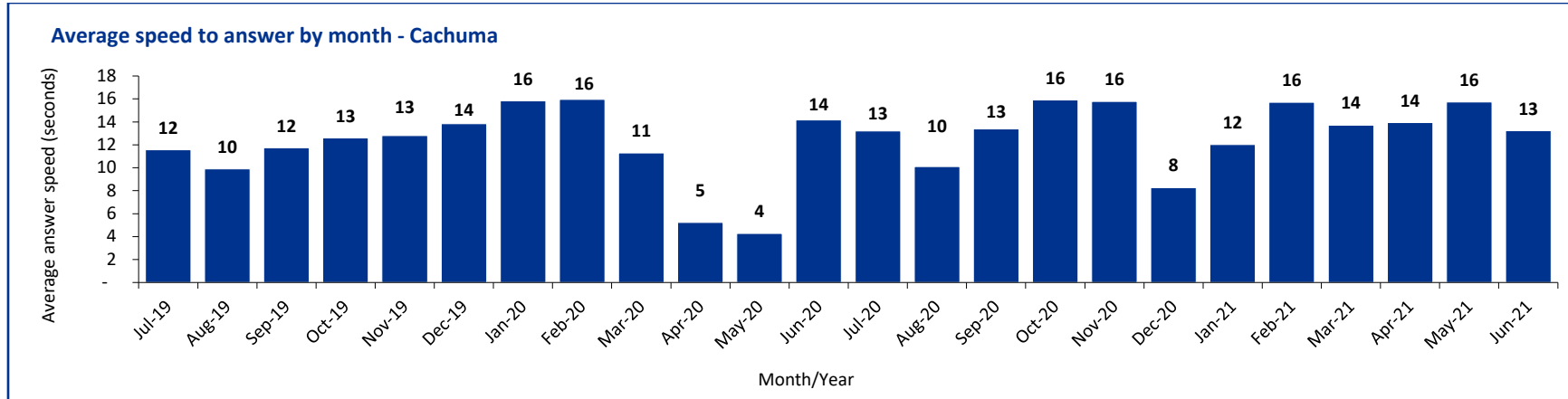
Figure 39: Source KPMG

Call Demand Analysis- Jalama

The below chart illustrates the total number of incoming calls and average occupancy for Jalama by month from July 2019 to June 2021. Both the number of incoming calls and the average occupancy percentages significantly increased from May 2020 to June 2020, likely due to the reductions in COVID-19 restrictions.
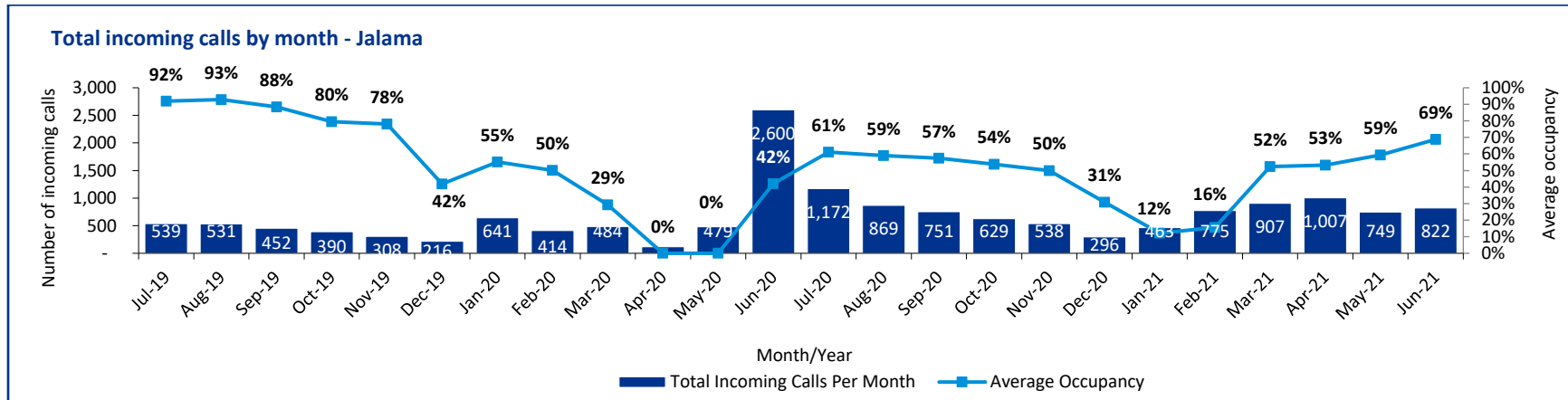
Figure 40: Source KPMG

The below chart illustrates the total number of incoming calls received versus calls answered for Jalama by month from July 2019 to June 2021. As mentioned above, the calls received per month increased significantly in June 2020, as a result, total calls answered fell by approximately 29 percent due to the increased workload created.
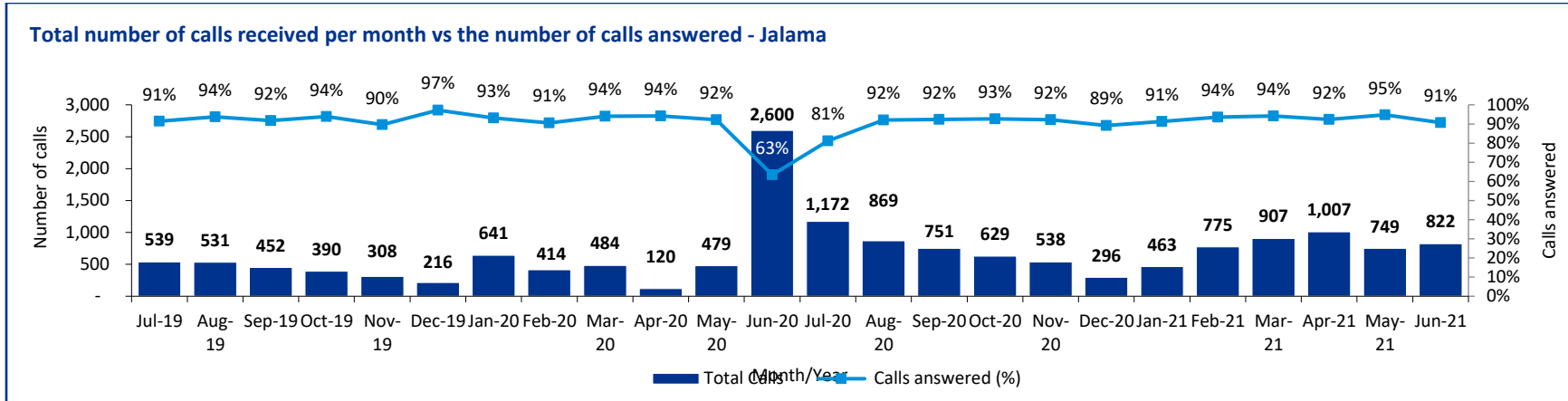
Figure 41: Source KPMG

The below chart illustrates the total number of incoming calls received versus calls abandoned for Jalama by each month from July 2019 to June 2021. In general, between 10 and 12 percent of calls were abandoned by month, with the exception of June 2020 when 37 percent of calls were abandoned. This likely a result of increased call wait times due to the significant increase in the number of calls received during that month.
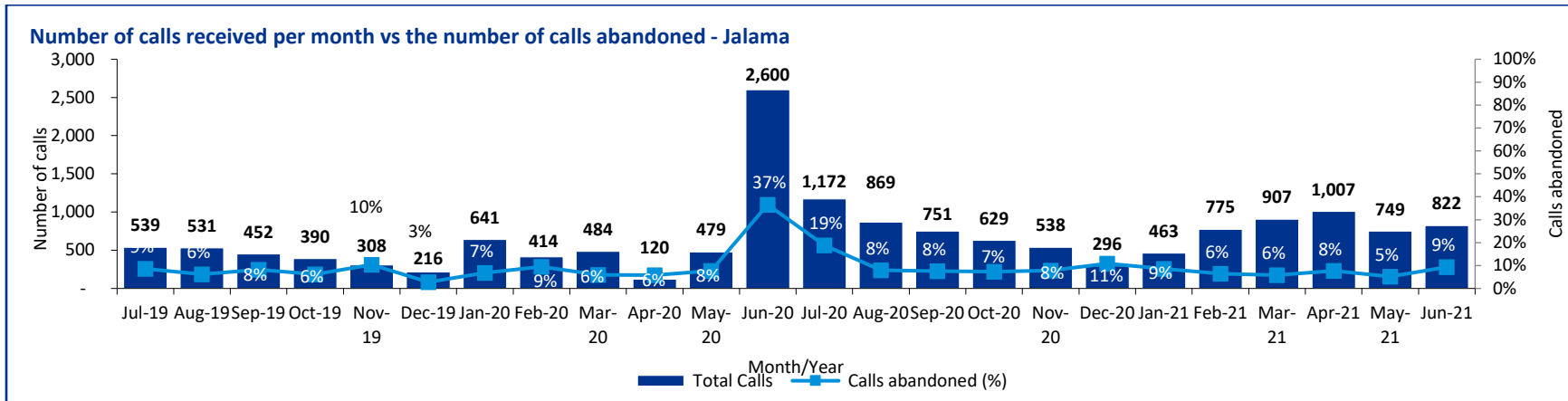
Figure 42: Source KPMG

The below chart illustrates the average speed to answer calls for Jalama by month from July 2019 to June 2021. The average speed to answer was approximately 13 seconds. The lowest average speed to answer was experienced in April 20 and May 20 at an average of 6 seconds. This is likely due to a reduction in calls as a result of campsites being closed due to the COVID-10 Pandemic.

Average speed to answer by month
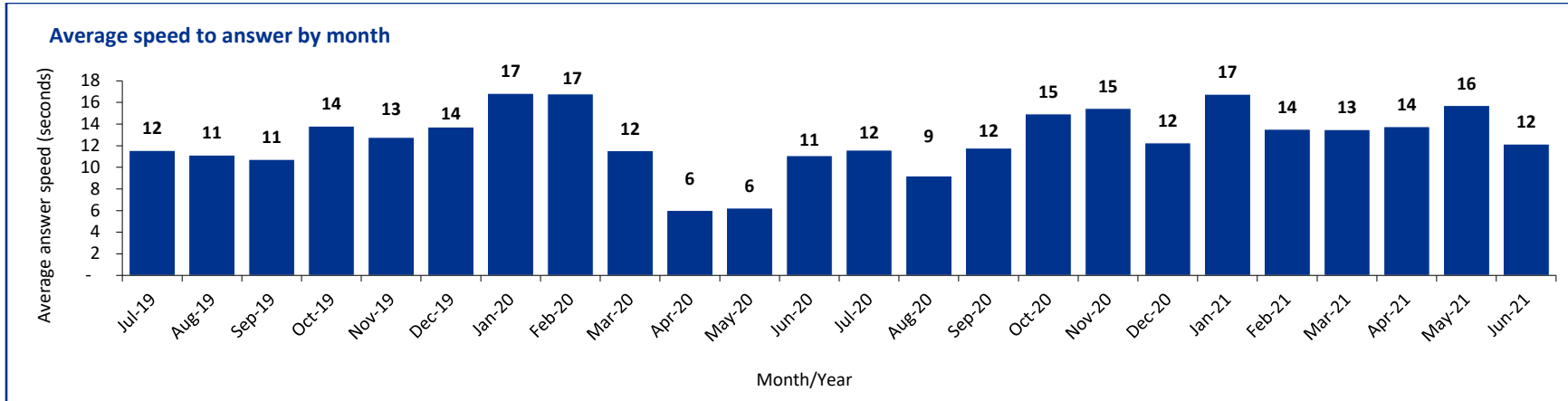
Figure 43: Source KPMG

Call Demand Analysis – Nature Cruises

The below chart illustrates the total number of incoming calls for Nature Cruises by each month from July 2019 to June 2021. The largest number of incoming calls were received in July 2019 at an average of 50 calls, the lowest number of calls were received in January 21 at an average of 3.

Total incoming calls by month - Nature Cruises
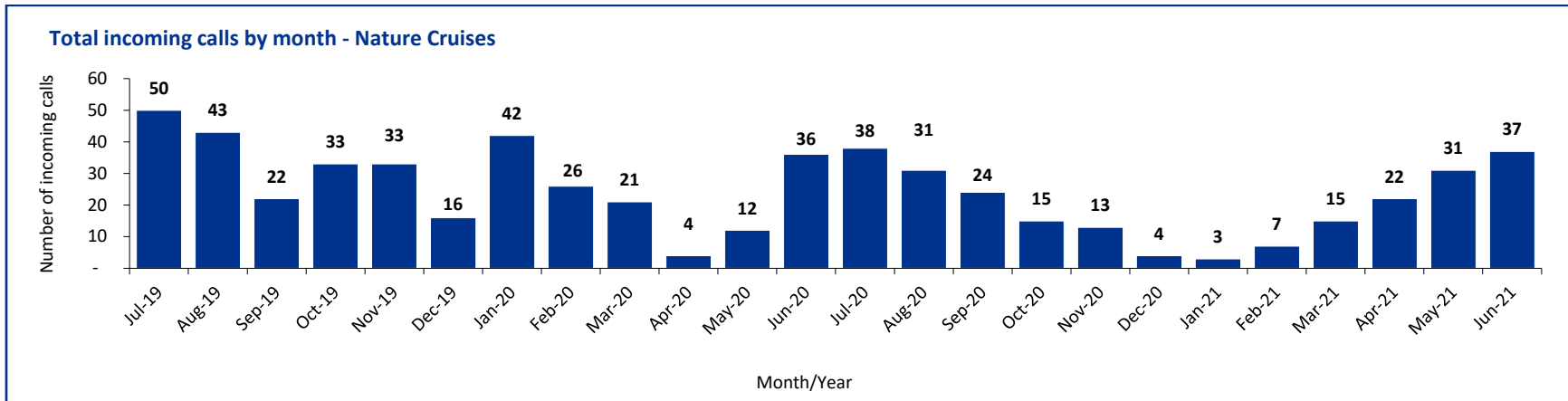
Figure 44: Source KPMG

The below chart illustrates the total number of incoming calls received versus calls answered for Nature Cruises by month from July 2019 to June 2021. The percentage of calls answered versus received decreased by approximately 27 percent in June 2020.

Total number of calls received per month vs the number of calls answered - Nature Cruises
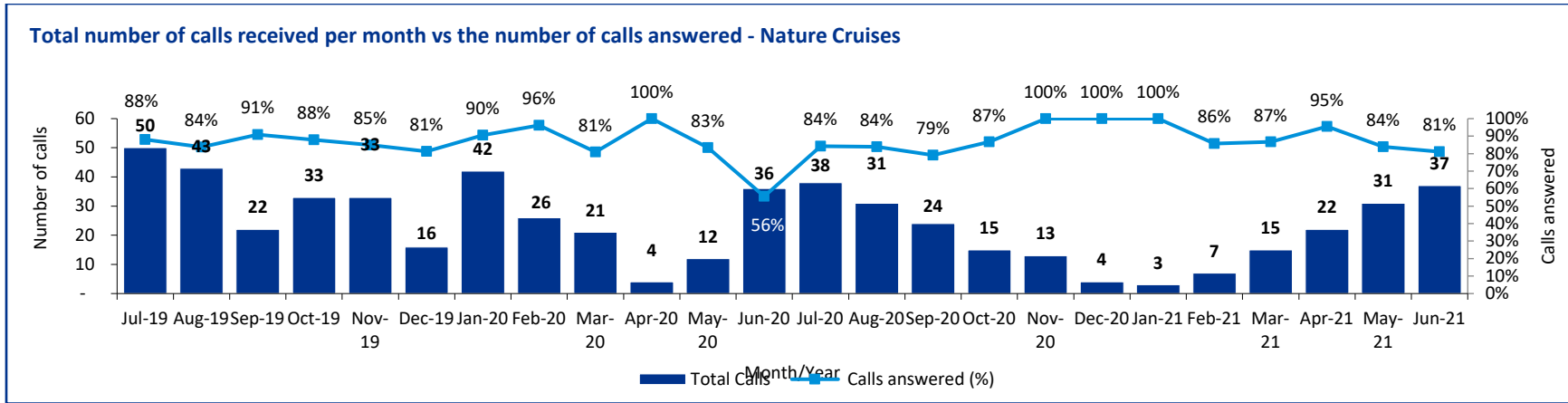
Figure 45: Source KPMG

The below chart illustrates the total number of incoming calls received versus calls abandoned for Nature Cruises by month from July 2019 to June 2021. In general, between 12 and 16 percent of calls were abandoned by month, with the exception of June 2020 when 44 percent of calls were abandoned, likely as a result of increased call wait times due to the significant increase in the number of calls received during that month.

Number of calls received per month vs the number of calls abandoned - Nature Cruises
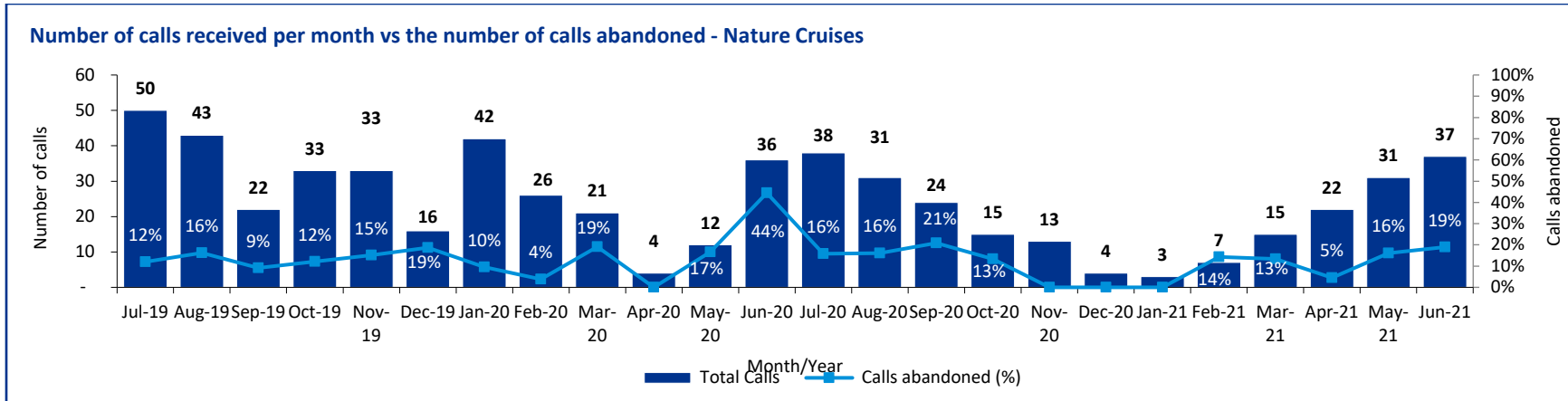
Figure 46: Source KPMG

The below chart illustrates the average speed to answer calls for Nature Cruises by each month from July 2019 to June 2021. The highest average speed to answer was experienced in July 2019 at an average of 9 seconds.
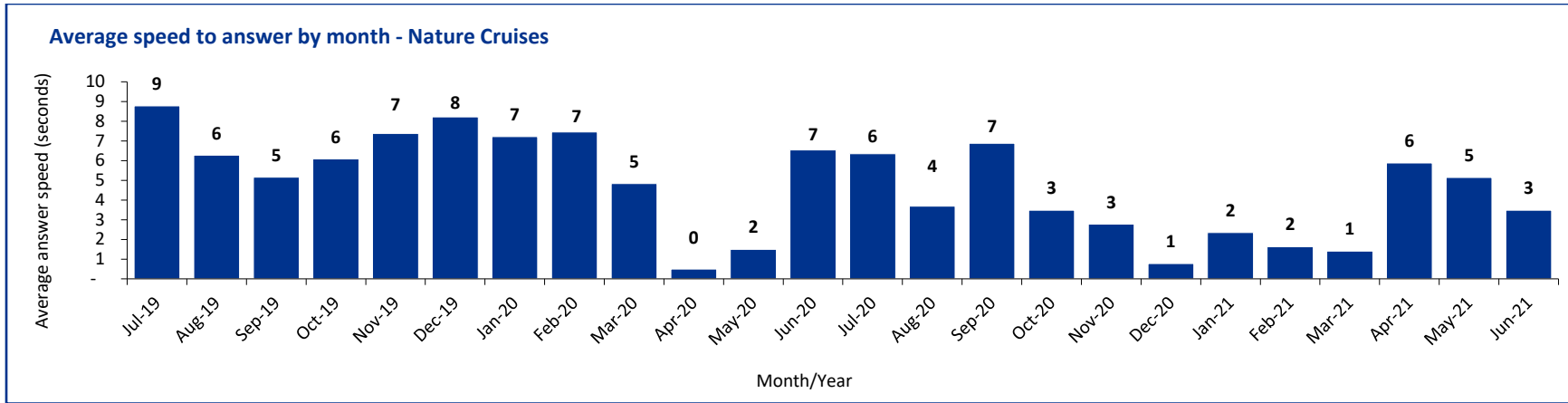
Figure 47: Source KPMG

Call Demand Analysis- Day Use

The below chart illustrates the total number of incoming calls for Day Use by each month from July 2019 to June 2021. The largest number of incoming calls occurred in June 2021 at 846 calls.

Figure 48: Source KPMG

The below chart illustrates the total number of incoming calls received versus calls answered for Day Use by month from July 2019 to June 2021. In June 2020, only 53 percent of Day Use calls were answered likely due to the increased call volume experienced during June 2020

Total number of calls received per month vs the number of calls answered - Day Use

Figure 49: Source KPMG

The below chart illustrates the total number of incoming calls received versus calls abandoned for Day Use by month from July 2019 to June 2021. There was a 36 percent increase in total calls abandoned from May 2020 to June 2020, likely due to the increase call wait times as a result of an 171 percent increase in the number of calls received between May and June 2020.

Number of calls received per month vs the number of calls abandoned - Day Use
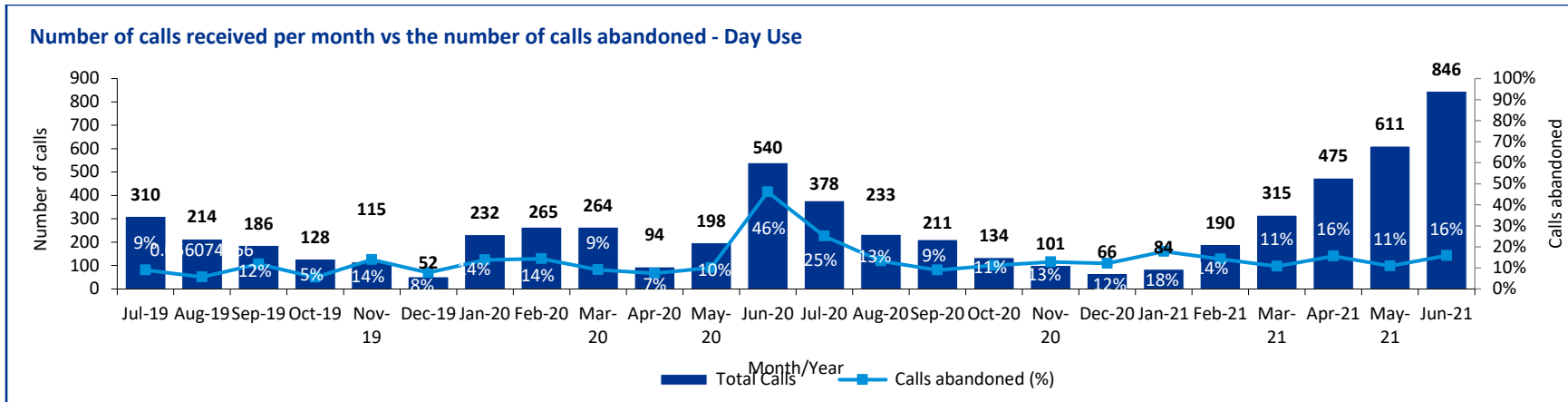
Figure 50: Source KPMG

The below chart illustrates the average speed to answer calls for Day Use by month from July 2019 to June 2021. Average speed to answer was approximately 11 seconds during that period. The quickest speed to answer occurred in April 2020 at 5 seconds likely due to the low call volumes being experienced during that month as a result of campsite closure due to the COVID-19 Pandemic.

Average speed to answer by month - Day Use
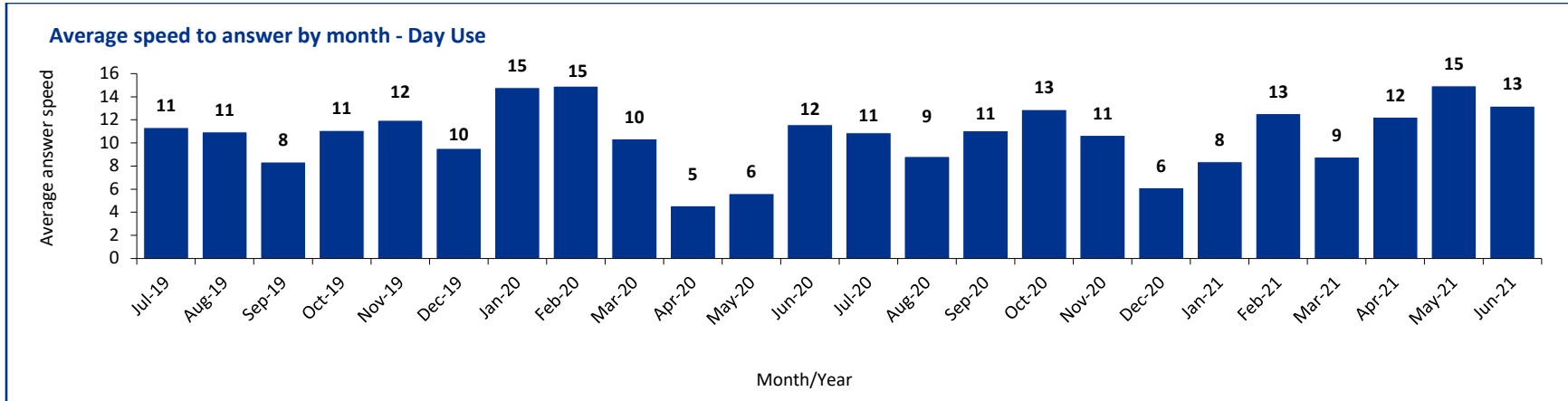
Figure 51: Source KPMG

Occupancy Rate Analysis

The Following visualizations were completed based on monthly occupancy data.

Group Occupancy

The below chart illustrates the average annual occupancy of Cachuma Group camping from FY 2017-18 to FY 2020-21. Between FY2017-2018 and FY2018-2019, occupancy rates increased by approximately 4 percent. In FY2019-2020 occupancy rates fell by over 1 percent while in FY 2020-2021, annual occupancy decreased by approximately 11 percent likely due to restrictions imposed by the COVID-19 Pandemic.

Average annual occupancy of Cachuma Group camping from FY 2017-18 to FY 2020-21
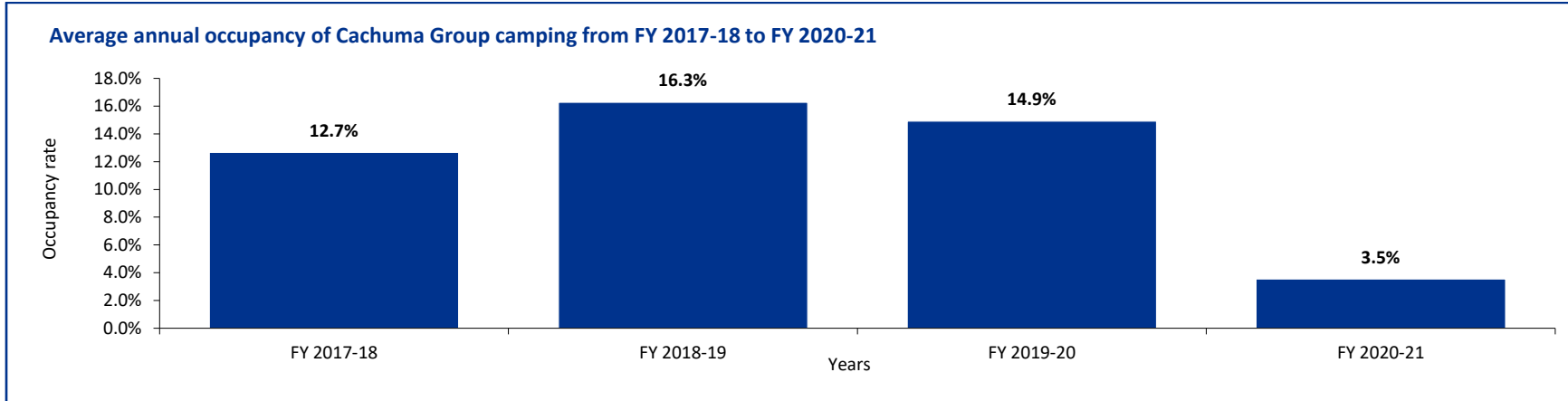
Figure 52: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma group camping for FY 2017-18. The highest monthly occupancy rate occurred in August 2017 at approximately 23 percent and the lowest monthly occupancy rate occurred in January 2018 at 0 percent.

Cachuma Group Camping monthly occupancy rate - FY 2017-18

Month	Rate
Jul-17	21.0%
Aug-17	22.6%
Sep-17	20.7%
Oct-17	8.9%
Nov-17	14.8%
Dec-17	4.8%
Jan-18	0.0%
Feb-18	6.0%
Mar-18	5.2%
Apr-18	10.0%
May-18	15.8%
Jun-18	22.3%
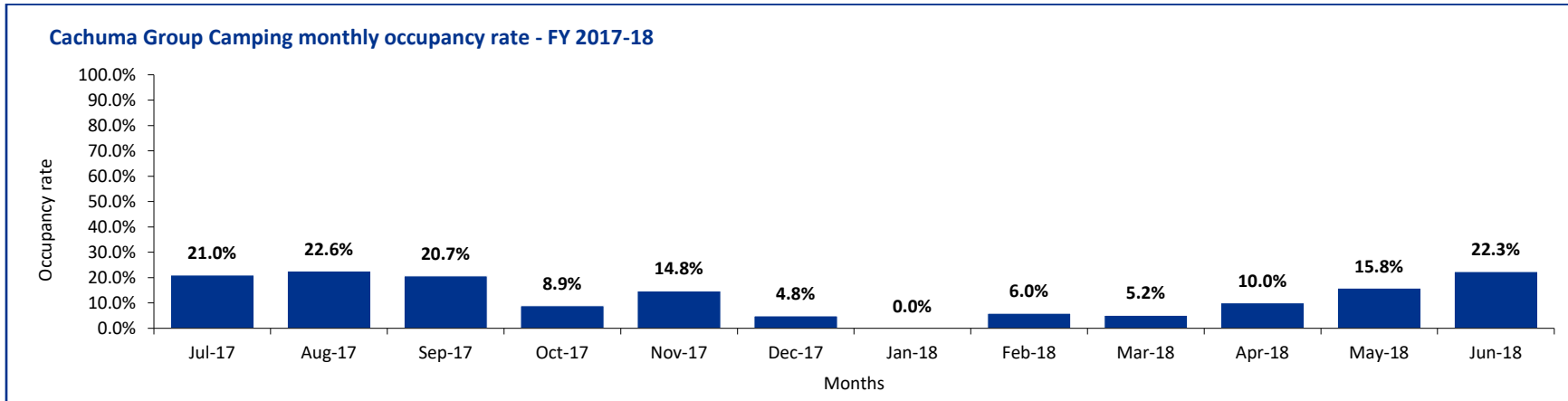
Figure 53: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma Group camping for FY 2018-19. The highest monthly occupancy rate occurred in June 2019 at approximately 31 percent while the lowest monthly occupancy rate occurred in January 2019 at 0.8 percent.

Cachuma Group Camping monthly occupancy rate - FY 2018-19

Month	Rate
Jul-18	29.4%
Aug-18	29.4%
Sep-18	18.7%
Oct-18	12.9%
Nov-18	21.4%
Dec-18	2.4%
Jan-19	0.8%
Feb-19	1.8%
Mar-19	13.5%
Apr-19	14.3%
May-19	19.4%
Jun-19	31.3%
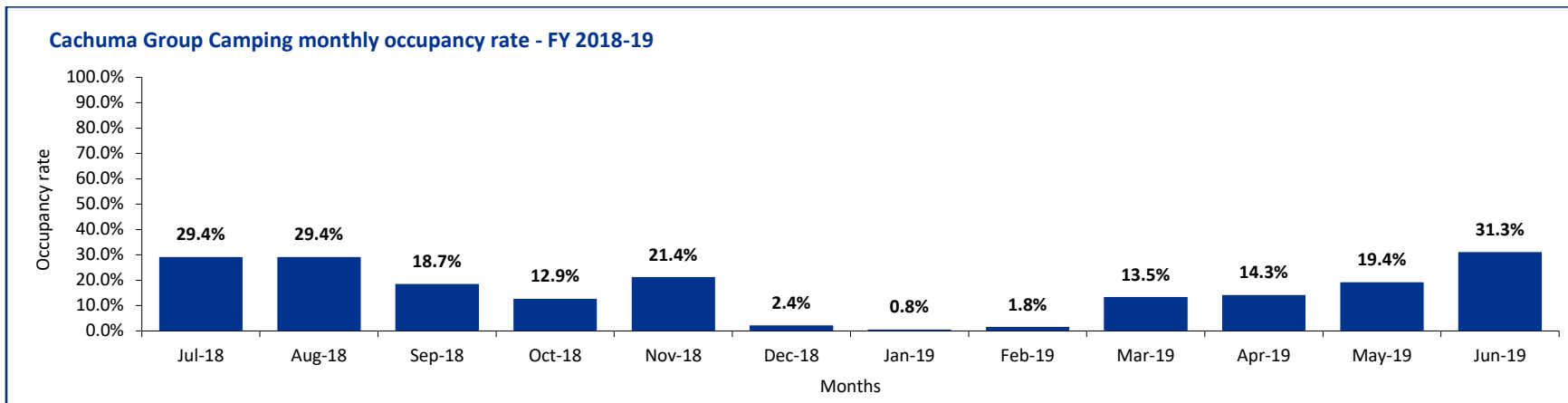
Figure 54: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma Group camping for FY 2019-20. The monthly occupancy rate declined between August 2019 and September 2019 by roughly 36 percent. The 0 percent occupancy rates experienced during March 2020 and June 2020 are largely a result of the restriction imposed by the COVID-19 Pandemic.

Cachuma Group Camping monthly occupancy rate - FY 2019-20
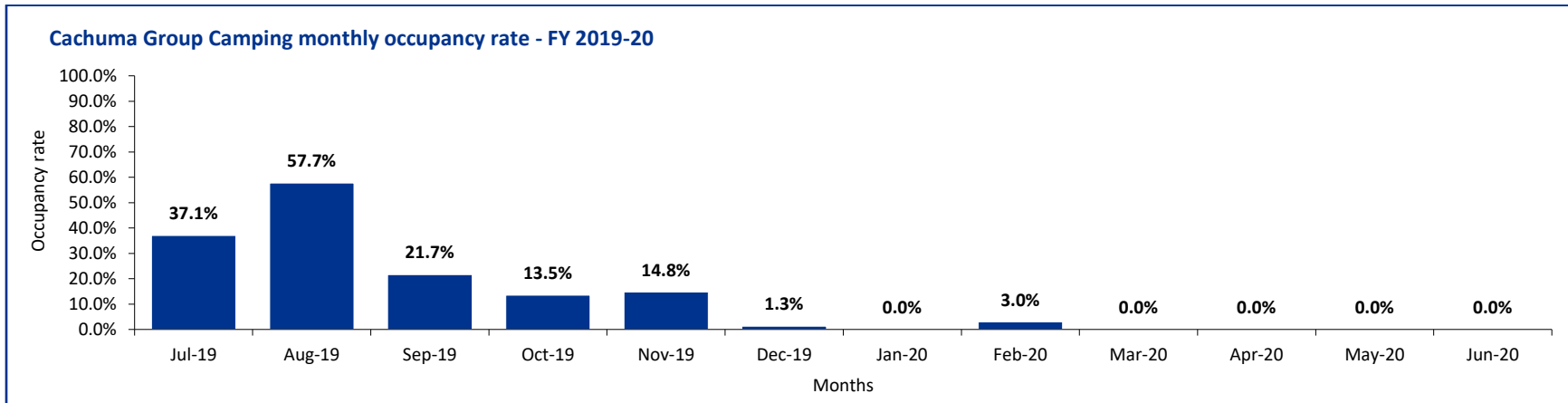
Figure 55: Source KPMG

The below chart illustrates the average annual occupancy of Jalama group camping from FY 2017-18 to FY 2020-21. Between FY2017-2018 and FY2018-2019, occupancy rates increased by approximately 5 percent. In FY2019-2020 occupancy rates fell by almost 9 percent while in FY 2020-2021, annual occupancy further declines by approximately 43 percent likely due to restrictions imposed by the COVID-19 Pandemic.

**Average annual occupancy of Jalama Group camping from FY 2017-18 to FY 2020-21**
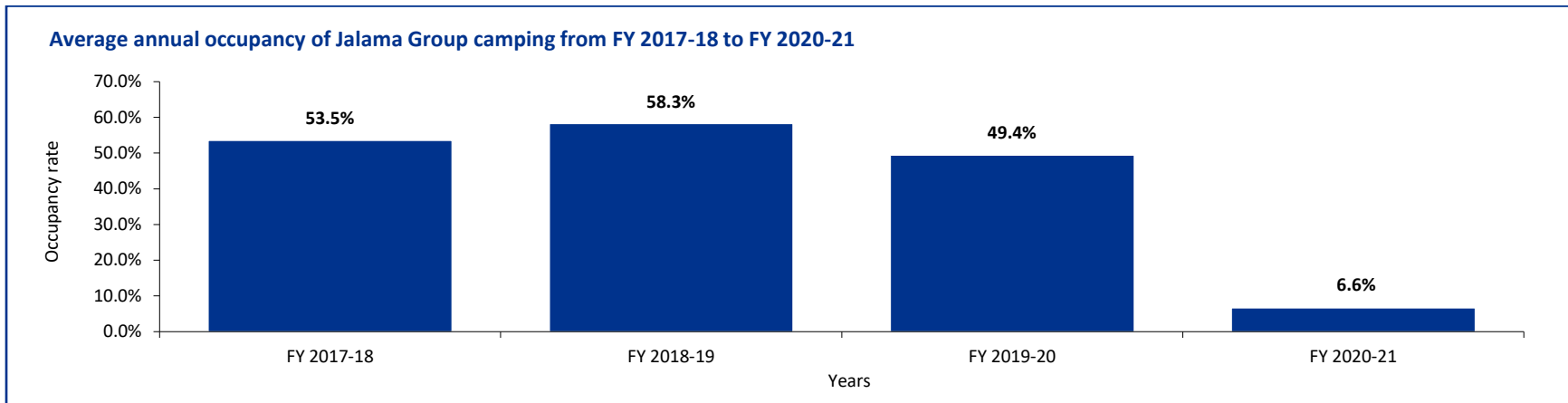
Figure 56: Source KPMG

The below chart illustrates the monthly occupancy of Jalama group camping for FY 2017-18. The highest monthly occupancy rate occurred in July 2017 at 100 percent and the lowest monthly occupancy rate occurred in February 2018 at approximately 14 percent.

Jalama Group Camping monthly occupancy rate - FY 2017-18
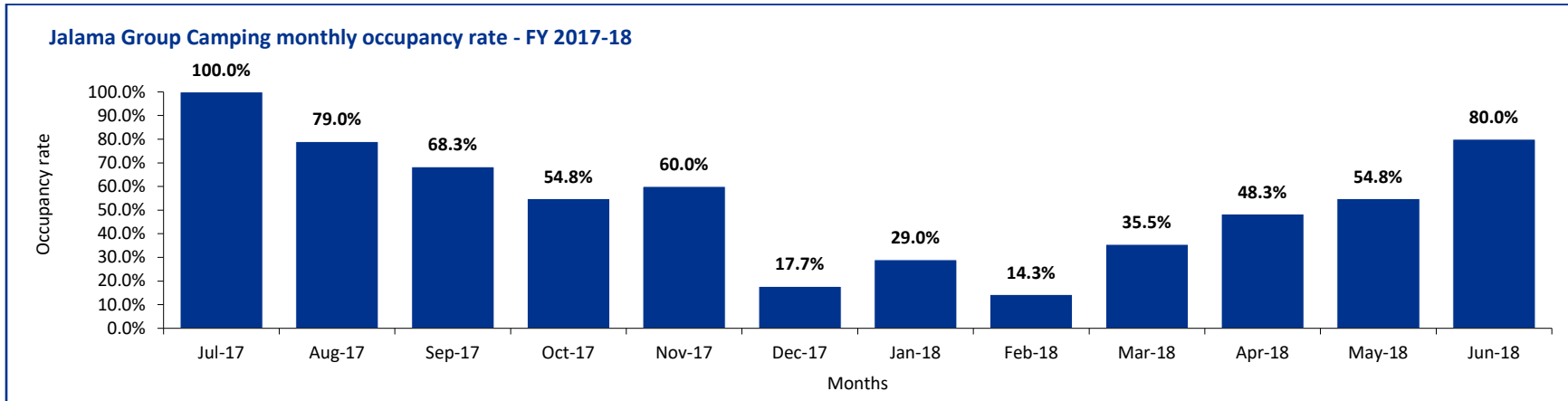
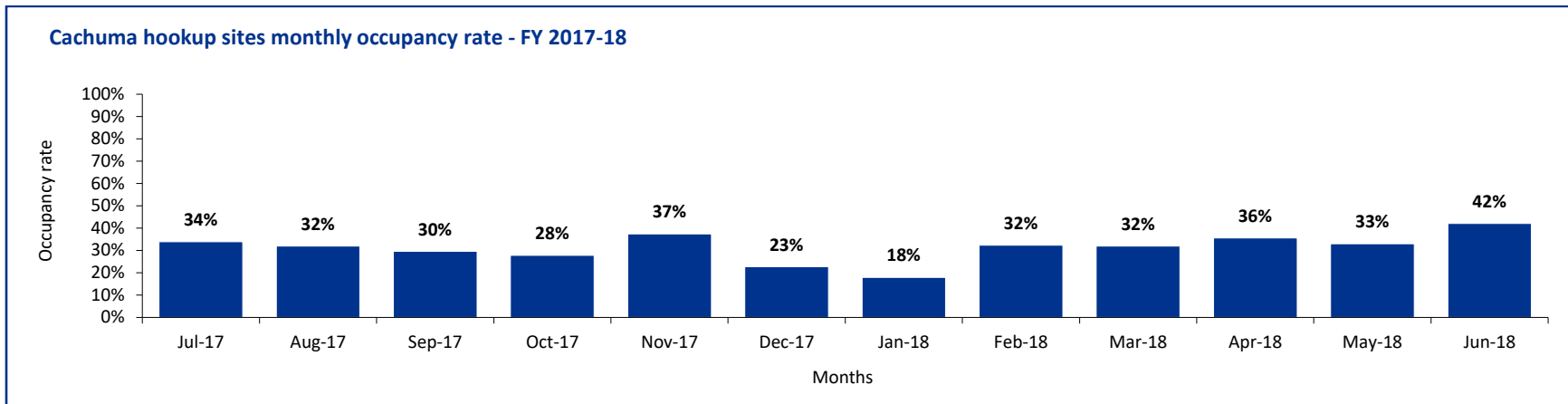Figure 57: Source KPMG

The below chart illustrates the monthly occupancy of Jalama group camping for FY 2018-19. The average monthly occupancy rate across the whole year was approximately 50 percent with the highest occupancy rate experienced in August 2018 at 100 percent. The lowest occupancy rate was experienced in February 2019 at approximately 18 percent.

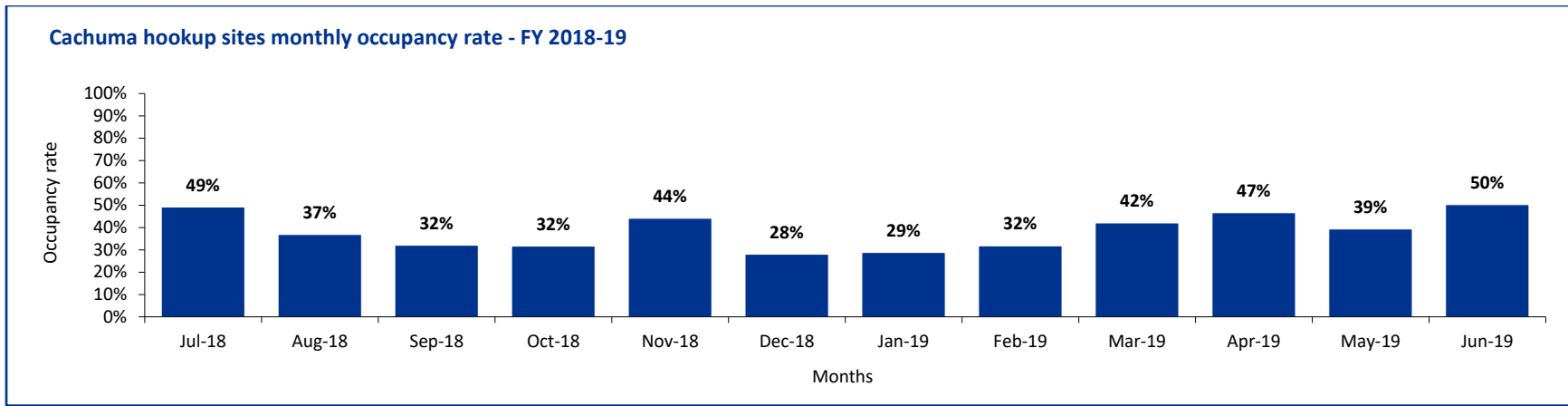**Jalama Group Camping monthly occupancy rate - FY 2018-19**
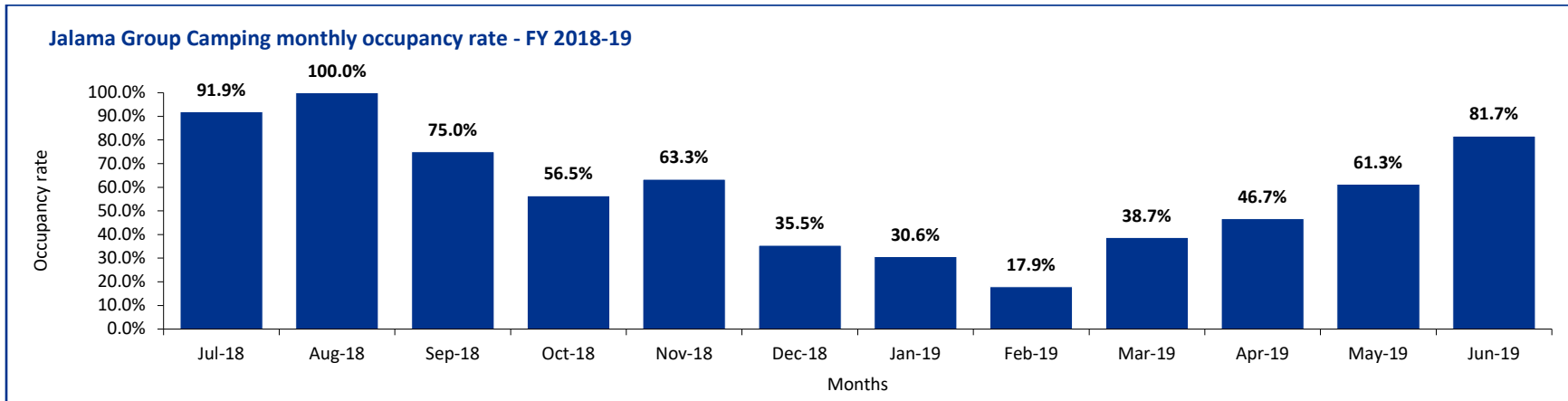
Figure 58: Source KPMG

The below chart illustrates the monthly occupancy of Jalama group camping for FY 2019-20. The average monthly occupancy rate experienced between July 2019 and March 2020 was approximately 55 percent with the highest occupancy rate being experienced in August 2019 at 83

percent. The significant decline in occupancy rates experienced between April 2020 and June 2020 is likely a result of the COVID-19 Pandemic which say campsite closures during that period.

Jalama Group Camping monthly occupancy rate - FY 2019-20
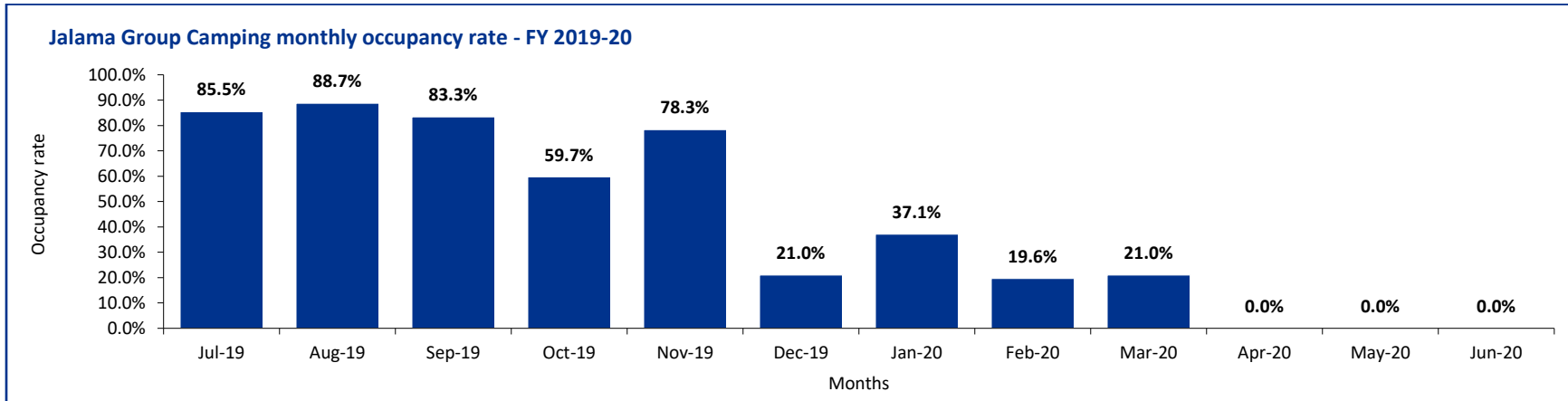
Figure 59: Source KPMG

Tent and RV Occupancy

The below chart illustrates the average annual occupancy of Cachuma all sites from FY 2017-18 to FY 2020-21. Between FY2017-2018 and FY2018-2019, occupancy rates increased by approximately 5 percent. In FY2019-2020 occupancy rates fell by almost 3 percent while in FY 2020-2021, annual occupancy increased by approximately 18 percent.

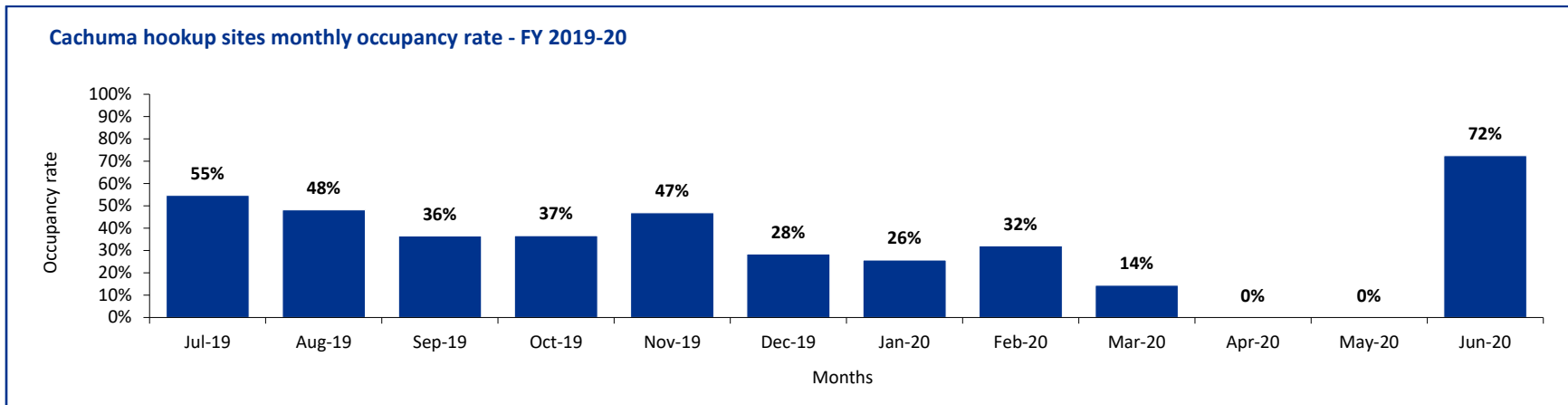**Average annual occupancy rate of Cachuma all sites from FY 2017-18 to FY 2020-21**
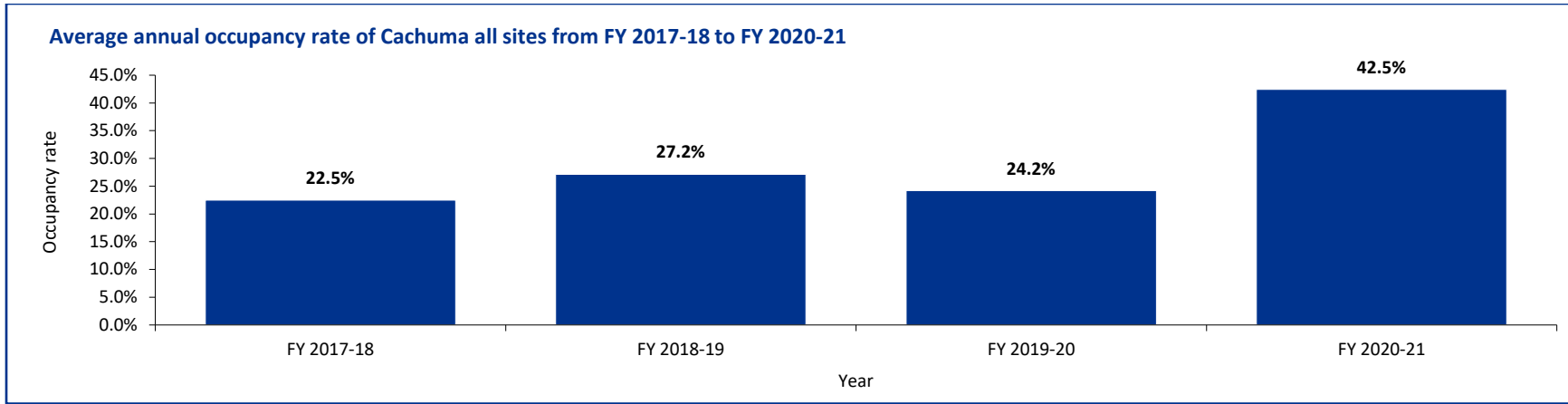
Figure 60: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma all tent sites for FY 2017-18. Average monthly occupancy rates were approximately 18 percent during that period with the highest monthly occupancy rate experienced in June 2018 at 35 percent and the lowest monthly occupancy rate occurring in January 2018 at 3 percent.
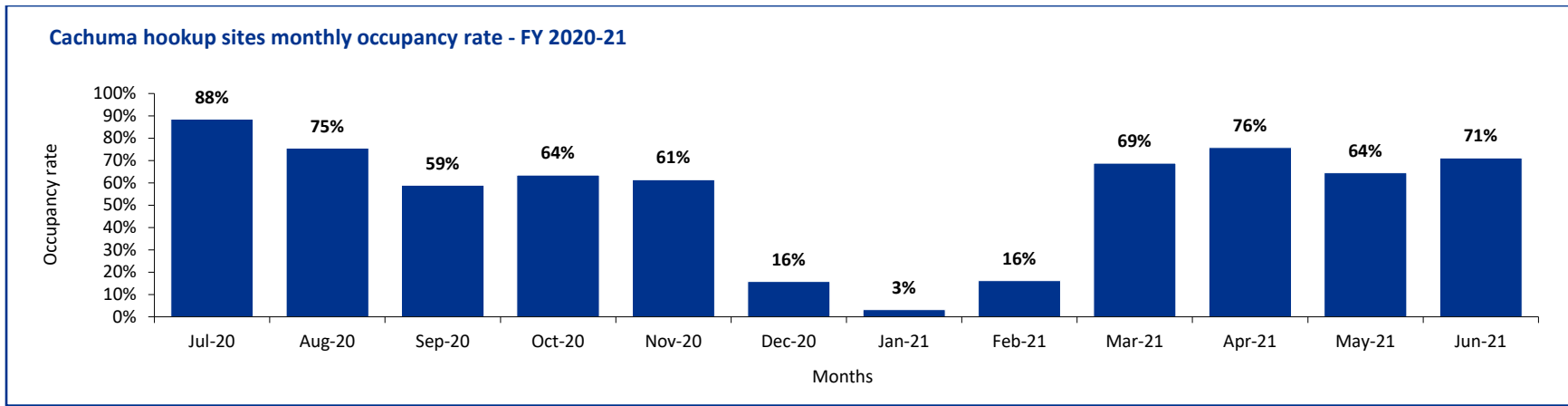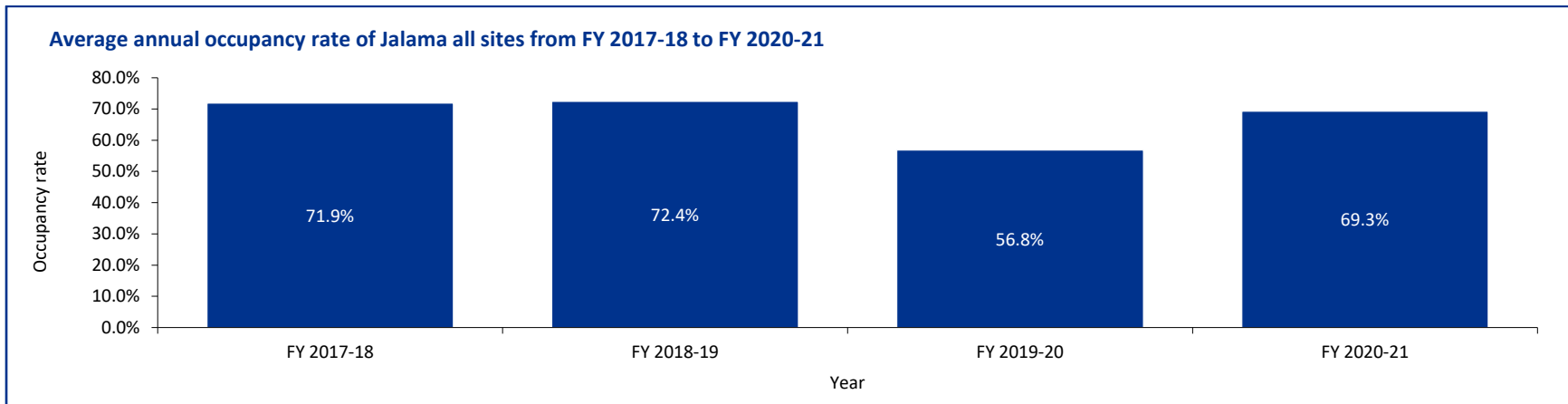
Cachuma all tent sites monthly occupancy rate - FY 2017-18
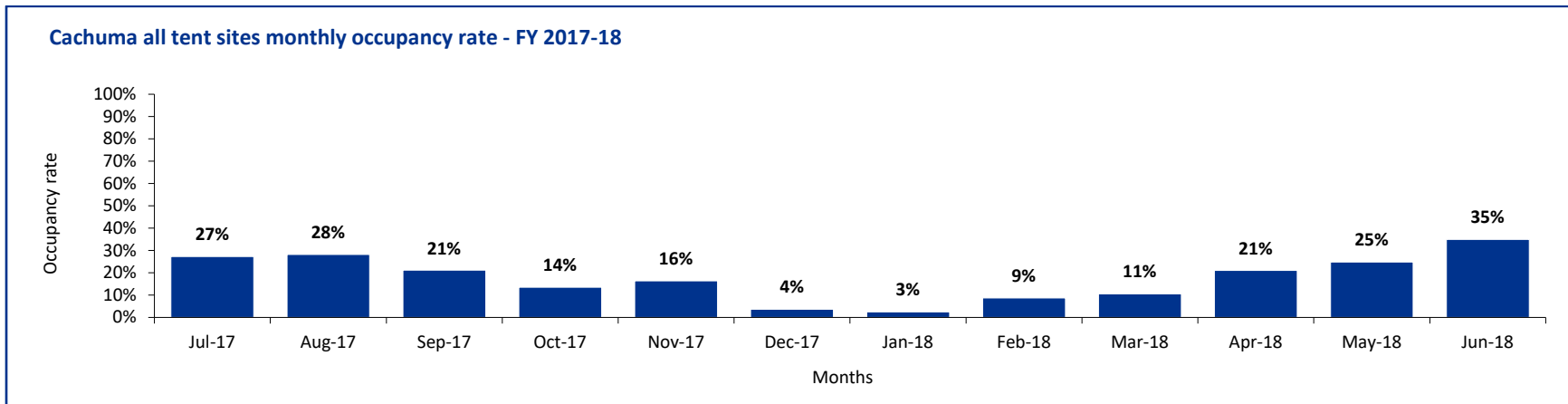
Figure 61: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma all tent sites for FY 2018-19. Average monthly occupancy rates were approximately 20 percent during that period with the highest monthly occupancy rate experienced in July 2018 at 42 percent and the lowest monthly occupancy rate occurring in February 2019 at 4 percent
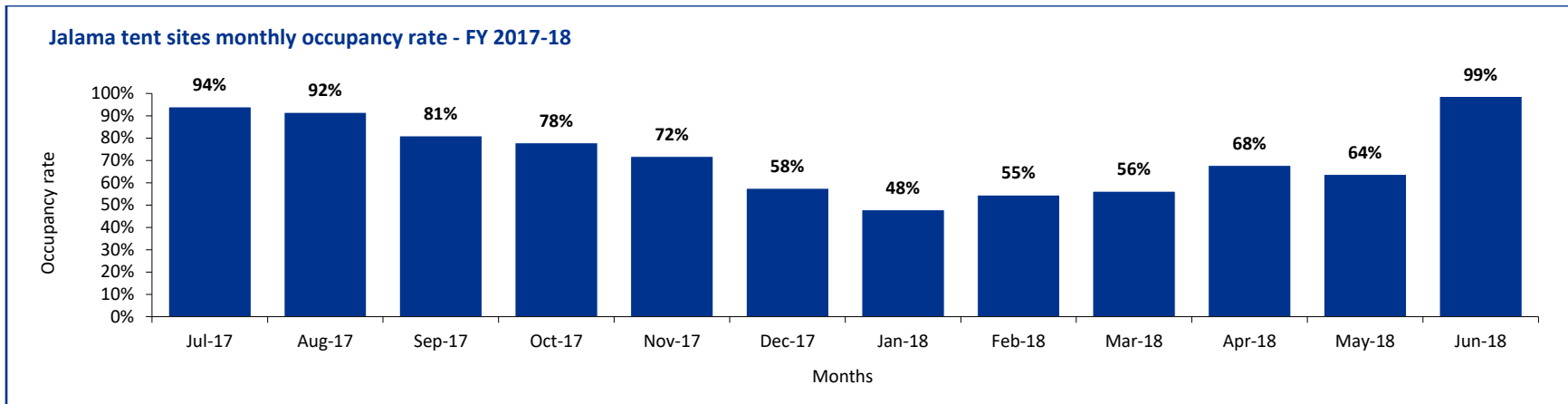
Cachuma all tent sites monthly occupancy rate - FY 2018-19
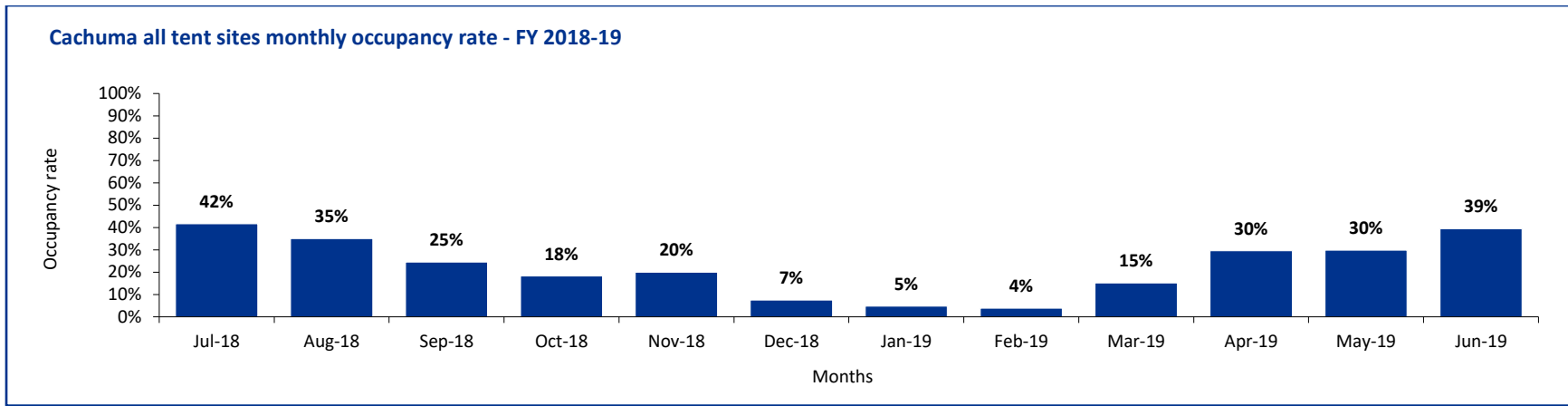
Figure 62: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma all tent sites for FY 2019-20. Average monthly occupancy rates were approximately 18 percent during that period with the highest monthly occupancy rate experienced in June 2020 at 52 percent and the lowest monthly occupancy rate occurring in April 2020 and May 2020 due to campsite closures as a result of the COVID-19 Pandemic.

Cachuma all tent sites monthly occupancy rate - FY 2019-20
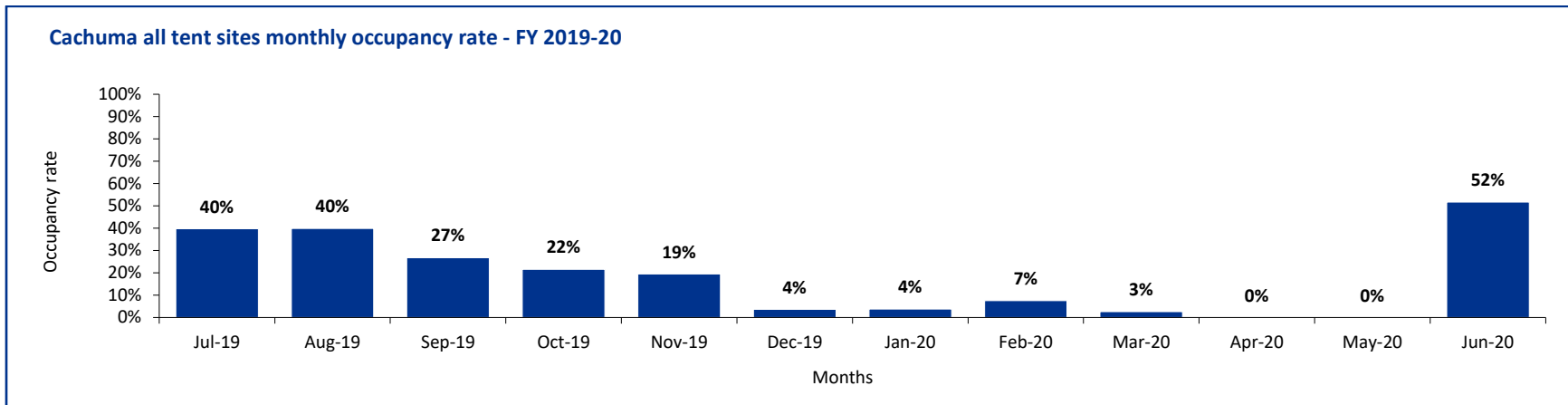
Figure 63: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma all tent sites for FY 2020-21. Average monthly occupancy rates were approximately 35 percent during that period with the highest monthly occupancy rate experienced in July 2020 at 66 percent and the lowest monthly occupancy rate occurring in December 2020 and January 2021 at 3 percent, respectively.

Cachuma all tent sites monthly occupancy rate - FY 2020-21
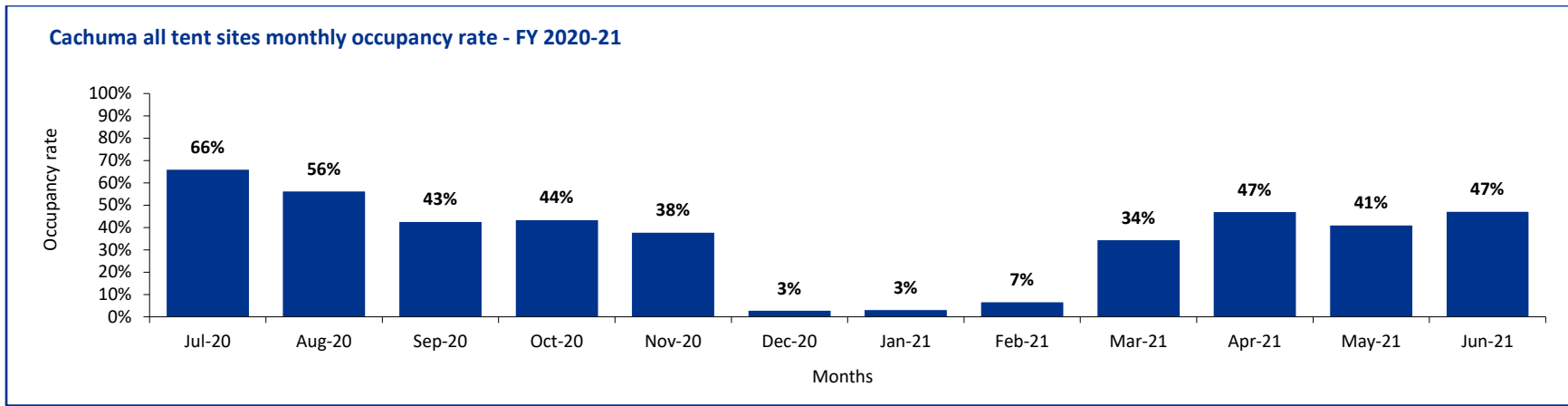
Figure 64: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma hook up sites for FY 2017-18. Average monthly occupancy rates were approximately 32 percent during that period with the highest monthly occupancy rate experienced in July 2018 at 42 percent and the lowest monthly occupancy rate occurring in January 2018 at 18 percent.
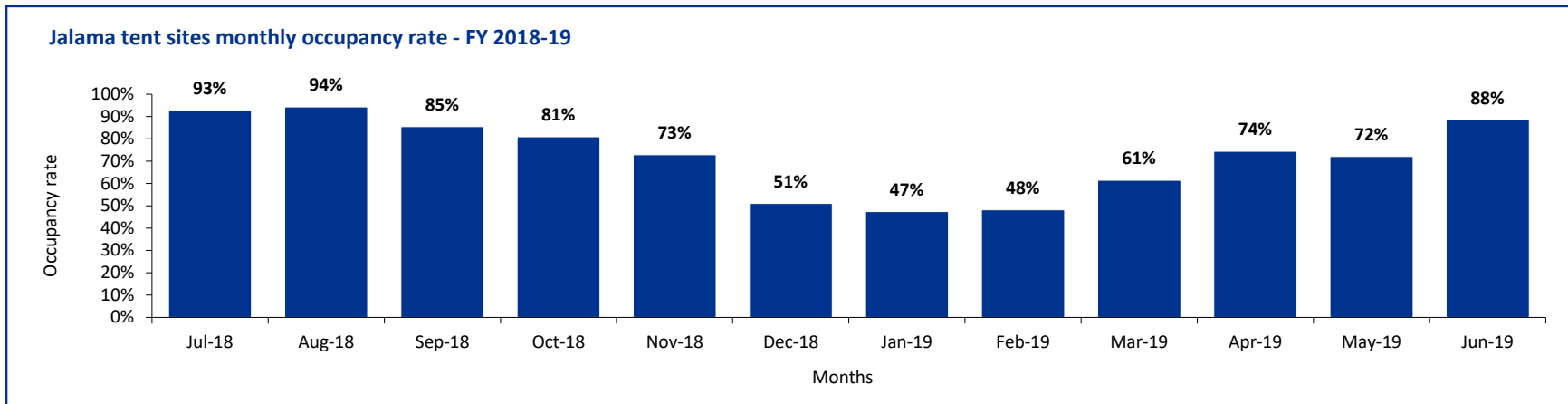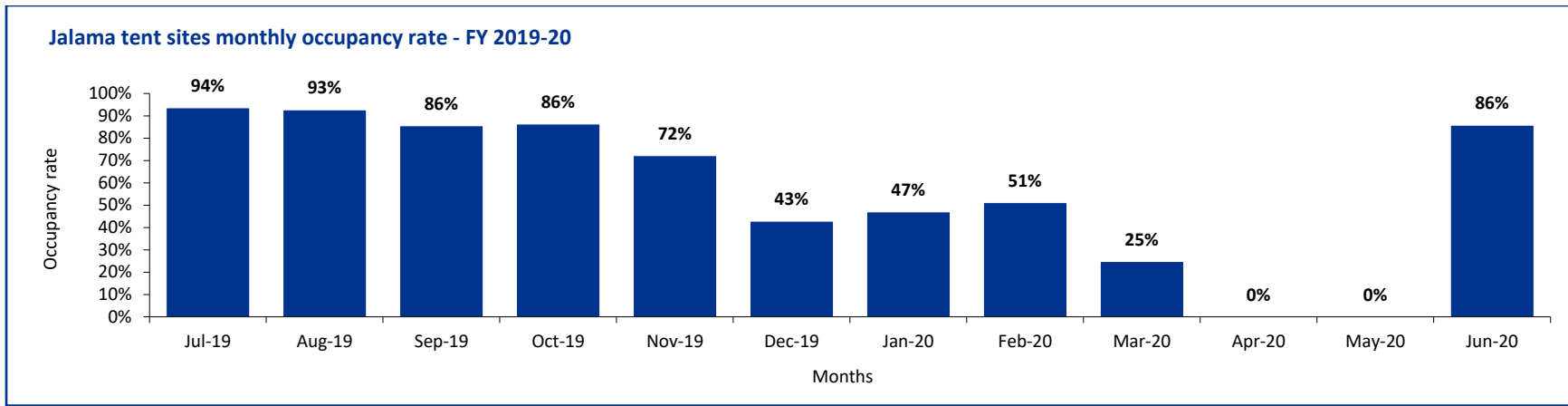
Cachuma hookup sites monthly occupancy rate - FY 2017-18

Figure 65: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma hook up sites for FY 2018-19. Average monthly occupancy rates were approximately 38 percent during that period with the highest monthly occupancy rate experienced in June 2019 at 50 percent and the lowest monthly occupancy rate occurring in December 2018 at 28 percent.

Cachuma hookup sites monthly occupancy rate - FY 2018-19

Figure 66: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma hook up sites for FY 2019-20. Average monthly occupancy rates were approximately 33 percent during that period with the highest monthly occupancy rate experienced in June 2020 at 72 percent and the lowest monthly occupancy rate occurring in April 2020 and May 2020 as a result of the COVID-19 Pandemic which saw campsite closures at that time.

Cachuma hookup sites monthly occupancy rate - FY 2019-20

Figure 67: Source KPMG

The below chart illustrates the monthly occupancy of Cachuma all hook up sites for FY 2020-21. Average monthly occupancy rates were approximately 55 percent during that period with the highest monthly occupancy rate experienced in July 2020 at 88 percent and the lowest monthly occupancy rate occurring in January 2021 at 3 percent.
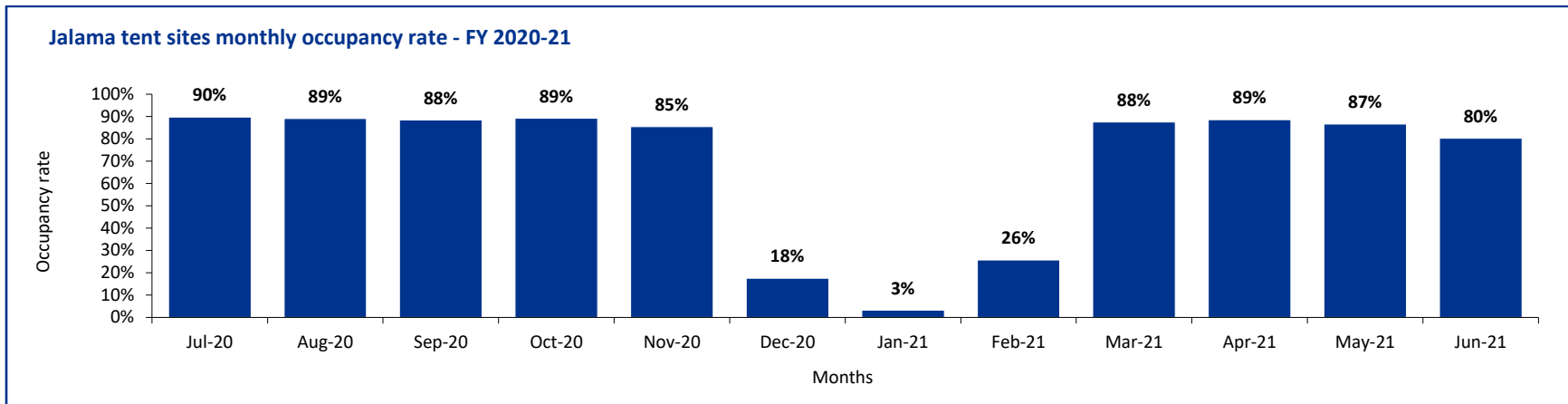
Cachuma hookup sites monthly occupancy rate - FY 2020-21

Figure 68: Source KPMG

The below chart illustrates the average annual occupancy of all sites at Jalama from FY 2017-18 to FY 2020-21. Between FY2017-2018 and FY2018-2019, occupancy rates increased by approximately 0.5 percent. In FY2019-2020 occupancy rates fell by almost 16 percent while in FY 2020-2021, annual occupancy increased by approximately 13 percent.

**Average annual occupancy rate of Jalama all sites from FY 2017-18 to FY 2020-21**

Figure 69: Source KPMG

The below chart illustrates the monthly occupancy of Jalama tent sites for FY 2017-18. Average monthly occupancy rates were approximately 72 percent during that period with the highest monthly occupancy rate experienced in June 2018 at 99 percent and the lowest monthly occupancy rate occurring in January 2018 at 48 percent.
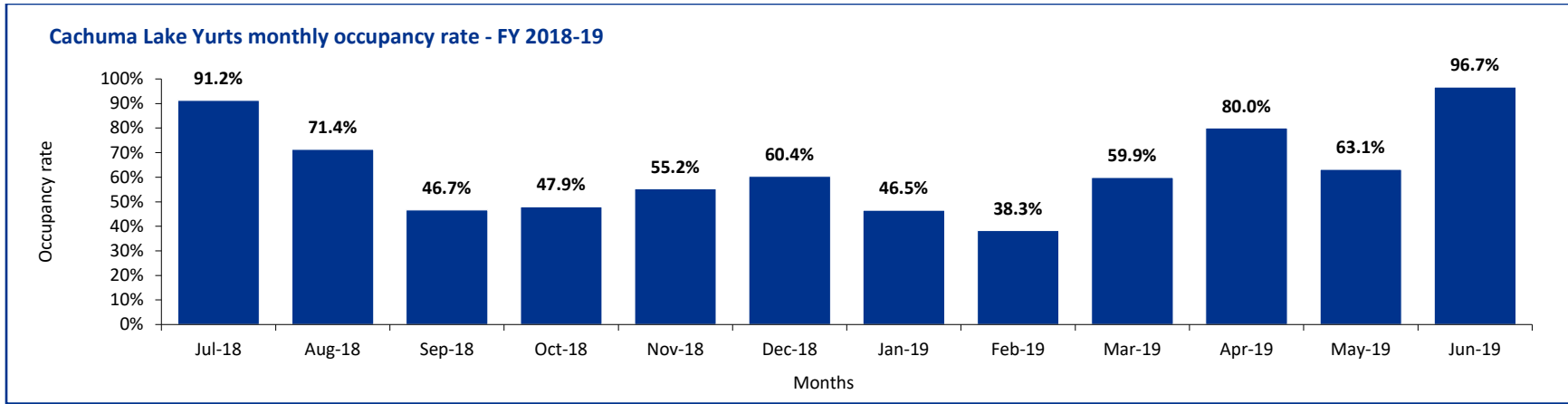
Jalama tent sites monthly occupancy rate - FY 2017-18

Figure 70: Source KPMG

The below chart illustrates the monthly occupancy of Jalama tent sites for FY 2018-19. Average monthly occupancy rates were approximately 73 percent during that period with the highest monthly occupancy rate experienced in July 2018 at 93 percent and the lowest monthly occupancy rate occurring in January 2019 at 47 percent.

Jalama tent sites monthly occupancy rate - FY 2018-19

Figure 71: Source KPMG

The below chart illustrates the monthly occupancy of Jalama tent sites for FY 2019-20. Average monthly occupancy rates were approximately 73 percent during that period with the highest monthly occupancy rate experienced in July 2019 at 94 percent and the lowest monthly occupancy rate occurring in April 2020 and May 2020 as a result of the COVID-19 Pandemic which saw campsite closures at that time.
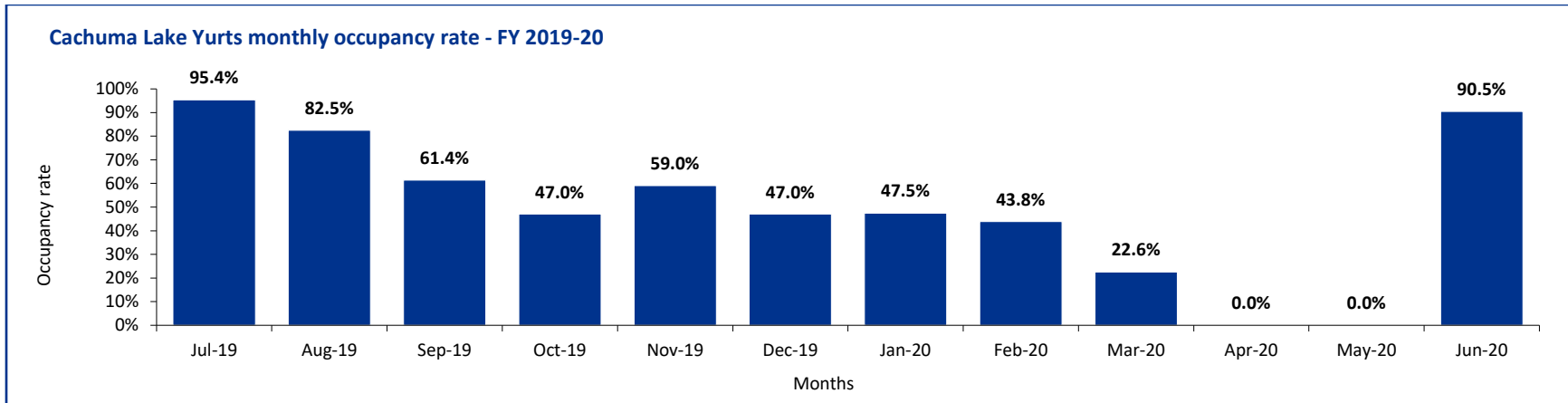
Jalama tent sites monthly occupancy rate - FY 2019-20

Figure 72: Source KPMG

The below chart illustrates the monthly occupancy of Jalama all tent sites for FY 2020-21. Average monthly occupancy rates were approximately 69 percent during that period with the highest monthly occupancy rate experienced in July 2020 at 90 percent and the lowest monthly occupancy rate occurring in January 2021 at 3 percent.
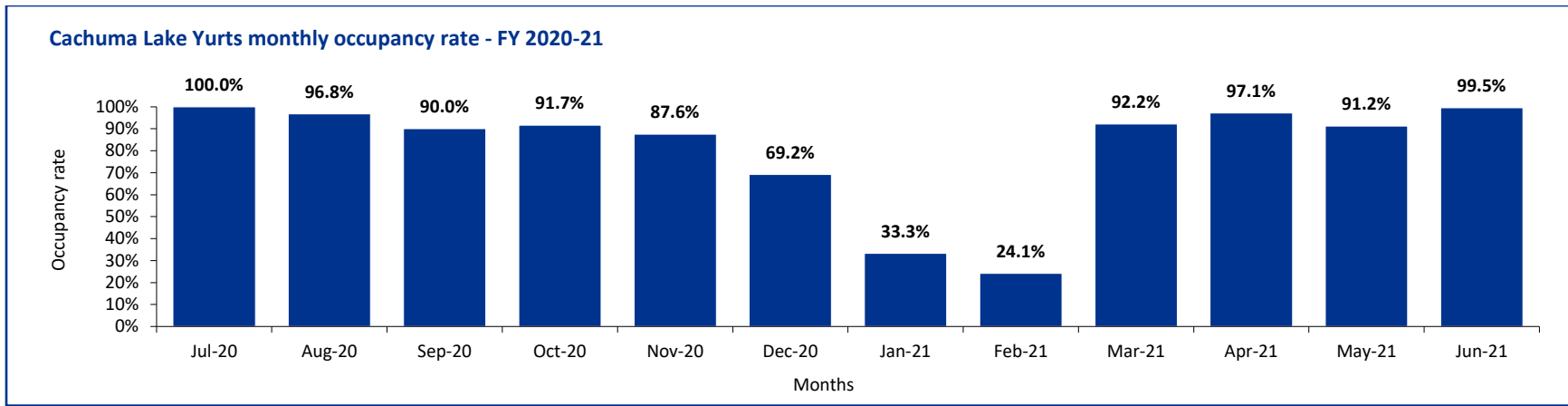
Jalama tent sites monthly occupancy rate - FY 2020-21

Figure 73: Source KPMG

Cabin and Yurt Occupancy

The below chart illustrates the average annual occupancy rate of Cachuma Lake Yurts from FY 2017-18 to FY 2020-21. Between FY2017-2018 and FY2018-2019, occupancy rates increased by approximately 10 percent. In FY2019-2020 occupancy rates fell by almost 3 percent while in FY 2020-2021, annual occupancy increased by approximately 21 percent.
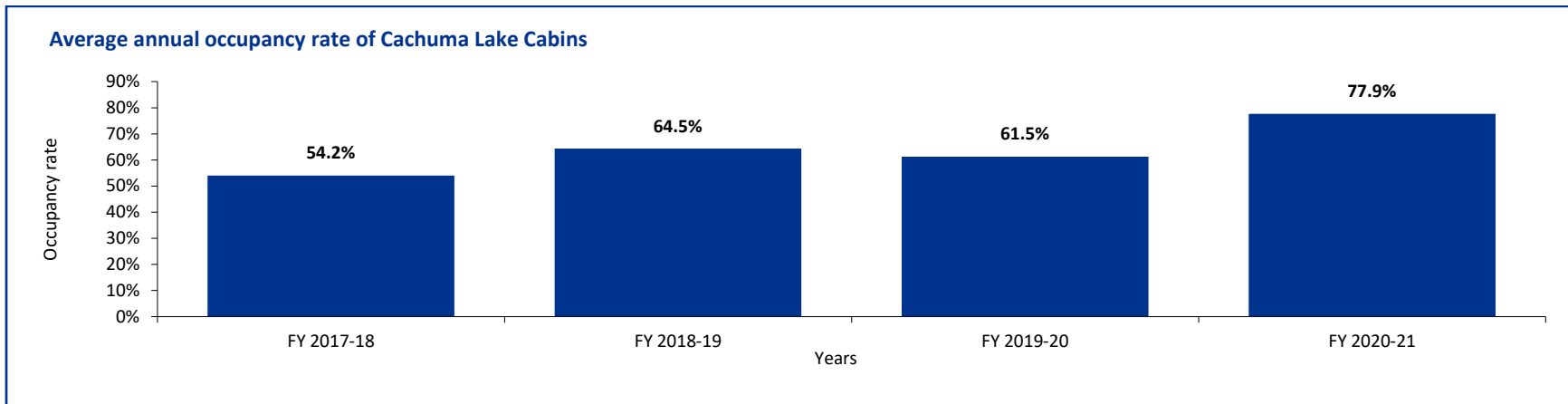
Average annual occupancy rate of Cachuma Lake Yurts
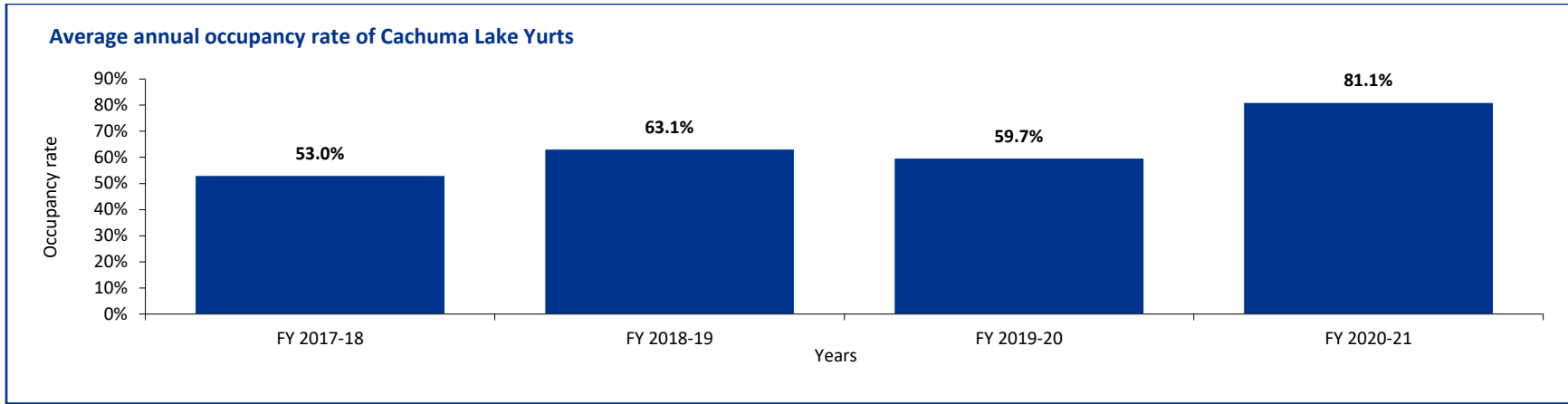
Figure 74: Source KPMG

The below chart illustrates the monthly occupancy rate of Cachuma Lake Yurts for FY 2017-18. Average monthly occupancy rates were approximately 53 percent during that period with the highest monthly occupancy rate experienced in June 2018 at approximately 84 percent and the lowest monthly occupancy rate occurring in December 2017 at approximately 25 percent.

Cachuma Lake Yurts monthly occupancy rate - FY 2017-18
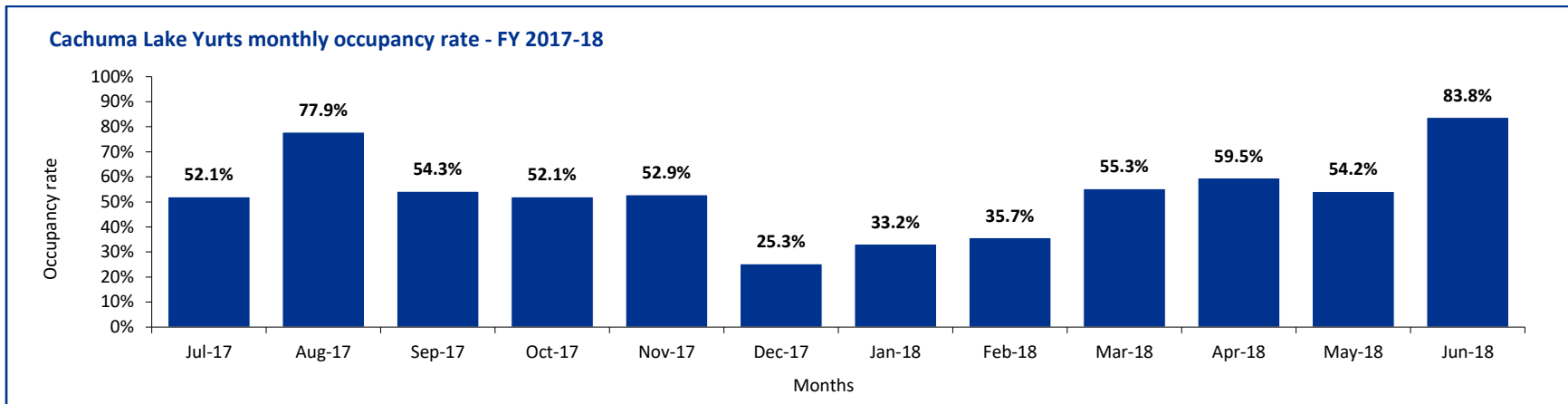
Figure 75: Source KPMG

The below chart illustrates the monthly occupancy rate of Cachuma Lake Yurts for FY 2018-19. Average monthly occupancy rates were approximately 63 percent during that period with the highest monthly occupancy rate experienced in June 2019 at approximately 97 percent and the lowest monthly occupancy rate occurring in February 2019 at approximately 38 percent.
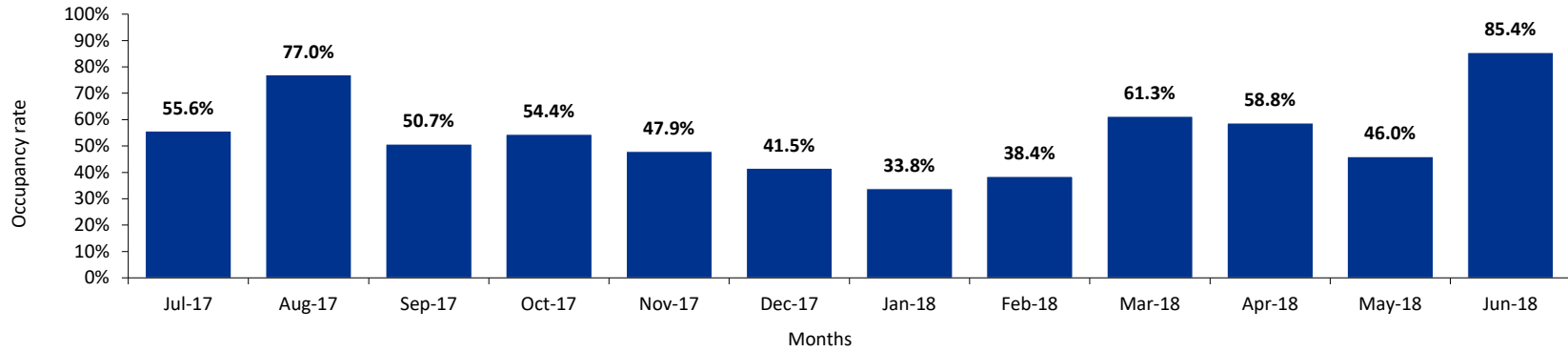
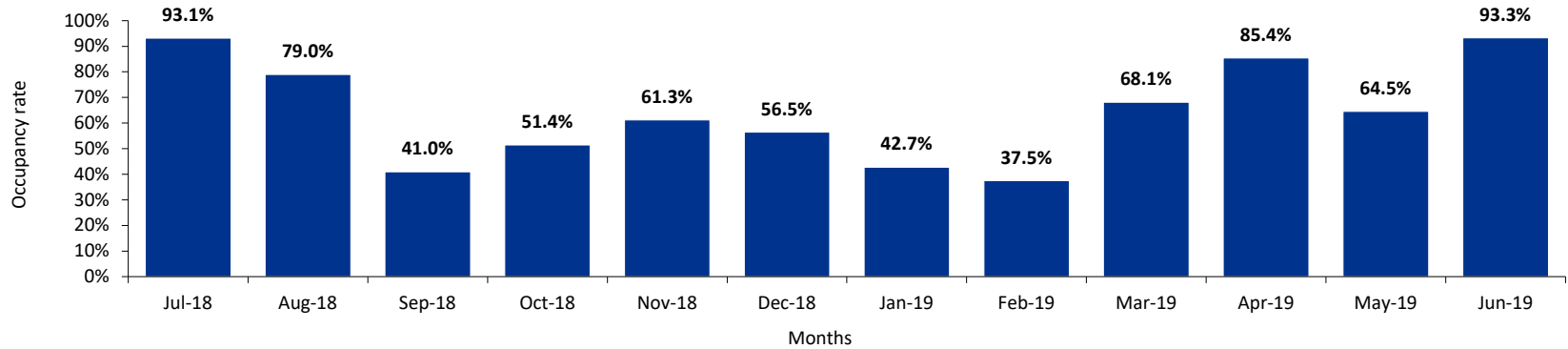**Cachuma Lake Yurts monthly occupancy rate - FY 2018-19**

Figure 76: Source KPMG

The below chart illustrates the monthly occupancy rate of Cachuma Lake Yurts for FY 2019-20. Average monthly occupancy rates were approximately 63 percent during that period with the highest monthly occupancy rate experienced in July 2019 at approximately 95 percent and the lowest monthly occupancy rate occurring in April 2020 and May 2020 as a result of the COVID-19 Pandemic which saw campsite closures at that time.

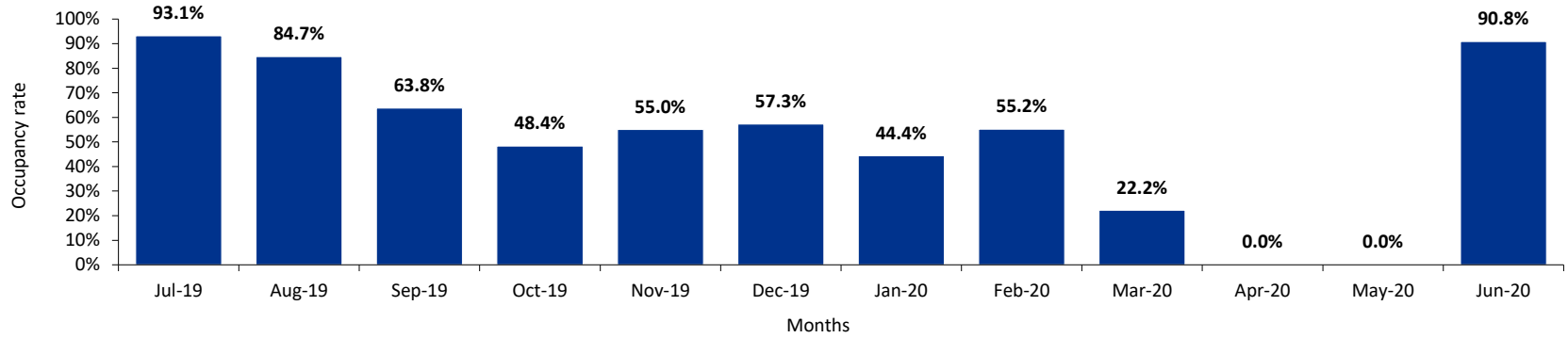**Cachuma Lake Yurts monthly occupancy rate - FY 2019-20**

Figure 77: Source KPMG

The below chart illustrates the monthly occupancy rate of Cachuma Lake Yurts for FY 2020-21. Average occupancy was approximately 80 percent during that period with the highest monthly occupancy rate experienced in July 2020 at 100 percent and the lowest monthly occupancy rate occurring in February 2021 at approximately 24 percent.

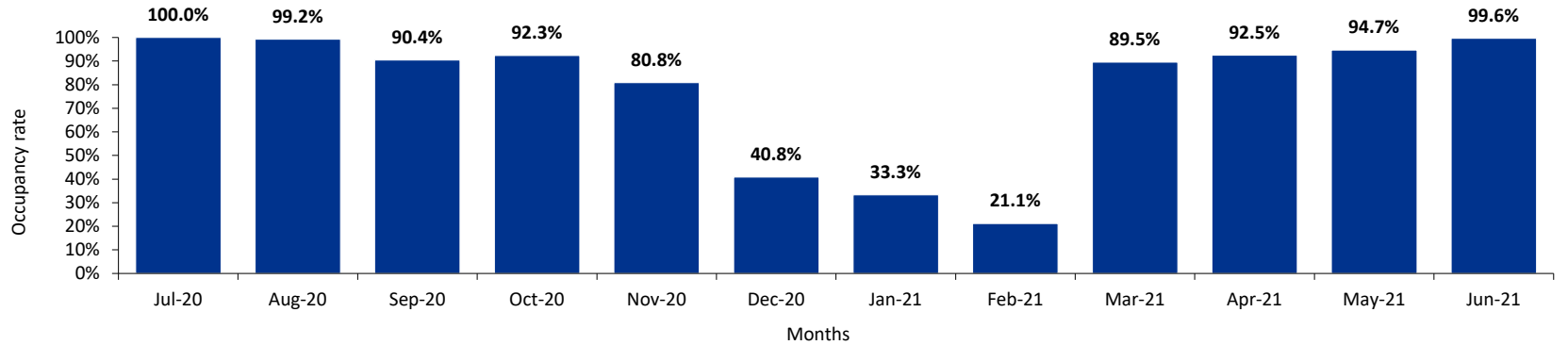## Cachuma Lake Yurts monthly occupancy rate - FY 2020-21

Figure 78: Source KPMG

The below chart illustrates the average annual occupancy rate of Cachuma Lake Cabins from FY 2017-18 to FY 2020-21. Between FY2017-2018 and FY2018-2019, occupancy rates increased by approximately 10 percent. In FY2019-2020 occupancy rates fell by almost 3 percent while in FY 2020-2021, annual occupancy increased by approximately 16 percent.

Average annual occupancy rate of Cachuma Lake Cabins

Figure 79: Source KPMG

The below chart illustrates the monthly occupancy rate of Cachuma Lake Cabins for FY 2017-18. Average occupancy was approximately 54 percent during that period with the highest monthly occupancy rate experienced in June 2018 at 85 percent and the lowest monthly occupancy rate occurring in January 2018 at approximately 34 percent.

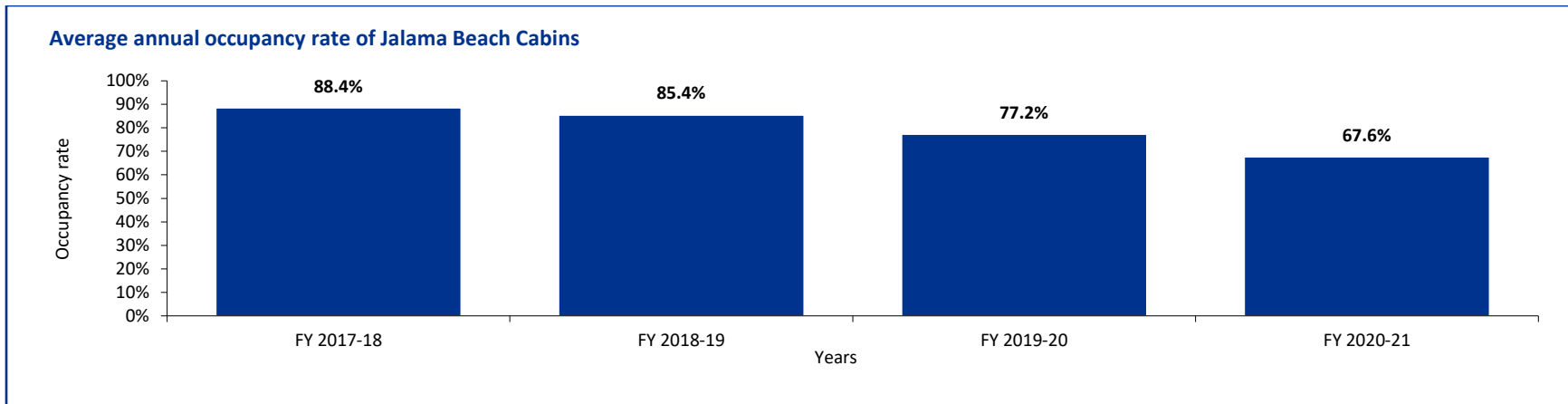### Cachuma Lake Cabins monthly occupancy rate - FY 2017-18

Figure 80: Source KPMG

The below chart illustrates the monthly occupancy rate of Cachuma Lake Cabins for FY 2018-19. Average occupancy was approximately 64 percent during that period with the highest monthly occupancy rate experienced in June 2019 at approximately 93 percent and the lowest monthly occupancy rate occurring in September 2018 at 41 percent.

Cachuma Lake Cabins monthly occupancy rate - FY 2018-19

Figure 81: Source KPMG

The below chart illustrates the monthly occupancy rate of Cachuma Lake Cabins for FY 2019-20. Average monthly occupancy rates were approximately 60 percent during that period with the highest monthly occupancy rate experienced in July 2019 at 93 percent and the lowest monthly occupancy rate occurring in April 2020 and May 2020 as a result of the COVID-19 Pandemic which saw campsite closures at that time.

Cachuma Lake Cabins monthly occupancy rate - FY 2019-20
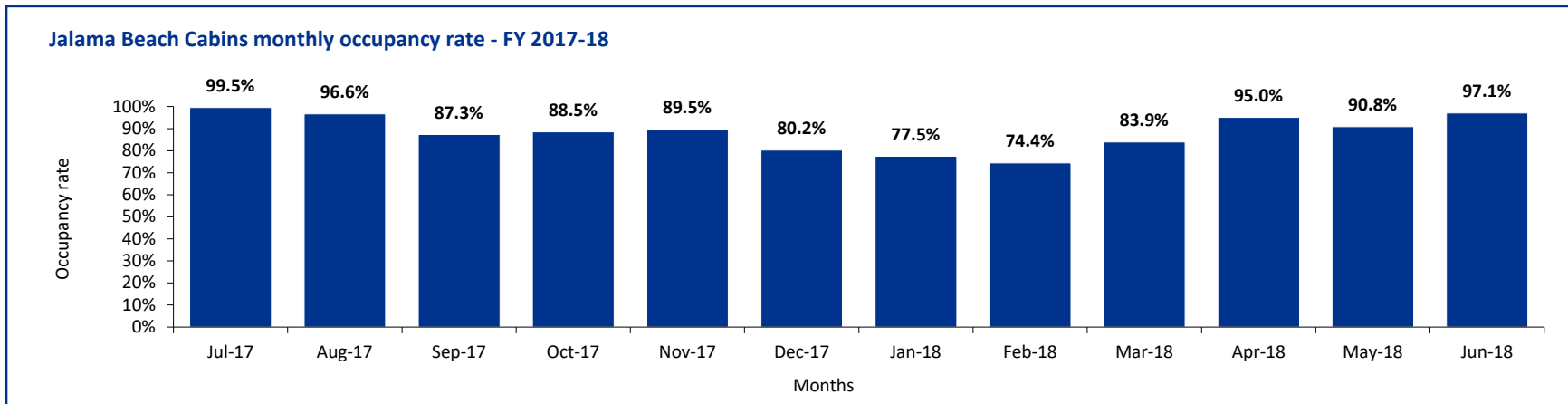

Figure 82: Source KPMG

The below chart illustrates the monthly occupancy rate of Cachuma Lake Cabins for FY 2020-21. Average occupancy was approximately 78 percent during that period with the highest monthly occupancy rate experienced in July 2019 at 100 percent and the lowest monthly occupancy rate occurring in February 2021 at 21 percent.

Cachuma Lake Cabins monthly occupancy rate - FY 2020-21

Figure 83: Source KPMG

The below chart illustrates the average yearly occupancy rate of Jalama Beach Cabins from FY 2017-18 to FY 2020-21. Between FY2017-2018 and FY2018-2019, occupancy rates decreased by approximately 3 percent. In FY2019-2020 occupancy rates fell by over 8 percent while in FY 2020-2021, annual occupancy further decreased by approximately 5 percent.
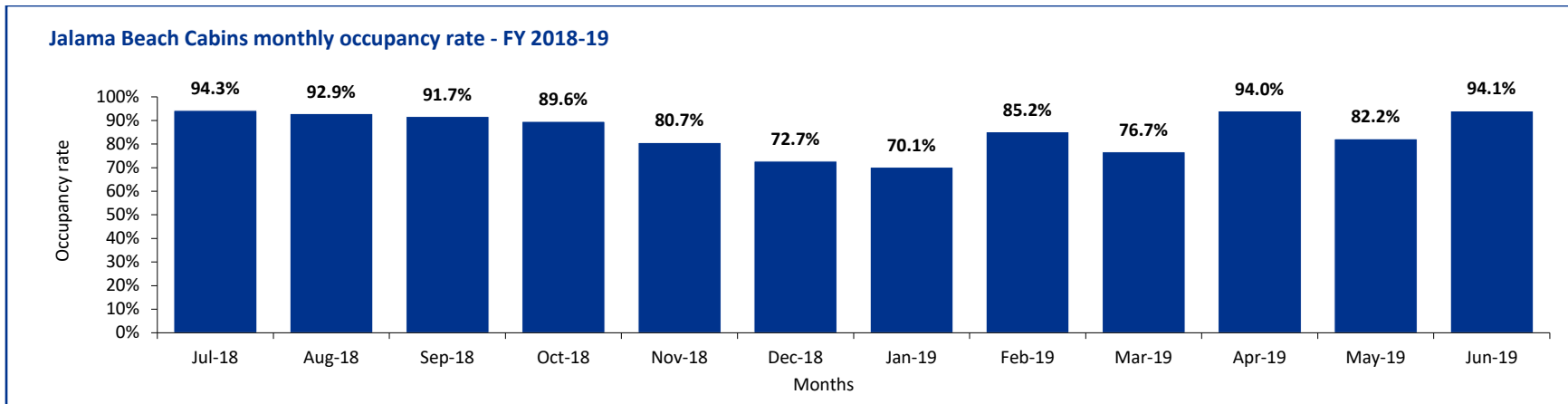
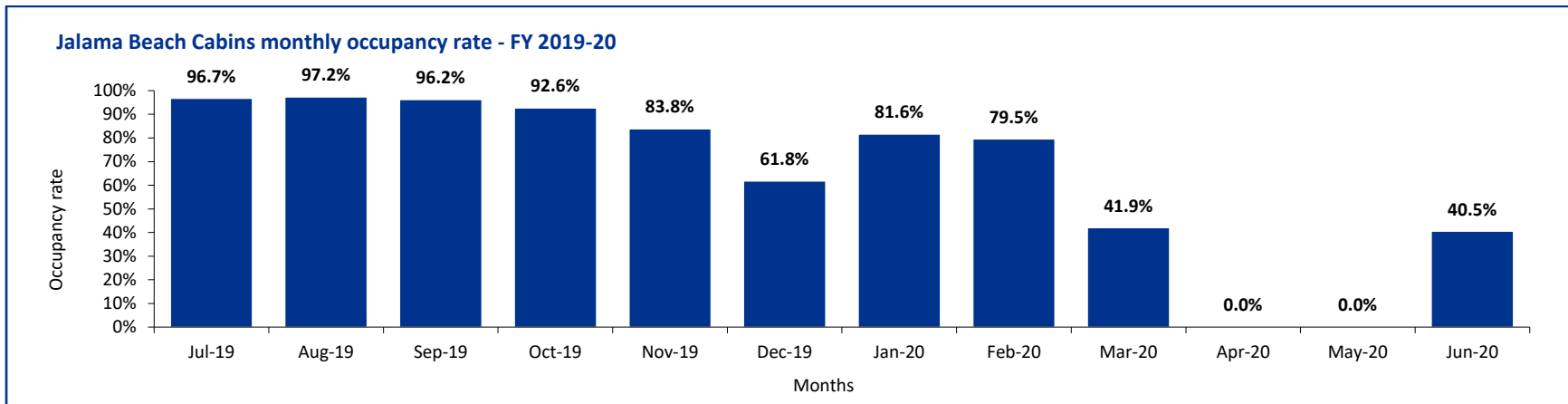**Average annual occupancy rate of Jalama Beach Cabins**

Figure 84: Source KPMG

The below chart illustrates the monthly occupancy rate of Jalama Beach Cabins for FY 2017-18. Average occupancy was approximately 88 percent during that period with the highest monthly occupancy rate experienced in July 2017 at over 99 percent and the lowest monthly occupancy rate occurring in February 2018 at approximately 74 percent.

Jalama Beach Cabins monthly occupancy rate - FY 2017-18

Figure 85: Source KPMG

The below chart illustrates the monthly occupancy rate of Jalama Beach Cabins for FY 2018-19. Average occupancy was approximately 85 percent during that period with the highest monthly occupancy rate experienced in July 2018 at approximately 94 percent and the lowest monthly occupancy rate occurring in January 2019 at approximately 70 percent.

Jalama Beach Cabins monthly occupancy rate - FY 2018-19

Figure 86: Source KPMG

The below chart illustrates the monthly occupancy rate of Jalama Beach Cabins for FY 2019-20. Average monthly occupancy rates were approximately 64 percent during that period with the highest monthly occupancy rate experienced in August 2019 at 97 percent and the lowest monthly occupancy rate occurring in April 2020 and May 2020 as a result of the COVID-19 Pandemic which saw campsite closures at that time.

Jalama Beach Cabins monthly occupancy rate - FY 2019-20

Figure 87: Source KPMG

The below chart illustrates the monthly occupancy rate of Jalama Beach Cabins for FY 2020-21. Average occupancy was approximately 68 percent during that period with the highest monthly occupancy rate experienced in July 2020 at over 93 percent and the lowest monthly occupancy rate occurring in February 2021 at approximately 21 percent.

Jalama Beach Cabins monthly occupancy rate - FY 2020-21
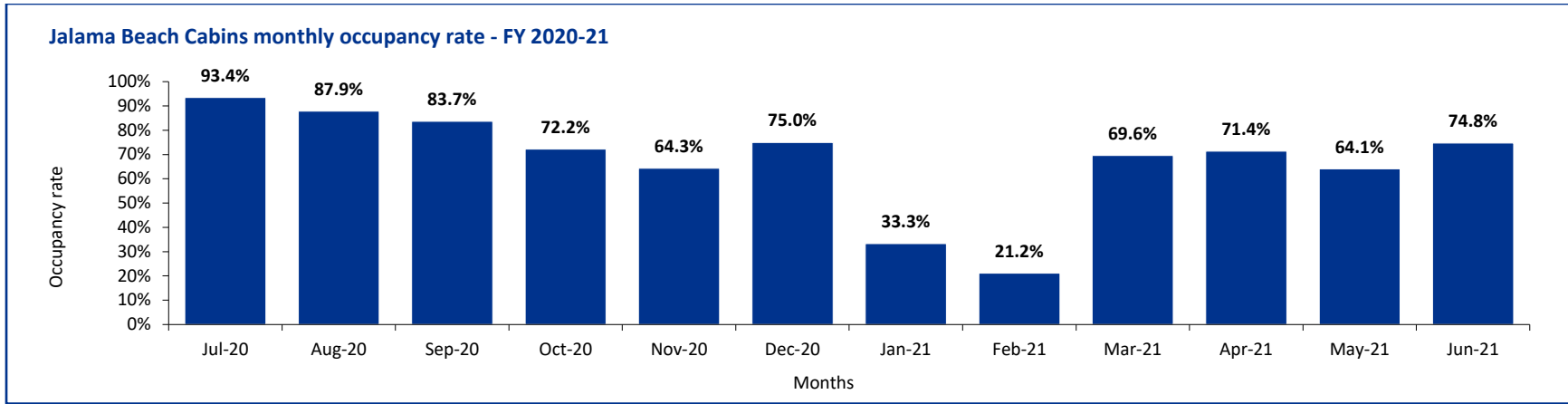
Figure 88: Source KPMG

Traffic Count Analysis

The Following visualizations were completed based on traffic count data from FY2017-18 to FY2020-21.

Parks Traffic Counts

The below chart illustrates the total traffic counts across the County's parks from FY 2017-18 to FY 2020-21. Between FY2017-2018 and FY2018-2019, traffic counts fell by approximately 16,900. In FY2019-2020 traffic counts increased by approximately 6,000 while in FY 2020-2021, annual traffic decreased by over 46,200.

Total traffic count from FY 2017-18 to FY 2021-21
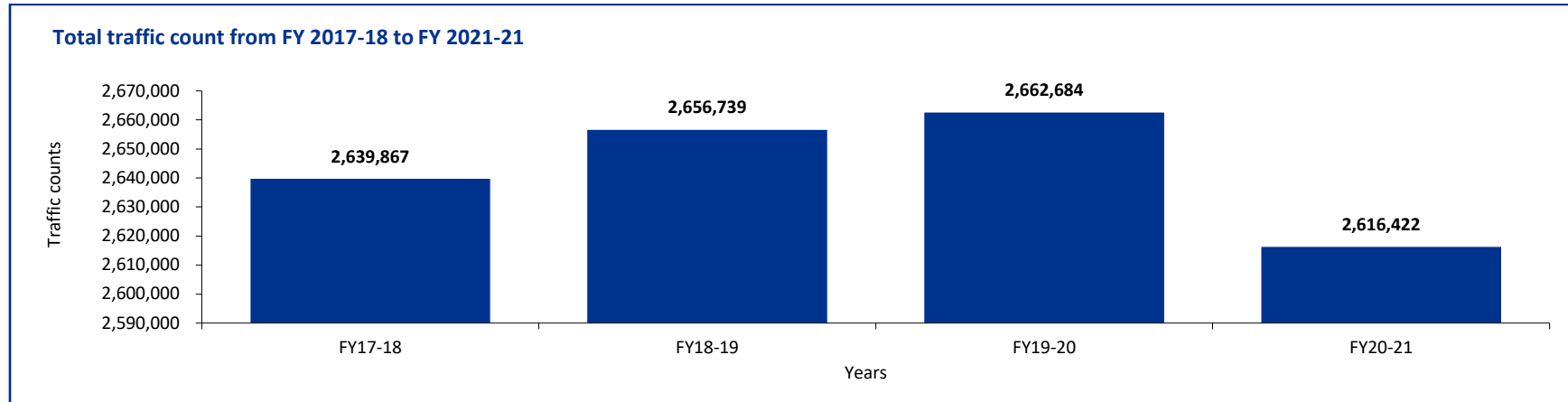
Figure 89: Source KPMG

The below chart illustrates the percentage of total annual traffic counts by location from FY 2017-18 to FY 2020-21. Across all years, Goleta Beach accounted for the highest percent of traffic at an average of approximately 22 percent, this was followed by Arroyo Burro which accounted for an average of approximately 16 percent of all traffic experienced across the County's parks.
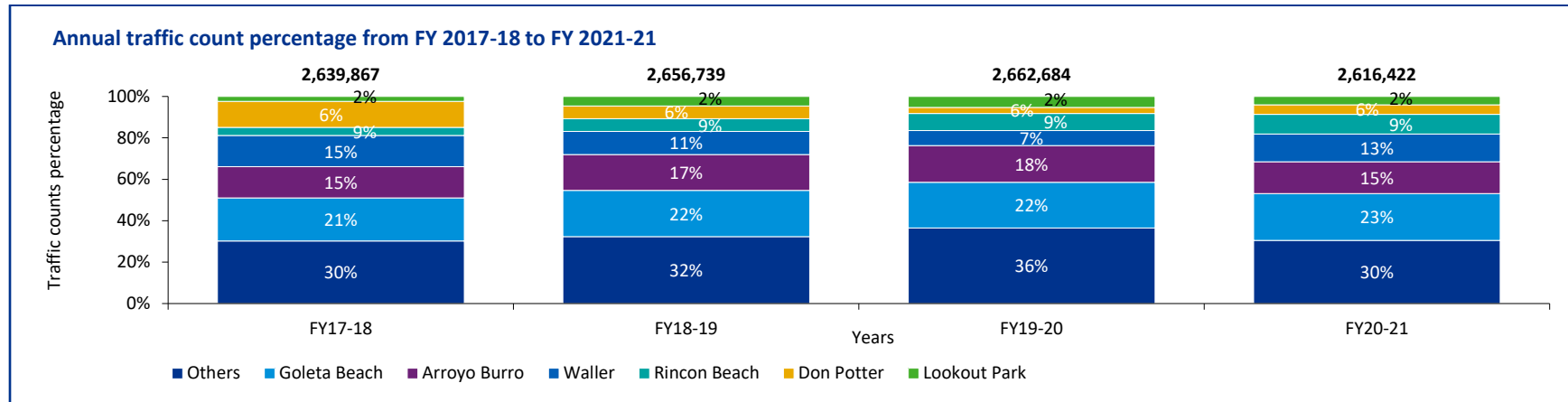

Annual traffic count percentage from FY 2017-18 to FY 2021-21

Figure 90: Source KPMG

The below chart illustrates the percentage of monthly traffic counts by location for FY 2017-18. During this period, August 2017 accounted for the month with the highest traffic experienced while the lowest traffic was experienced across locations in January 2018. Goleta Beach accounted for the highest traffic counts across locations for seven months of the year at an average of 21 percent. Between October and December 2017, Waller Park accounted for the highest level of traffic at approximately 25 percent.

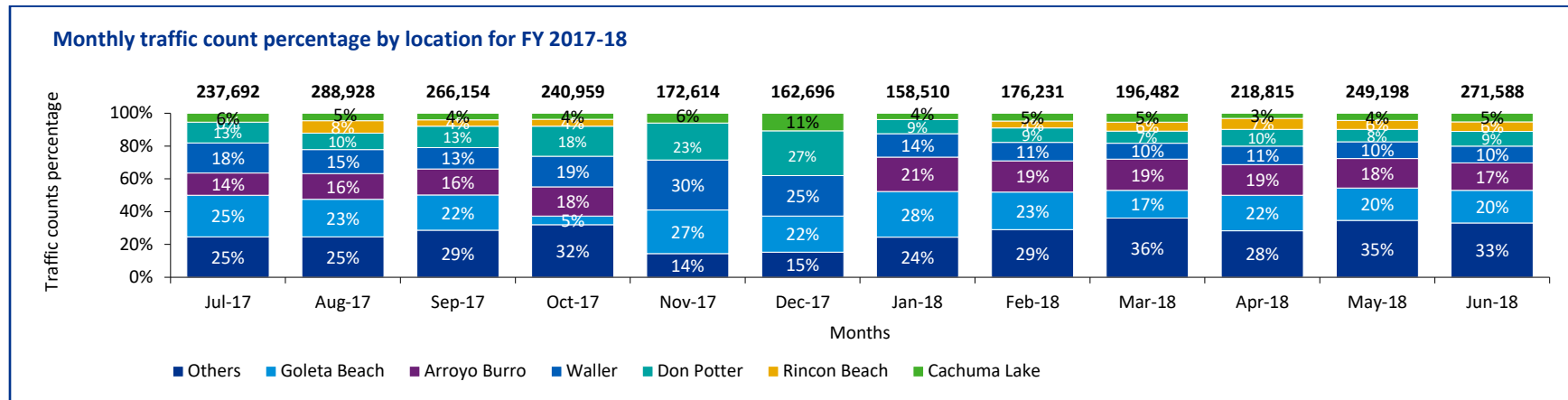**Monthly traffic count percentage by location for FY 2017-18**

Figure 91: Source KPMG

The below chart illustrates the monthly traffic counts percentage by location for FY 2018-19. During this period, July 2018 accounted for the month with the highest traffic experienced while the lowest traffic levels were experienced across locations in February 2019. Goleta Beach accounted for the highest traffic counts across location at an average of approximately 23 percent, followed by Arroyo Burro which accounted for an average of approximately 18 percent.
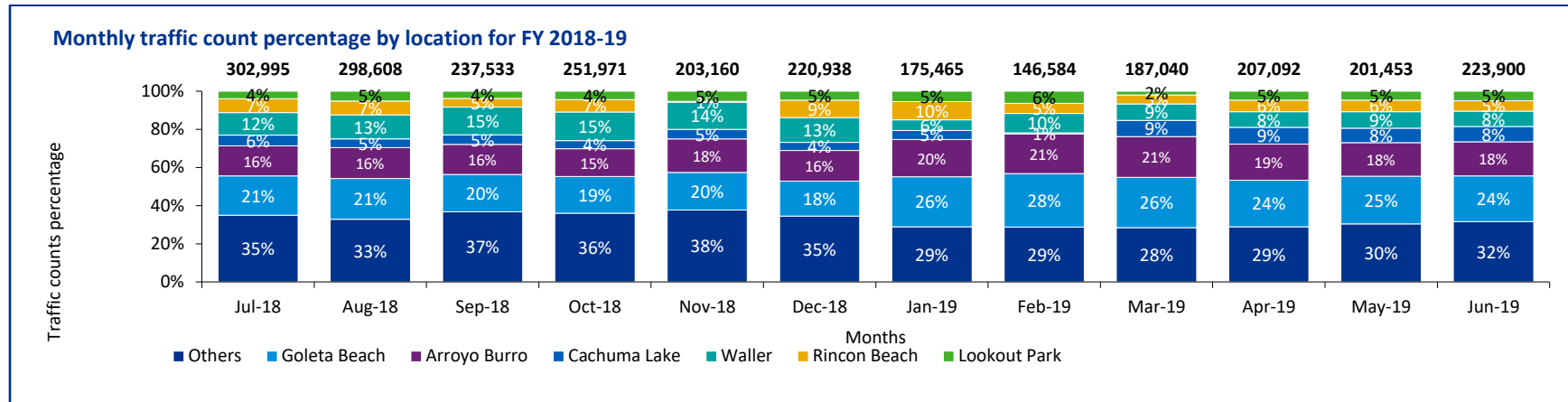

Figure 82: Source KPMG

The below chart illustrates the monthly traffic counts percentage by location for FY 2019-20. August 2019 accounted for the month with the highest traffic experienced while the lowest traffic levels were experienced in March 2020. Goleta Beach accounted for the highest traffic counts across location at an average of approximately 22 percent, followed by Arroyo Burro which accounted for an average of approximately 18 percent.
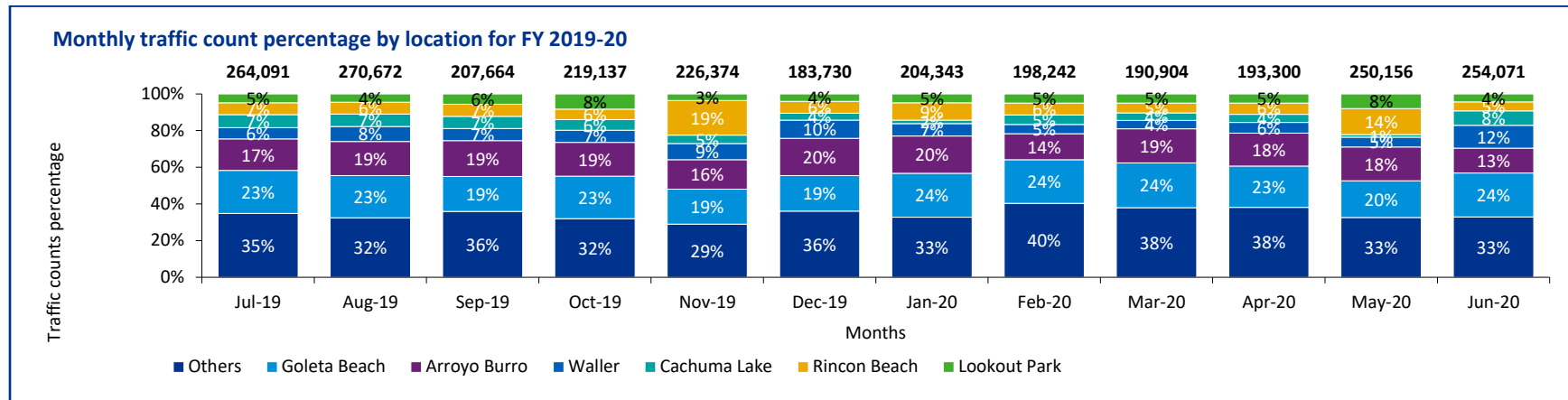

Figure 93: Source KPMG

The below chart illustrates the monthly traffic counts percentage by location for FY 2020-21. July 2020 accounted for the month with the highest traffic experienced while the lowest traffic levels were experienced in May 2021. Goleta Beach accounted for the highest traffic counts across locations at an average of approximately 23 percent, followed by Arroyo Burro which accounted for an average of approximately 16 percent.
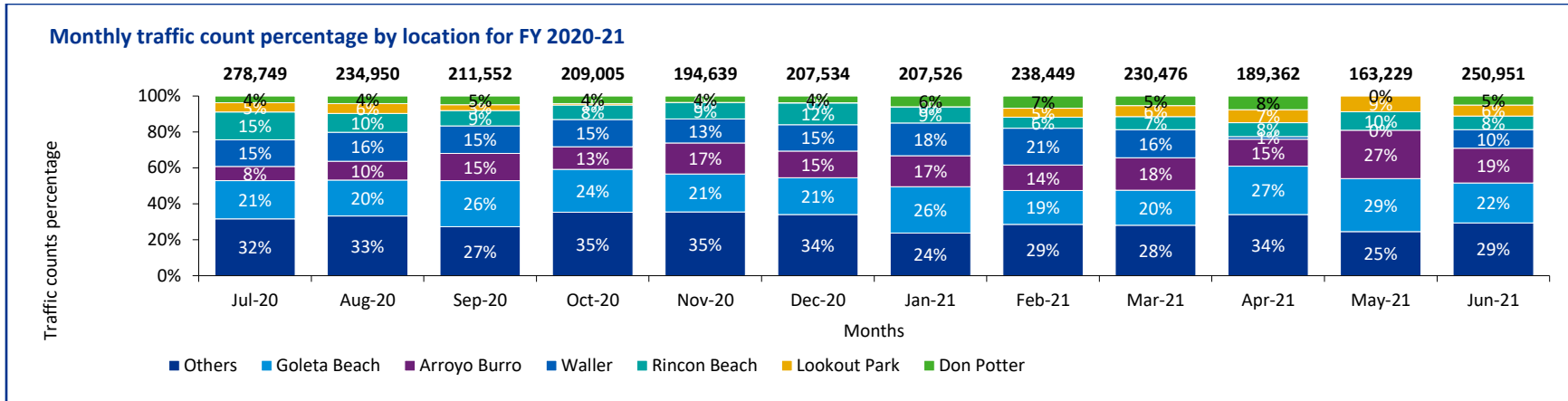

Figure 94: Source KPMG

Prioritized Timeline

The following report consists of 18 recommendations between the five divisions within the Community Services Department. Proposed timing and prioritization for each recommendation is depicted below.

			High level Timeline											
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Parks	1.1	Develop an activity-driven deployment model to align staffing to demand for park services, better track activities undertaken by staff; and ensure optimal scheduling, utilization, and capacity of resources.	■	■	■	■	■	■						
	1.2	Enhance collaboration with County HR to reduce recruitment timelines, streamline the hiring process and relieve capacity of park rangers.	■	■										
	1.3	Evaluate work order systems to centralize communication, prioritize demand, and thoroughly track and assess the performance of maintenance activities.		■	■	■	■	■	■					
	1.4	Enhance collaboration with County Risk to help ensure a more accurate and timely collection and sharing of data, help ensure the continued safety of park users, and assist with the tracking and identification of preventative maintenance.	■	■										
	1.5	Enhance collaboration between the capital projects and deferred maintenance unit and General Services to utilize project management resources to identify opportunities for improved oversight of project progress, performance, and completion.	■	■	■	■	■	■	■	■	■	■	■	■
	1.6	Utilize available data, such as registration, GNAV, revenue, and staffing data to better understand the cost per park and further inform park maintenance prioritization, implementation of recreational activities and cost/revenue analysis.						■	■	■	■	■	■	■

Housing and Community Development			
	2.1	Expand on current analysis to conduct a comprehensive needs assessment to better understand community needs, reach target populations, identify gaps in service, and align funding in collaboration with the Health and Human Services Departments.	███████
	2.2	Enhance collaborate with Behavioral Wellness on homeless outreach to reduce duplication of efforts, streamline services offering, more strategically allocate workload, and better deploy funding for greater impact.	███
	2.3	Identify a core set of key outcomes and performance measures to enhance the tracking of successful program outcomes, ensure that provider and program performance is monitored on a timely basis, and enhance data-driven decision-making related to funding decisions..	██
	2.4	Enhance data tracking processes related to staff time spent on grant funded programs to help ensure optimal use of funding streams.	████
	2.5	Develop standard operating procedures for the invoicing process to enhance efficiency, reduce the potential for error, and workload burden for staff—noting this may involve input from County Counsel and County Fiscal.	████
	2.6	Consider centralized management and oversight of grant management efforts to centralize, consolidate, and standardize grant pursuits; enhance grant monitoring and management and better align with County strategy.	████

Category	#	Recommendation
Sustainability	3.1	Empower Sustainability Division to coordinate countywide sustainability efforts and conduct materiality assessment to assist the Department in identifying critical initiatives and implementation strategies to promote high-impact, successful outcomes across the County.
Sustainability	3.2	Improve monitoring and reporting of sustainability and performance data to allow for enhanced data-driven decision-making related to funding decisions and initiative outcomes.
Library Services	4.1	Adopt best practices when developing governance model strategies for Library Services to help ensure optimal communication, increased access to information, and enhanced decision-making.
Library Services	4.2	Identify a core set of goals, outcomes, and performance measures that can help the Library Services Division and Department leadership standardize operations across libraries and regularly measure performance.
Arts and Culture	5.1	Identify a core set of outcome-based performance measures to enable the Office to help ensure that the impact of arts and culture initiatives can be effectively measured.
Arts and Culture	5.2	Collaborate with the CEO's Office to establish a countywide DEIA hub to place greater emphasis on a coordinated, cross-department DEIA strategy.

Figure 95: Source: KPMG

Contact us

William Zizic

Partner

wzizic@kpmg.com

Alexander Rothman

Director

alexanderrothman@kpmg.com

Olivia Rabbitte

Manager

oliviarabbitte@kpmg.com

www.kpmg.com