

KPMG Operational and Performance Review of the County Executive Office

KPMG and CEO Response



January 14, 2019
Meeting of the Board of Supervisors

Today's Presentation

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

Context

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

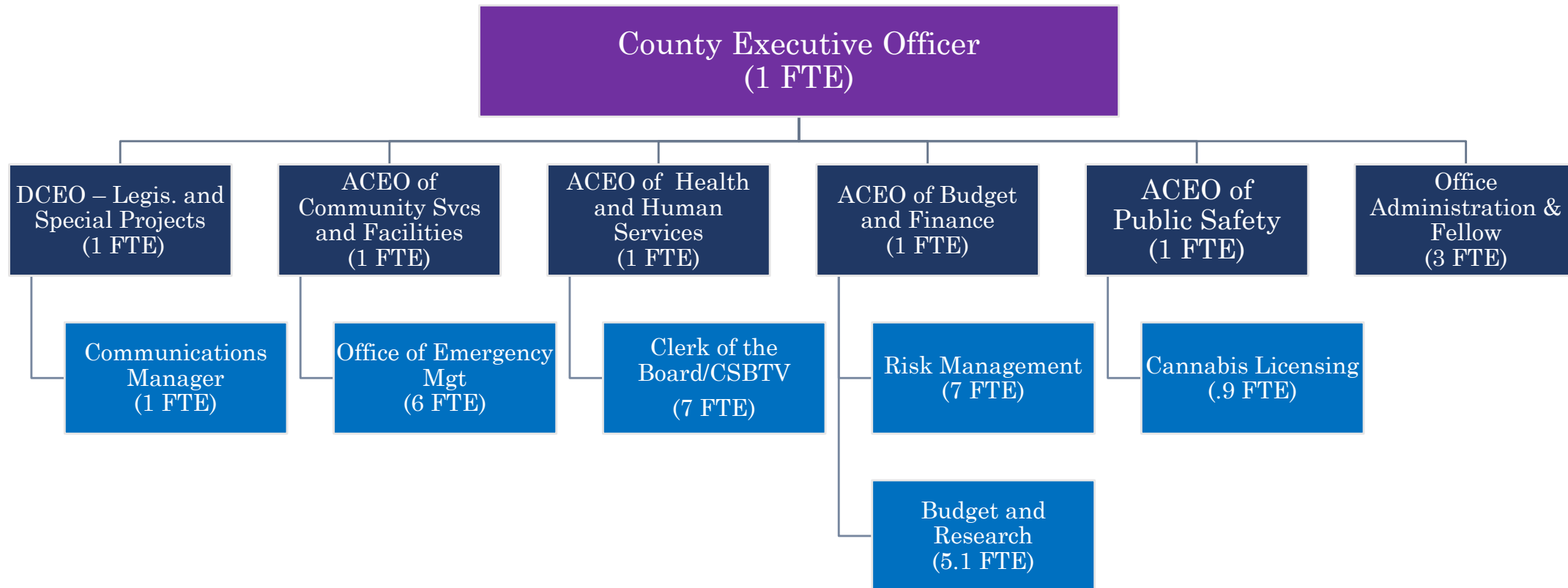
Scope

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

CEO Organization

Staff: 36 FTE*

Budget: \$7.5 Million excluding Risk Management Funds; (\$42.2 Million *with* Risk Mgt Funds)



*Previously 37 but 1 FTE transferred to ICT in General Services



Improving Performance to Better Serve Our County Residents

**Board of Supervisors Presentation
Countywide Operational and Performance
Review – County Executive Office
January 14, 2020**

Agenda

Year One Project Timeline

Methodology

Commendations

Enterprise

Recommendations

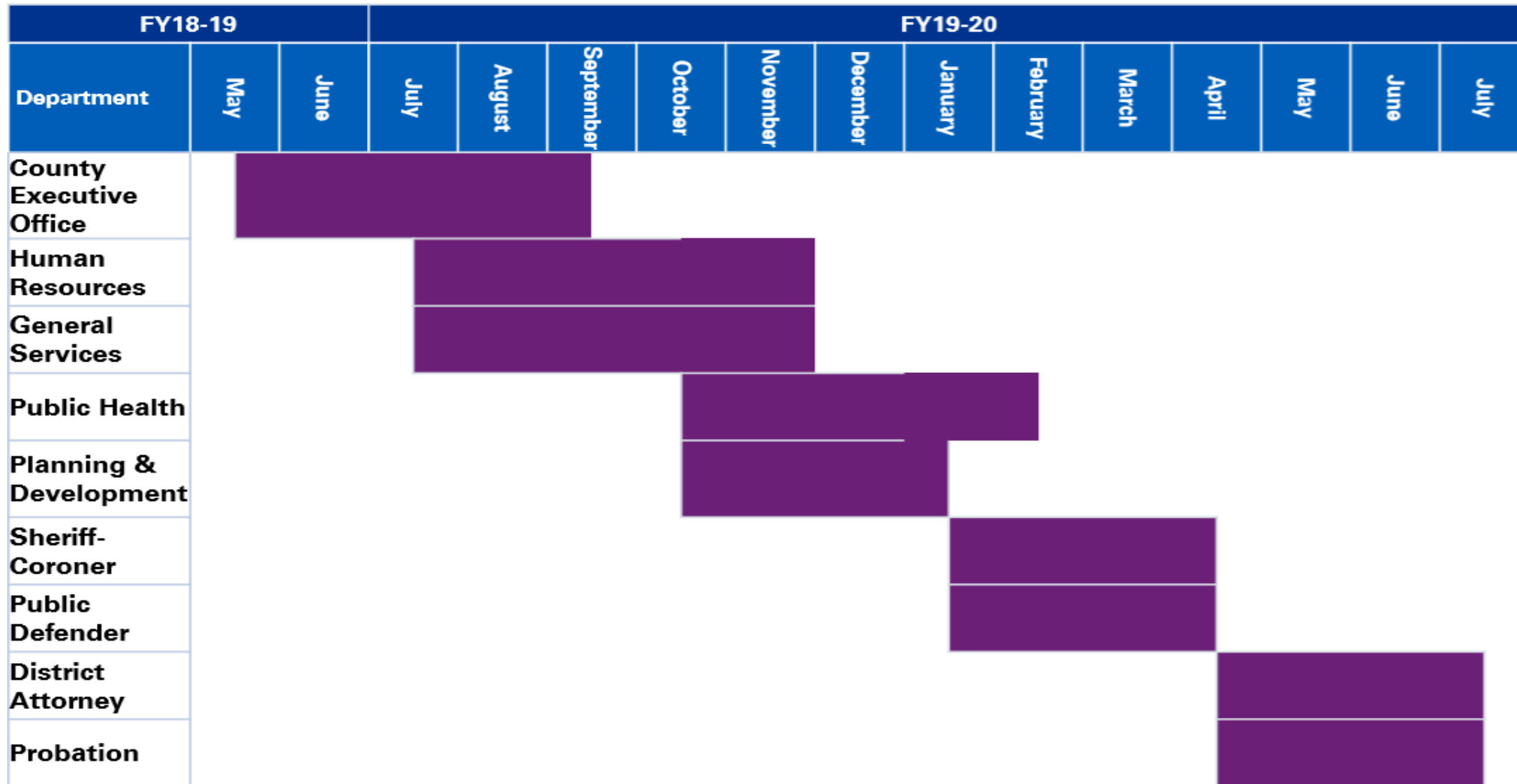
Office Recommendations

Program

Recommendations



Year One Project Timeline



Methodology

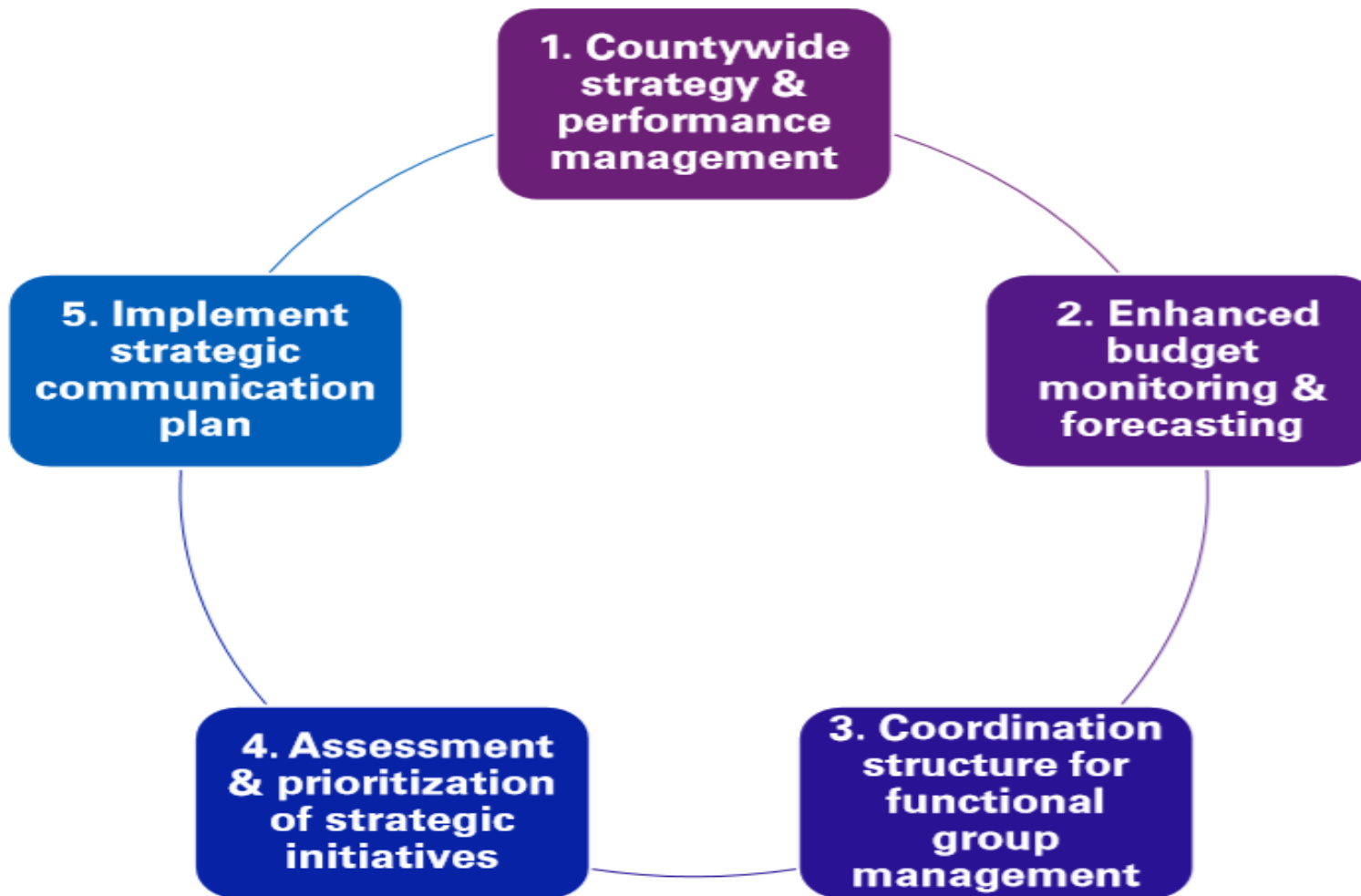
The County of Santa Barbara contracted with KPMG in May 2019 to conduct operational and performance reviews across all County departments. The purpose is to identify strengths and opportunities to improve the overall operational efficiency, effectiveness, and service delivery provided by the County.



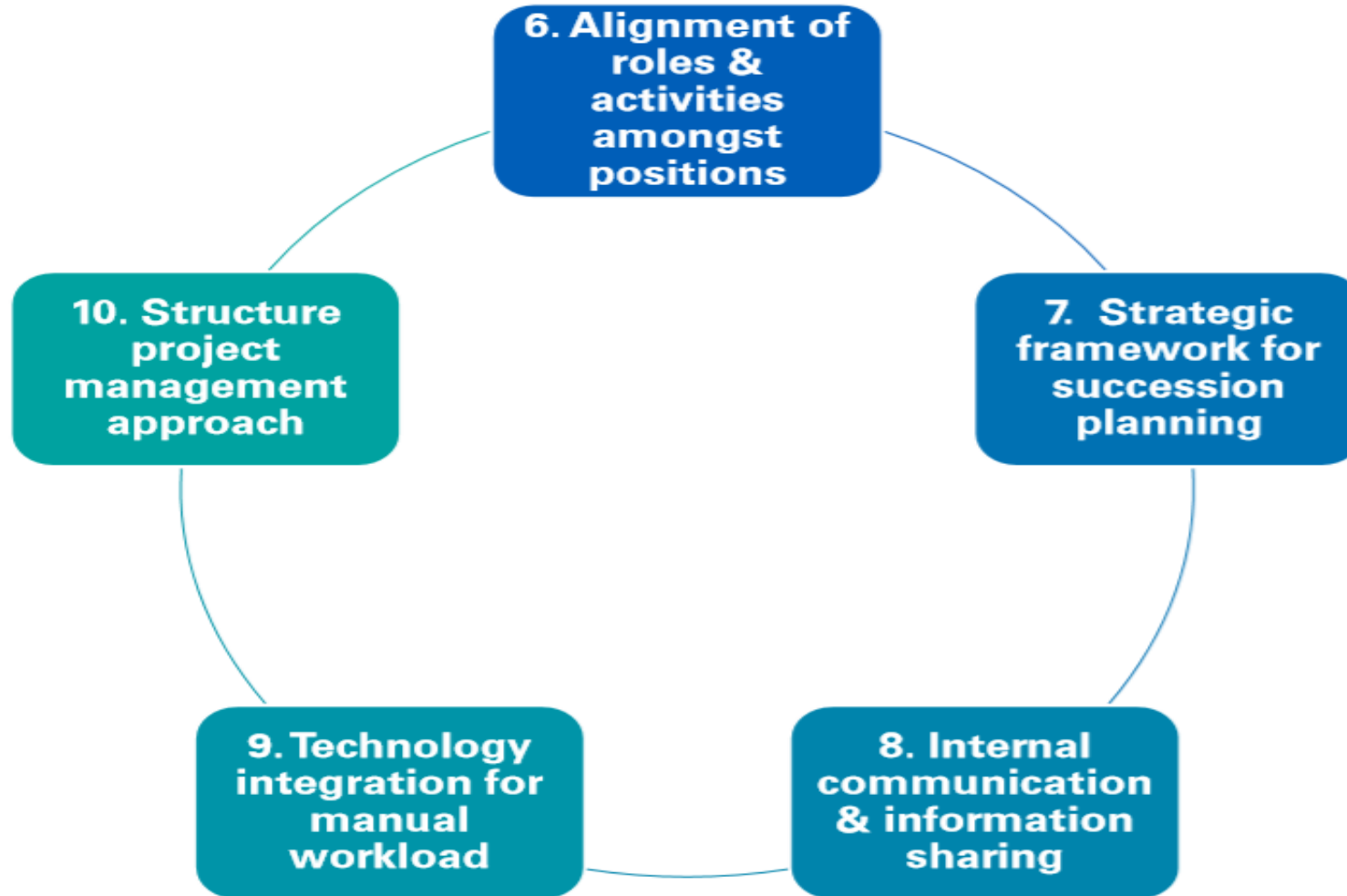
Commendations



County Executive Enterprise Enablement Recommendations



County Executive Office Enablement Recommendations



County Executive Office Program Recommendations

**Clerk of the
Board**

**Office of
Emergency
Management**

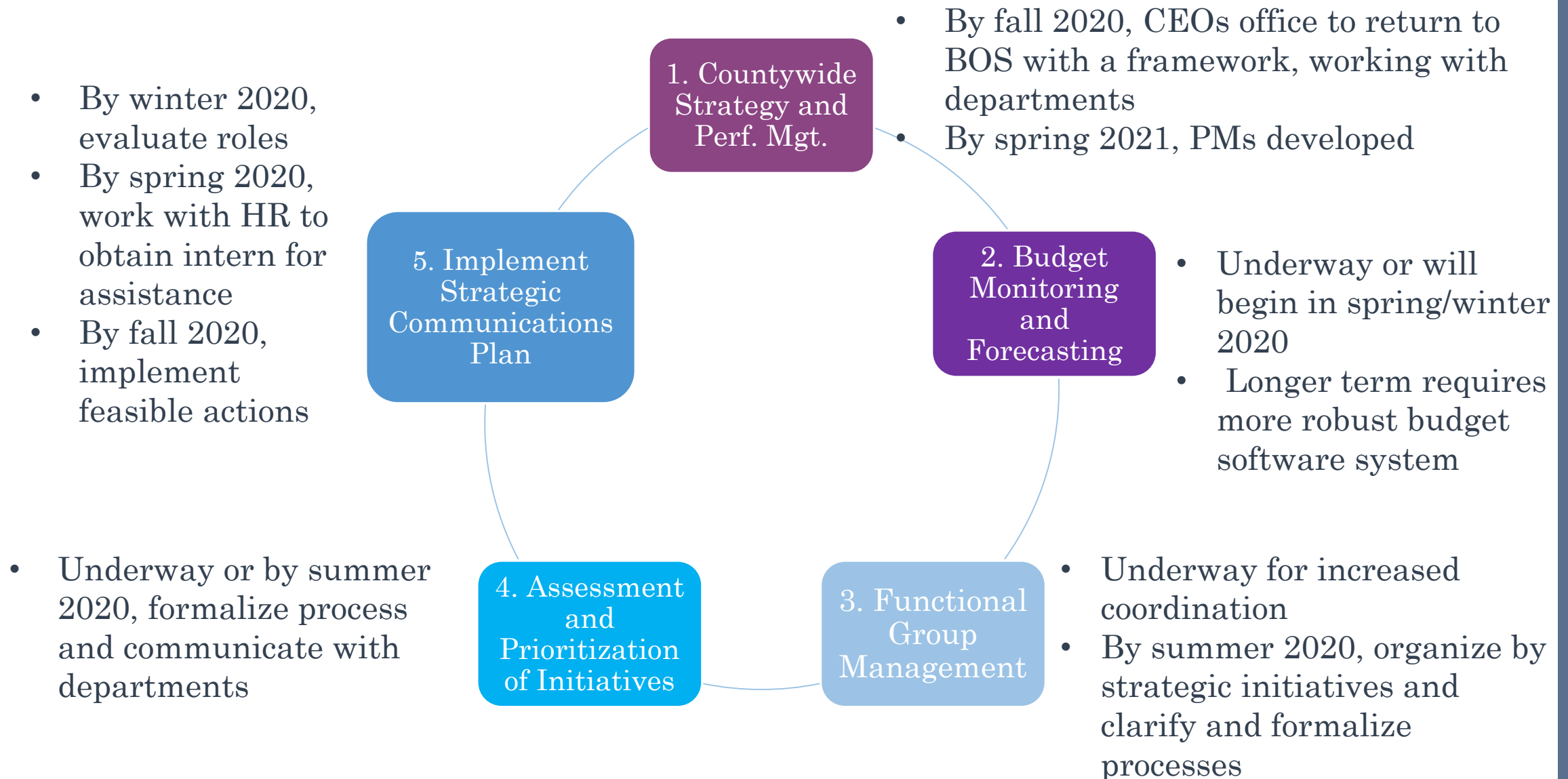
**Risk
Management**

**Budget and
Research**

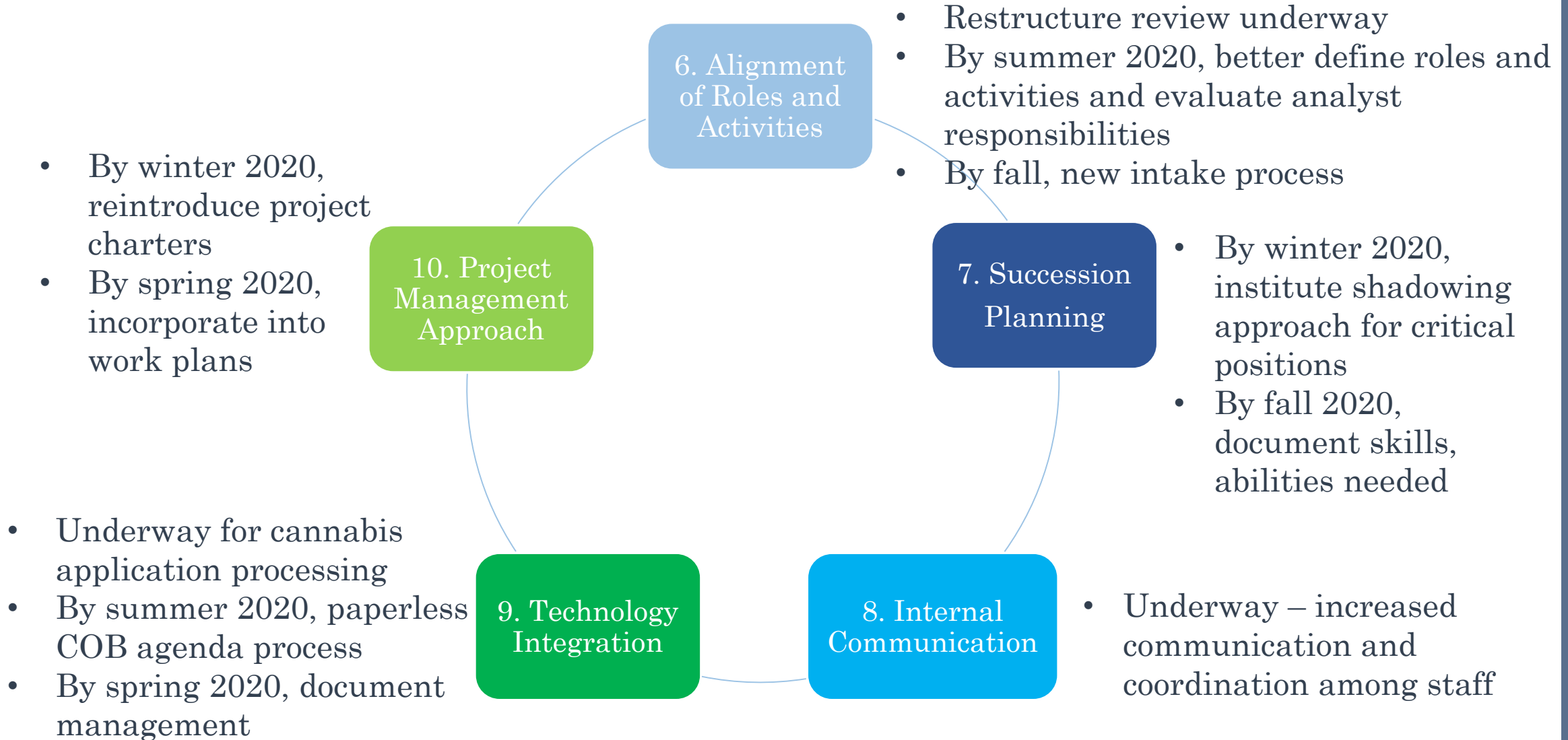


Questions

Enterprise Recommendations – *CEO Implementation Timeframe*



Office Recommendations – CEO Implementation Timeframe



Program Recommendations – CEO Implementation Timeframe

Budget and Research

- Recommendations are underway or will occur in 2020

Risk Management

- Recommendations implemented by fall or summer 2020

Office of Emergency Management

- Many recommendations underway
- Future discussion regarding placement option

Clerk of the Board

- Many recommendations underway or further review needed
- Recommendations fully implemented by winter 2021