



Improving Performance to Better Serve Our County Residents

Countywide operational performance review -
County Executive Office

October 2019

kpmg.com



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Executive Summary

Scope and Methodology

The County of Santa Barbara contracted with KPMG in May 2019 to conduct operational and performance reviews across all 21 County departments. The purpose of the reviews is to provide a high-level assessment of the County departments, identify strengths and opportunities, benchmark financial and operational areas with similar jurisdictions with the focus to improve the overall operational efficiency, effectiveness, and service delivery provided by the County.

The first review commenced in May 2019 and was undertaken by the County Executive Office. Over an eight-week period the KPMG team conducted the following activities:

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

This report outlines the findings of the operations and performance review and details recommendations for enterprise-wide management, County Executive Office management, and for each of the four program areas: Clerk of the Board, Budget and Research, Risk Management, and Office of Emergency Management.



Executive Summary

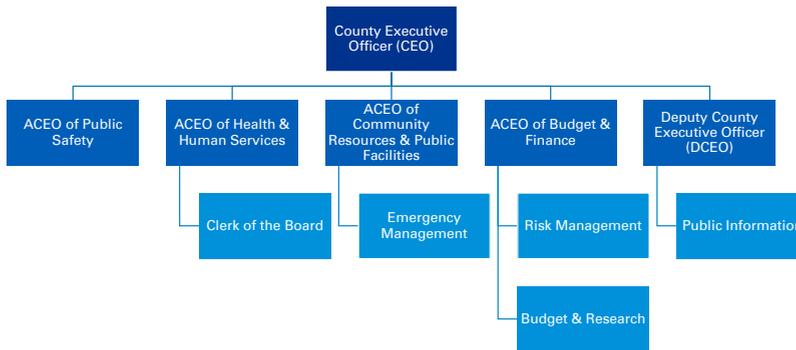
Department Orientation

Mission Statement:

Responsibilities:

- 1 Implement the policy directives of the Board of Supervisors as well as achieve the County's overall mission, goals, and objectives.
- 2 Work with all departments to create a County government that embodies trust, ethics, accountability, professionalism, innovation, and customer-focused quality public service.
- 3 Manage the day-to-day operations and functions of County government and prepares the organization to address future challenges.

Organizational Structure:



Recommended Budget (2019/20):

\$42.2M \$40K 37

Operating Expenses

Capital Expenses

Full-Time Employees

County Benchmarks:

		Santa Barbara County	Average
2019	County Executive Office FTE	37	39
	Percent of Enterprise	0.87%	1.00%
	CEO Budget	\$42.2	\$25.8
	Percent of Enterprise	2.52%	1.76%
Scope of Services	Budget & Finance	X	8 of 8
	Clerk of the Board	X	5 of 8
	Communications/PIO	X	4 of 8
	Emergency Services	X	3 of 8
	Risk Management	X	2 of 8

Executive Summary

Commendations

Renew '22 Initiative

The County's Renew '22 initiative represents a shift from a reactive, historical view to a proactive, forward-thinking view of the County, as well an effort to bring the organization together by establishing a unified internal vision, mission, and values for operations.

Strategic Initiatives

The County has moved towards taking action in terms of pursuing strategic initiatives such as Homelessness, the Criminal Justice Mapping Project, and Technology Inventory. These initiatives are a result of the County's commitment to building a resilient future.

Functional Group Management

The County has aligned functional groups in an exceptional way to break down departmental silos, encourage cross-departmental collaboration, and promote share objectives and outcomes.

Shared Responsibilities

The County has maintained a strong partnership between the Board of Supervisors and Executive Team and continues to share responsibilities to help achieve alignment and management of County operations.

Fiscal Management

The County has a strong approach to the fiscal management of the County, as shown by the fiscal impacts and economic recovery efforts after the Thomas Fire and the 1/9 Debris Flow. The County successfully managed fiscal and economic recovery including securing full cost recovery of expenditures on the Thomas Fire and 1/9 Debris Flow.

Technology Enablement

The County is starting to make targeted investments in technology to align and support County operations. The 2019–2020 Recommended Budget includes an investment of \$2 million to establish a Technology Replacement & Investment Fund to address critical countywide and multidepartment IT projects.

Executive Summary

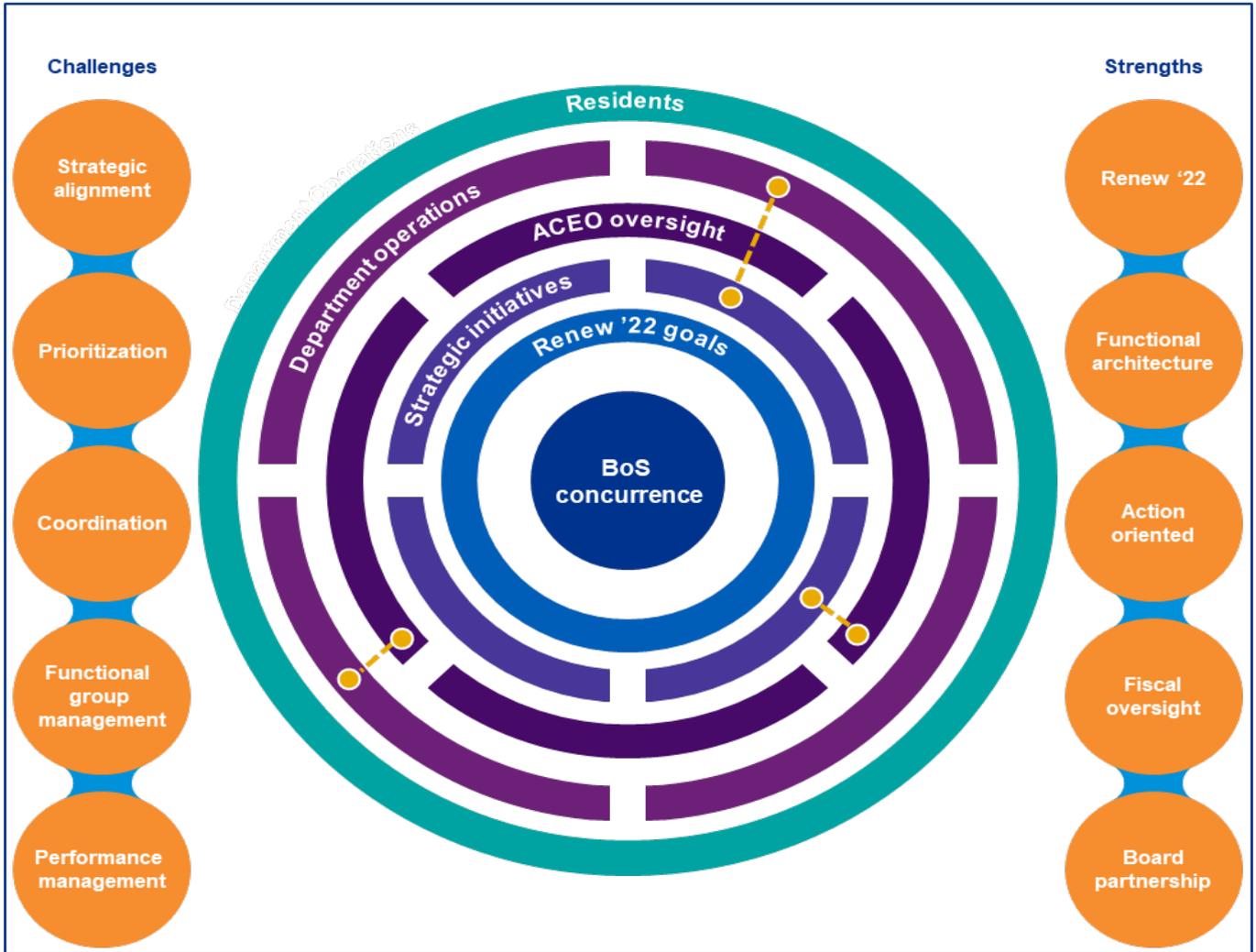
Current/Recommended Operating Models

Enterprise Enablement current state:

The County Executive Office is responsible for managing and driving countywide departments and activities to achieve the County's goals. However, there are not clear lines of reporting through the CEO due to mix of elected and appointments department directors, which is not an uncommon challenge among California Counties. In addition, department directors can circumvent the CEO and report issues and challenges directly to the Board of Supervisors. The Board of Supervisors hold the ultimate authority for the hiring and removal of department directors, which allows for increased department autonomy and therefore reliance on the CEOs influence with, rather than authority over, departments. There also appears to be a lack of alignment of department and functional group operations towards the County strategic vision, which may be in part due to a lack of clarity regarding a County strategy and strategic plan.

These challenges can result in fragmented and disjointed operations that cause departments to operate in silos and reduces problem solving and collaboration at the functional group-level or countywide. In addition, due to the limited performance metrics in place, there is limited evidence or management capability to hold departments accountable for department results and incentivize the identification of efficiencies and a focus on outcomes to better serve the public.

The graphic below aims to depict the current enterprise operating model showing a fragmented interaction between the organizational layers and inconsistency between processes to strategically direct and manage the County operations.



Executive Summary

Enterprise Enablement Recommendations

Enterprise enablement recommendations relate to the systems and processes needed for the County Executive Office to manage and drive the countywide departments and activities to achieve the County's goals. The recommendations outlined below focus on providing strategic alignment and direction across all County departments and the foundational systems for the County to become data driven with an emphasis on performance and outcomes to inform strategic decision-making.

Enterprise Enablement Recommendations

- 1.1 Adopt a structured countywide strategy management process.

- 1.2 Establish a structured countywide performance measurement approach.

- 2.1 Develop enhanced budget monitoring capabilities.

- 2.2 Establish forecasting and sensitivity analysis capabilities at the department level.

- 2.3 Develop criteria to assess and prioritize budget expansion requests.

- 3.1 Establish a coordination structure between ACEOs and their Functional Group Department Directors.

- 3.2 Embed analysts in coordination structure at the functional group-level with ACEOs and Departments.

- 4.1 Establish a structured assessment and prioritization process for strategic initiatives.

- 4.2 Embed strategic initiatives within the County and invest in continuous improvement efforts.

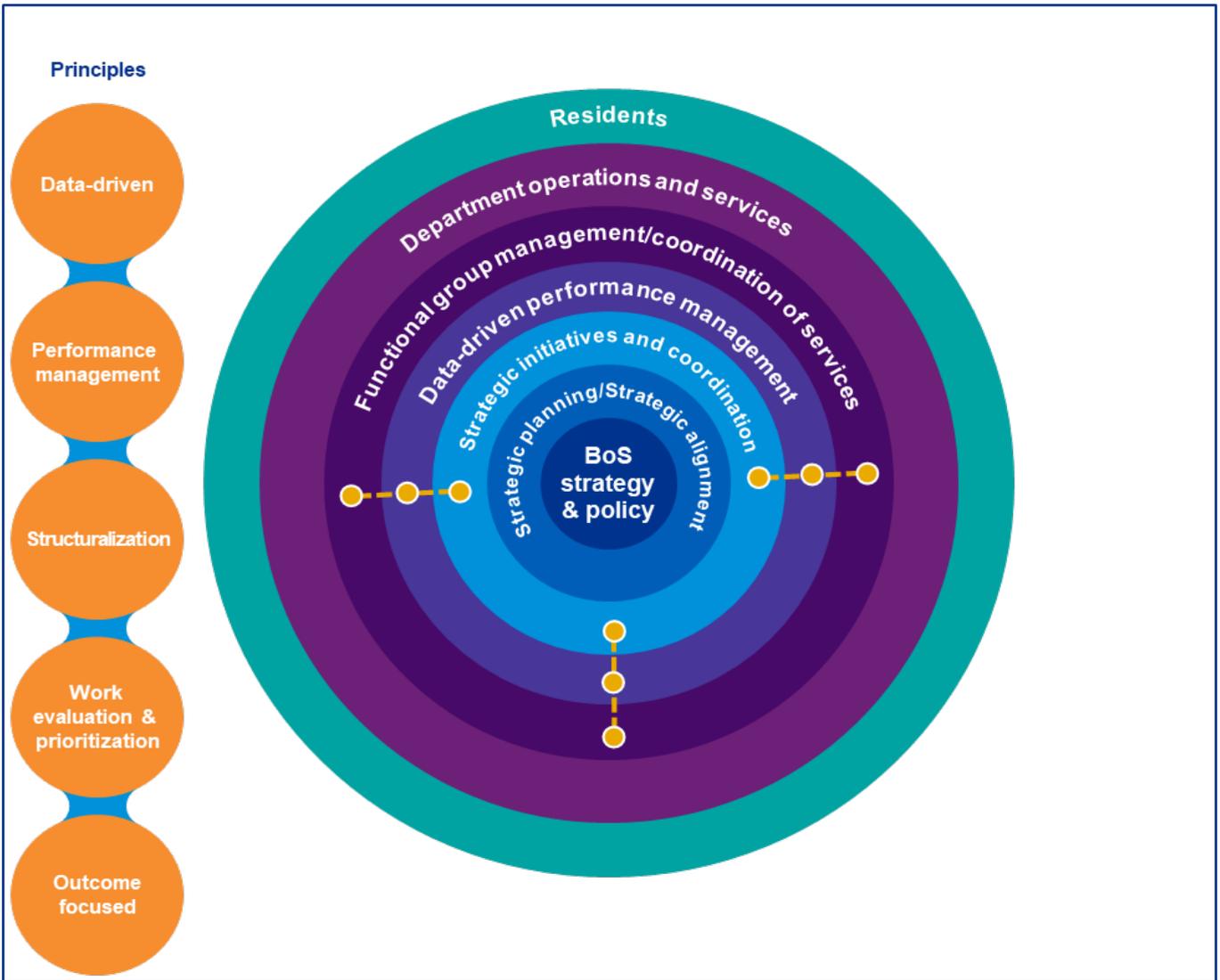
- 5.1 Renew efforts to implement the Santa Barbara County Strategic Communications Plan.

- 5.2 Delineate communication roles, cadence, and channels.

Enterprise Enablement future state:

The recommendations for the future enterprise operating model focus on the development and communication of a County strategy and strategic goals and the alignment of function group and department operations to achieve those goals. For internal organizational goals, this includes the expansion of Renew '22 beyond 2022 to embed and integrate into County operations. For community or external goals, this could mean longer-term community indicators that express the Board of Supervisors priorities and can be used to measure progress. This should be implemented and reinforced through the development of objectives and data-driven performance measures at each level of the organization and a structured monitoring process to help ensure the achievement of objectives and progress in line with the County strategic goals. This will be depended on the departments implementing better data collection systems and processes to facilitate the reporting of performance measures. The implementation of a performance measurement structure will help focus department operations on what matters most, i.e., the services that are delivered to the people, not the amount spent or the volume of services delivered. The emphasis will be on the quality and relevance of outputs and services in achieving outcomes for the people of Santa Barbara County. The focus on strategic alignment, data-driven decision-making, and the promotion of functional group collaboration for outcome focused solutions are in alignment with the newly defined Renew '22 transformational behaviors.

The graphic below aims to depict a more cohesive and integrated method of aligning County operations to strategy, increased collaboration across functional groups and management of operations through data-driven performance management.

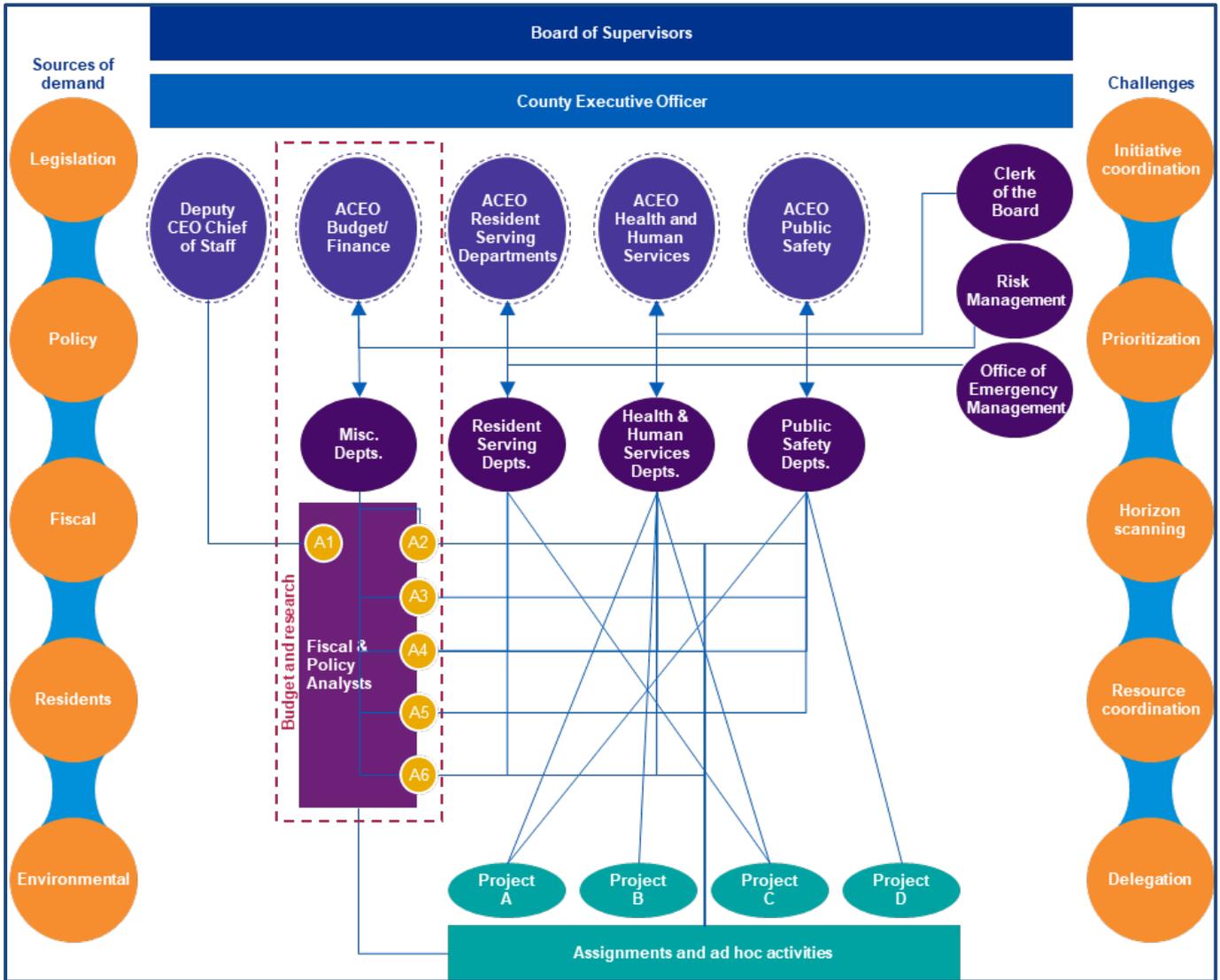


Office Enablement current state:

The County Executive Office operates in a fast-paced dynamic environment with competing demands and priorities arising with finite staff. While the Office manages to accommodate all demands and address issues arising, there is a lack of structure to the process for assessing and prioritizing issues, projects, and assignments among Office staff. The limited prioritization can lead to the Office focusing on reactive tasks and requests rather than proactive planning of activities that are aligned to the County strategic goals and vision.

The ACEO functional group alignment is commended as an approach to promoting cross-department collaboration; however, there appears to be a lack of structure to implement and achieving functional group issue and problem solving. In addition, the singular pool of analysts allows for limited support for project and discretionary assignments against budgetary priorities.

The graphic below aims to depict the matrix organizational structure within the Office as analysts support multiple ACEOs and undertake multiple responsibilities. There are no clear mechanisms for coordination of resources or activities and limited prioritization of demands.



Executive Summary

Office Enablement Recommendations

Office enablement recommendations relate to the systems and processes needed for the County Executive Office to function as a high-performing organization and team within itself. The recommendations outlined below seek to provide the internal systems required to promote knowledge sharing and collaboration across all levels of the Office and align the responsibilities of staff to their skill sets and help ensure effective utilization towards high-value activities. In addition the recommendations explore where technology can be used to enhance the efficiency of operations.

Office Enablement Recommendations

- 6.1** Explore the creation of a strategic integration and coordination position.

- 6.2** Review ACEO responsibilities and realign activities to enable proactivity and coordination.

- 6.3** Rebalance fiscal, project and performance responsibilities between analysts.

- 7.1** Establish a structured approach to succession planning.

- 8.1** Enhance structured communication and information sharing between ACEOs.

- 8.2** Establish structured communication and information sharing between ACEOs and analysts.

- 9.1** Identify and embed collaboration tools and document management process enablers.

- 9.2** Reduce manual administrative workload by implementing a paperless office.

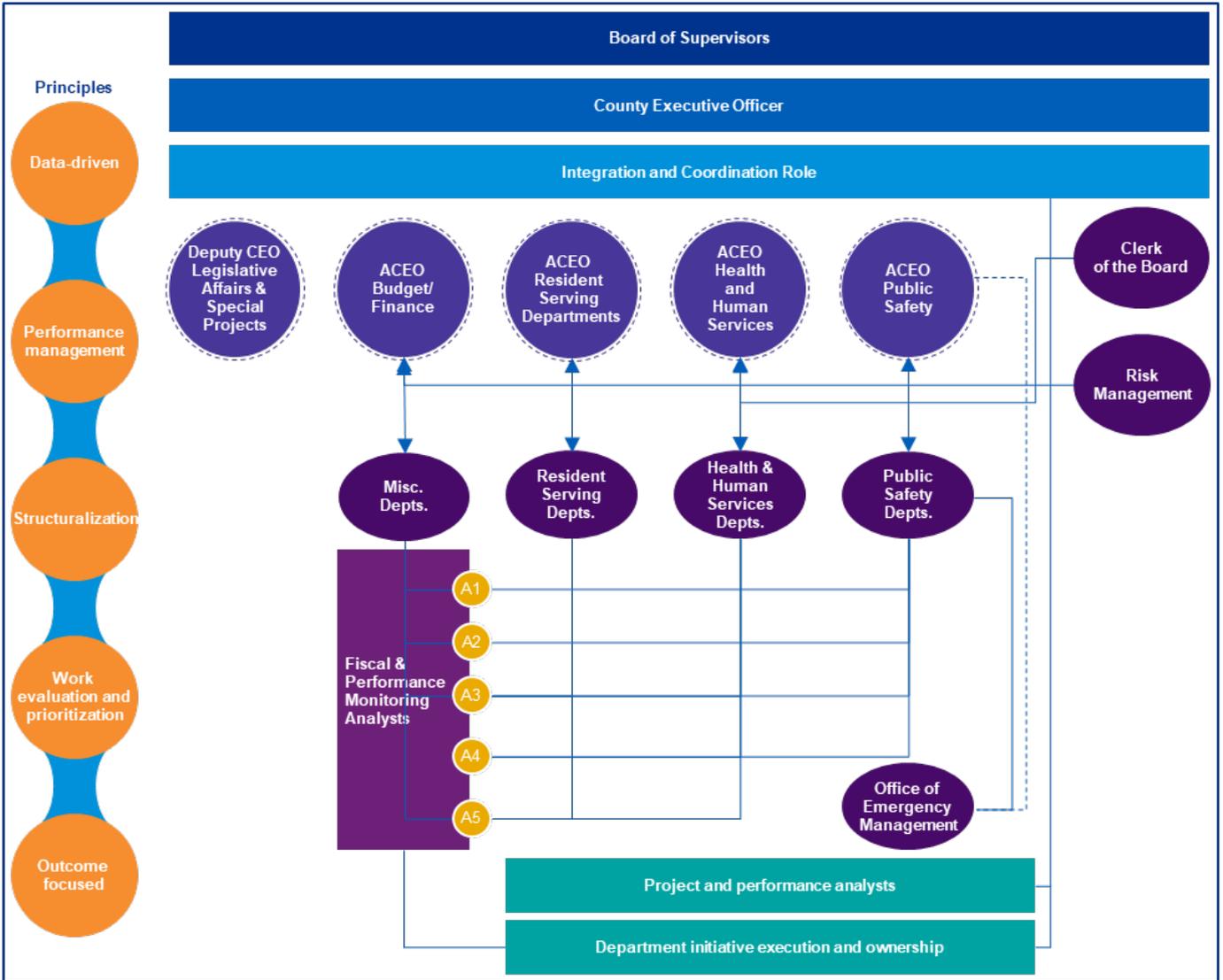
- 10.1** Ensure the right level of ACEO involvement and rigor is applied to managing projects.

Office Enablement future state:

The recommendations for the future office operating model allow for clearer delineation of roles and responsibilities and alignment of activities to the County's strategic goals. A role is needed to provide capacity for strategic coordination and oversight for all strategic initiatives and help ensure collaboration and problem solving across functional groups. It is envisaged that this role will act as a key driver of the County strategy and a central point of coordination within the Office.

The performance measurement and monitoring process, discussed under enterprise enablement future state, will help tie department performance to operational and budgetary decisions and will support efforts for the County to become data driven and outcome focused. Due to the additional workload required to monitor and review performance measures, it is recommended that the analysts are separated to focus on either fiscal or performance monitoring analysis or project and performance improvement analysis. This may require the addition of analysts however this should be determine after a formal tracking of activities and assignments has been performed to determine current workload and appropriate staffing requirements. This structure will help to delineate responsibilities and provide the capacity within the Office to deliver against all priorities.

The graphic below aims to depict a more structured approach to management of activities within the Office through the creation of a County Operating Officer position and delineation of responsibilities between fiscal and project analysts.



Executive Summary

Program Recommendations

Program recommendations identify opportunities for prioritization of activities, efficiency and sustainability of operations and increased collaboration with County departments.

Program Recommendations

Clerk of the Board

- 1 Provide additional structure to the implementation and adoption of technology.
- 2 Identify process improvement based on data.
- 3 Accelerate cross-training and succession planning.
- 4 Understand the cost/benefit of current civic duty efforts.

Budget & Research

- 1 Embed budget forecasting and horizon scanning into the budget process.
- 2 Explore feasibility of financial system integration.
- 3 Increase department coordination and accountability in the budget forecasting process.

Office of Emergency Management

- 1 Define and implement first, second and third circle responder support.
- 2 Implement an end-to-end planning lifecycle.
- 3 Realign OEM from the CEO to enhance operational coordination and integration with departments.
- 4 Establish a framework for community communications.

Risk Management

- 1 Confirm the vision and scope of the Risk Management (RM) function.
- 2 Assess the right level of RM involvement between management vs. oversight.
- 3 Identify RM capability gaps that can be fulfilled by other departments and/or contractors.
- 4 Implement a system to monitor department activities for completion and outcomes.
- 5 Realign information security to ICT and establish a baseline information security framework.

Executive Summary

Renew '22 Mapping

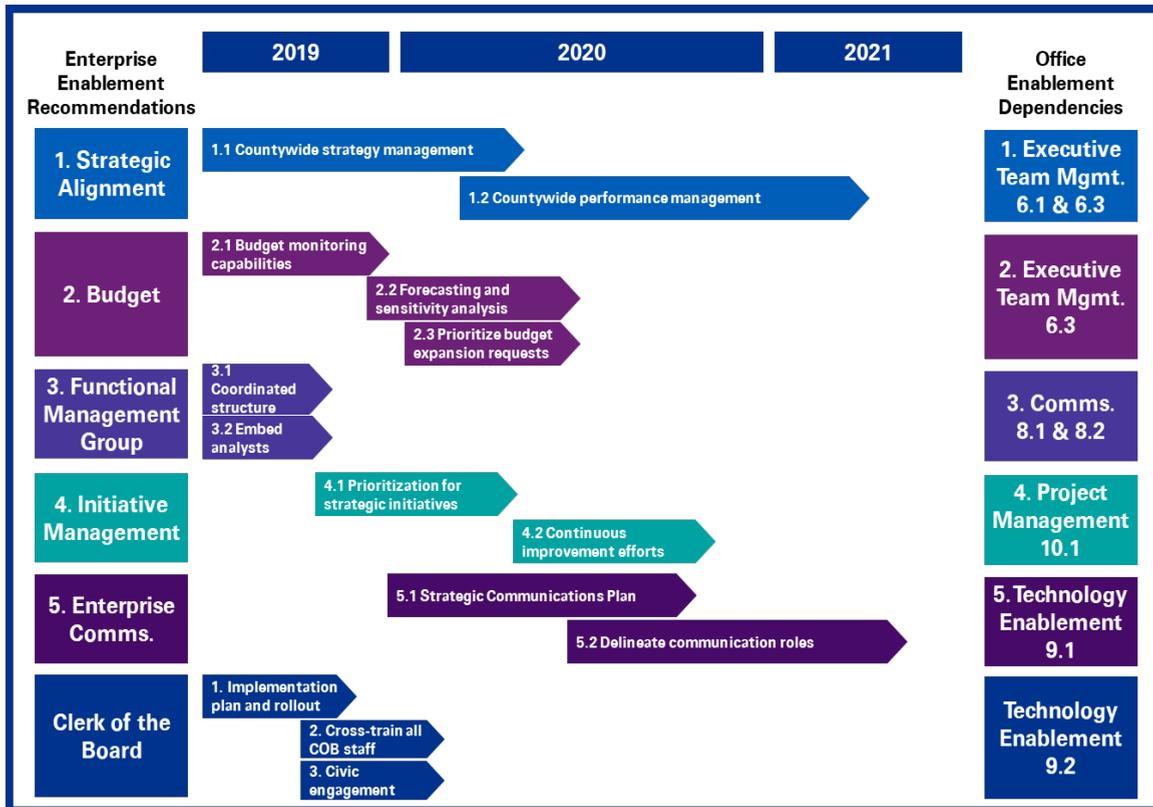
The recommendations made within the CEO review have been aligned to the Renew '22 Transformation Behaviors to help ensure that the recommendations are driving towards the Renew '22 strategic vision, per the graphic below.

		Transformation Behaviors				
		Alignment with Vision	Data Driven Decision Making	Strategic Thinking	Risk Taking	Collaborative Problem Solving
Enterprise Enablement Recommendations	1.1	Adopt a structured county-wide strategy management process.				
	1.2	Establish a structured county-wide performance measurement approach.				
	2.1	Develop enhanced budget monitoring capabilities.				
	2.2	Establish forecasting and sensitivity analysis capabilities at the department level.				
	2.3	Develop criteria to assess and prioritize budget expansion requests.				
	3.1	Establish a coordination structure between ACEOs and their Functional Group Department Directors.				
	3.2	Embed analysts in coordination structure at the functional group-level with ACEOs and Departments.				
	4.1	Establish a structured assessment and prioritization process for strategic initiatives.				
	4.2	Embed strategic initiatives within the County and invest in continuous improvement efforts.				
	5.1	Renew efforts to implement the Santa Barbara County Strategic Communications Plan.				
	5.2	Delineate communication roles, cadence and channels.				

Executive Summary

Implementation Roadmap

Implementing the proposed recommendations requires thoughtful and precise planning and strong project oversight, particularly with regard to the number of interdependencies and stakeholders involved with such changes. The implementation plan below outlines the recommended sequencing and timeline for the enterprise enablement recommendations over the next two to three years. While the enterprise recommendations have an impact across the County, successful implementation is dependent on the implementation of the office enablement recommendations to establish the necessary structures and processes for management within the County Executive Office.



CEO Departmental Review Recommendations

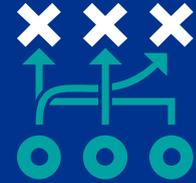
Enterprise Enablement Recommendations

Enterprise enablement recommendations relate to the systems and processes needed for the County Executive Office to manage and drive the countywide departments and activities to achieve the County's goals. The recommendations outlined below focus on providing strategic alignment and direction across all County departments and the foundational systems for the County to become data-driven with an emphasis on performance and outcomes to inform strategic decision-making.

Enterprise Enablement Recommendations

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- 4.2 Embed strategic initiatives within the County and invest in continuous improvement efforts.
- 5.1 Renew efforts to implement the Santa Barbara County Strategic Communications Plan.
- 5.2 Delineate communication roles, cadence, and channels.

1.0 Strategic Alignment



1.1 Adopt a structured countywide strategy management process.

Observations & Analysis

The County is currently defining countywide goals for the Renew '22 initiative under the following perspectives: financial ("Rebalance"), internal processes ("Redesign"), customer ("Respond"), and organizational capacity ("Retain"). Although these goals reflect a balanced approach to "transforming how we do work" for employees, they do not represent priorities for the broader County outside of the Renew '22 initiative (i.e., residents, communities, local businesses, etc.). The last community goals were adopted by the Board in 1998, and revised in 2006. However, these do not appear to be widely known and were developed prior to the tenure of the existing Board member and most leadership staff.

Establish countywide strategic priorities: Renew '22 goals address a portion of the mission statement in terms of how employees can "deliver exceptional services." However, these goals do not substantively address the remaining portion of the mission statement by defining how "communities can enjoy a safe, healthy, and prosperous life." The County should expand the scope of their current Renew '22 goals to inform a countywide strategic plan, which could be achieved through the development of specific indicators or longer-term target outcomes for the community of Santa Barbara to demonstrate the Board's strategic goals and policy priorities. The strategic plan and associated strategic priorities should be defined in conjunction with the County Executive Office (CEO) and Board of Supervisors (BOS) to help ensure that both of their respective mandates are fulfilled (i.e., ensuring effectiveness of County operations, and aligning County operations to the needs of county residents). See Appendix C for examples of strategic priorities from recognized best practices by the National Association of Counties and benchmark counties within California.

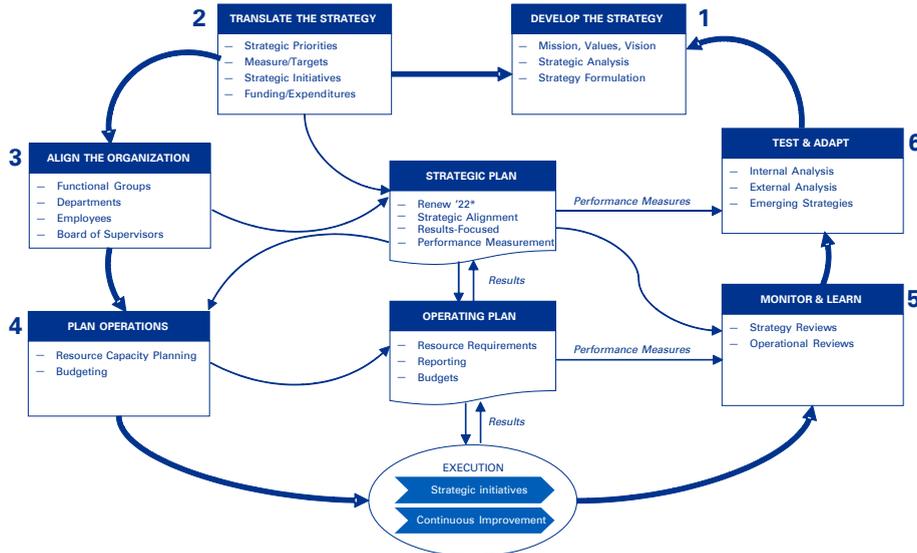
Develop a "rolling" process for strategic planning: To prevent the strategic plan from becoming a static document, the County should adopt an iterative process of developing, translating, executing, monitoring, and refining the plan (as described in Figure 1 below). There are a few stages of this process where the County should focus:

- **Aligning the strategic plan:** The County should translate its countywide strategic priorities into objectives and performance measures at the functional group, department,

program/division, and individual levels. Each level of the organization should align its strategic priorities to reflect how their specific activities (e.g., service delivery, internal processes, etc.) contribute to, and impact, the strategic priorities. 52% of CEO Customer Survey respondents feel their department operations are very aligned with the County Executive Office's County vision, yet 25% feel their department operations are moderately to not at all aligned with the County Executive Office's County vision. This suggests there are enhancements that could be made to translate the countywide strategic priorities into objectives and performance measures at the functional group, department, program/division and individual levels.

- **Testing and adapting the strategic plan:** The County should monitor progress of its strategic priorities based on internal feedback that is routinely collected during execution (e.g., performance measures, analysis of customer service delivery and satisfaction, etc.) as well as based on potential disruptions and opportunities in the broader legislative, economic and political environment in which the County operates. It is recommended that the County establish strategy review sessions once or twice a year based on internal feedback and external factors to determine: (1) whether incremental improvements to close the gap against operational plans are sufficient, (2) whether larger initiatives are required to close the gap against the strategic plan, and/or (3) whether the strategic plan (i.e., vision, mission and priorities) need to be updated to reflect the changing environment.

Figure 1:



Source: Kaplan & Norton 2008

Anticipated Impact

Focusing on a strategic framework of priorities—both internal and external—will help create a navigational beacon for all future decision-making, and help drive a smoother process for departmental program budgeting and justification. The overarching process will help focus operations and facilitate the transition of resource allocation as a business and outcome led process rather than a finance-driven task. If the County adopts a routinely scheduled set of review sessions, there will be more opportunities for early identification of and early intervention action for challenges, giving the County more opportunity for proactive behavior, instead of reactive.

1.2 Establish a structured countywide performance measurement approach.

Observations & Analysis

While strategic priorities *clarify and align* the priorities of the county, the next step is to *measure and sustain* progress towards those priorities. Departments and/or programs currently report on a few measures during the budget process, these measures are defined at the sole discretion of the department and/or program leads. Existing routines for reporting on these measures are infrequent (e.g., collected annually when developing budget books), inconsistent, and generally inconsequential (e.g., budget expansion requests may be approved regardless of whether measures are defined or not). As a result, existing measures provide minimal value in understanding the County's progress towards its strategic plan.

Create a countywide view of performance: The County Executive Office should develop a "County Performance Strategy" by outlining longer-term target outcomes for the broader County and the communities it serves. See the target outcomes set by Riverside County, California (Population Estimate 2019: 2,450,758) in Figure 2 below, and distill a few critical strategic performance measures for each target outcome for the County to work towards. Performance measures should then be aligned to how operations deliver results against these target outcomes at each level of the organization. Functional group-level measures should represent shared outcomes across the collective efforts of multiple departments (e.g., crime recidivism rate, proportion of population with access to care), while department and program/division-level measures should reflect the effectiveness, efficiency and quality of their specific processes by measuring inputs (e.g., employee hours worked) in relation to outputs (e.g., number of cases managed). See Appendix D for design principles for performance measures.

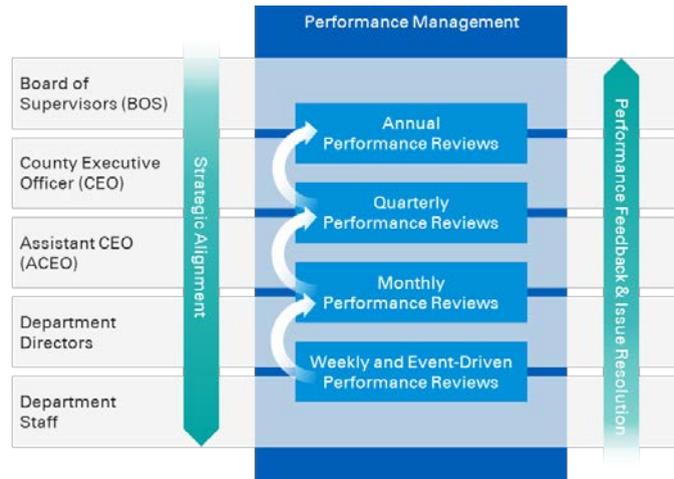
Figure 2:



Establish structured process to evaluate progress based on data: The County should establish performance reviews where measures are used to facilitate discussions regarding “what has happened” (i.e., over- and under-performing areas), “why it happened” (i.e., identifying issues and their root causes), “what will happen” (i.e., understanding impact on outcomes and/or consequences of inaction), and “what we should do” (i.e., preventative and/or corrective actions). These performance reviews should be scheduled for each level of the organization at different frequencies as shown in Figure 3. Examples of proposed meeting structures, agendas, and “performance boards” are provided in Appendix G.

Reward incremental improvements: The performance reviews also provide a way for employees to continuously identify operational issues and implement solutions through smaller, incremental improvements. Once raised issues have been validated for potential gains in effectiveness, efficiency, and/or quality, Assistant County Executive Officer (ACEO) and/or Department Directors should act as a “sponsor” to assign ad hoc task forces or “innovation groups,” confirm that members have the capacity, capabilities, and tools for problem solving, and monitor their progress to provide additional guidance. See Appendix C for how Leon County, Florida (Population Estimate 2019: 292,502) uses their “Cross Departmental Innovation Teams” to support employee-led improvements. The County should also consider reinforcing this process by introducing “gain sharing.” For example, the County could provide departments with a portion of their realized cost savings to be reinvested back into their programs and/or staff. See Appendix C for examples of gainsharing in Maricopa County, Arizona (Population Estimate 2019: 4,410,824). Alternatively, County leadership could better align achievement of performance measures to departmental and individual performance reviews in a “pay for performance” model to incentivize and reward efforts of continuous improvement and improved service provision.

Figure 3:



Source: KPMG LLP proprietary material

Anticipated Impact

Establishing a performance management system is important to the success of the County overall, but also critical to the successful implementation of Renew '22. By tying departments and departmental programming to performance measures, the ACEOs and Department Directors will be able to make informed decisions that best position them for success, and create a better service for residents. Defining a more consistent and structured countywide approach to managing performance can help to provide clarity in expectations at a functional group and/or department level. Performance reviews will also instill a culture of accountability and, through the continuous cycle of evaluation, will be the mechanism for rapid identification and escalation of issues and/or opportunities. By making a fundamental shift towards continuous improvement, the County will also be in position of operational and financial dynamism; enabling greater resiliency to future challenges. This will create a deep well of institutional knowledge and capabilities for County employees, and train them to be able to determine whether a presenting challenge is real, or just noise.



2.1 Develop enhanced budget monitoring capabilities.

Observations & Analysis

The current budgetary system, FIN, is designed to process historical data; however, interviews with fiscal analysts indicated that the system does not have the capability to project monthly expenditures and revenues based on historic trends, real-time review of transactions, adequate error warnings, and adequate reporting and accountability when comparing budget to actuals. In addition, departments do not routinely provide monthly budget updates and instead tend to provide retroactive adjustments on a quarterly basis. This results in additional analyst workload to review and revise budget transactions ahead of the quarterly budget updates.

Develop an Enhanced Budget Management Process: While budget management currently occurs on a quarterly basis through operational reviews and reporting to the Board, the County should prioritize developing an enhanced budget management process to better track revenue and expenditure trends on a monthly basis, as well as identifying high performing departments and those which may need targeted action based on current projections. This process will assist in providing early warnings for potential budget issues in the current fiscal year, and consistently and confidently communicate financial status throughout the organization. The County should also develop the ability to drill down into department-specific financial projections, in addition to the enterprise-wide projections that are currently conducted. This approach would increase the accountability on departments to manage their annual budget proactively and with increased rigor, so action can be taken should potential issues arise. However, this may require additional training for the departments, 4% of the CEO customer survey respondents suggested they needed more training to understand the budgeting process.

The County should consider compiling a monthly financial dashboard of department revenues and expenditures to track performance against target and enable proactive monitoring. Quarterly budget revisions to the forecasting can then be made based on the knowledge and monitoring of monthly budget trends. The structured monthly budget monitoring process should enhance the quality of the budget information received and increase the County's knowledge to inform decision making.

Anticipated Impact

By implementing a more regular cycle for departments to monitor and update their budgets in a structured manner that focuses on reviewing, monitoring, and minimizing budgetary variance, the county can more effectively manage the annual budget in a proactive manner, while keeping the county and departments aware of potential budgetary issues. A more regular budget cycle will increase departmental insight regarding the budgeting process timeline and requirements, as 11% of CEO Customer Survey respondents have only a moderate sense of clarity into the process. Establishing and conducting regular budget monitoring provides organizations the opportunity to promptly adjust for any significant variances to help ensure continuity of program/service delivery.

2.2 Establish forecasting and sensitivity analysis capabilities at the department level.

Observations & Analysis

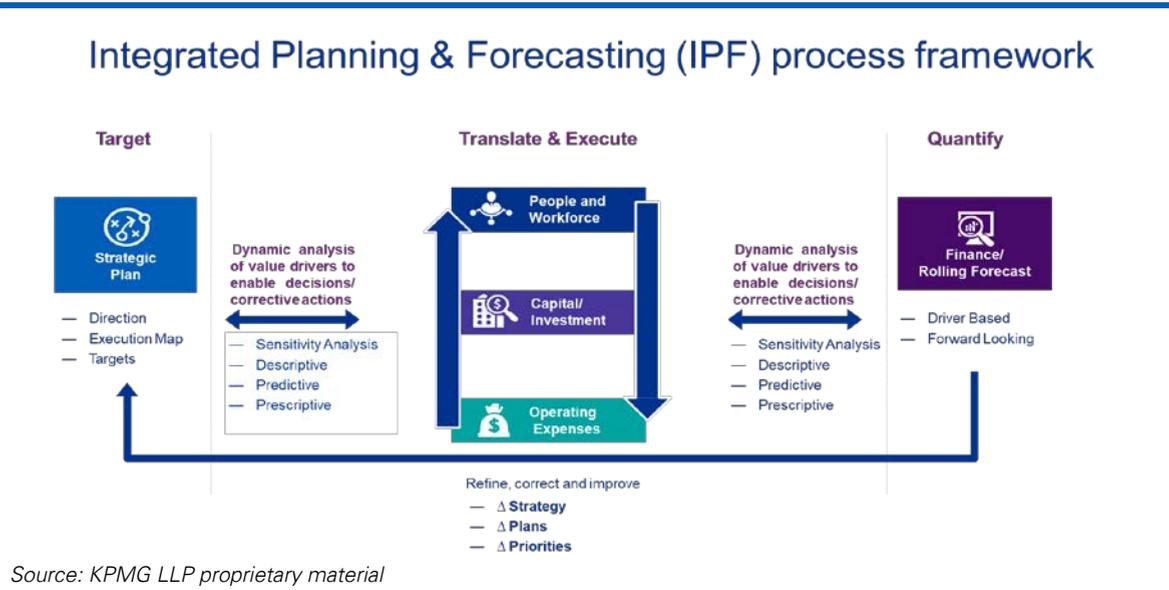
Currently, the departments create their own revenue projections when contributing to the five-year forecast model; however, due to the expedited timing of budget hearings, the accuracy of the five-year forecast does not take precedent, which can create variances between forecasts used for strategic planning purposes and the annual budget data provided by departments. This leads to an increased effort for staff when conducting the subsequent fiscal year budget process as department projections can vary greatly from the five-year forecast information they provided months earlier.

The five-year forecast planning by departments should be prioritized during the budget process in order to anticipate the County's major cost drivers, service needs and available funding sources, and allow for proactive decisions to be implemented to mitigate the impact of the forecast. The departments should conduct sensitivity analysis on their forecasts to help the County understand its resiliency against anticipated budgetary changes and allow for prioritization of actions to mitigate any future challenges. In order to enhance this process and provide analysts with the required level of understanding into department revenue streams, it is recommended that the departments and fiscal analysts coordinate structured budget scenario working sessions to discuss the scenarios and allow the analysts to make valid extrapolations to integrate into the macro County forecast.

Forecasting should aim to align strategic planning, operational planning, workforce planning, capital/investment planning, and financial planning into a unified framework, as seen in Figure 4,

to enable departments to collaborate and address cross-functional decision making with improved predictability of financial performance.

Figure 4:



Anticipated Impact

When forecasting and sensitivity analysis are used in conjunction with strategic planning, financial strategies can be developed to promote fiscal sustainability to help achieve the County’s strategic objectives and improve performance and accountability. Forecasting, flexibility and transparency are key words represented within the CEO customer survey in regards to respondents being able to make long-term budgeting decisions. Therefore, the forecast could be used as a tool to prepare for financial challenges, stimulate strategic thinking to combat those challenges and used for internal and external communications to increase budget transparency.

The forecasting process should help provide closer alignment between department's operational decision-making and budgeting.

2.3 Develop criteria to assess and prioritize budget expansion requests.

Observations & Analysis

The County has recently introduced an Expansion Request Form for departments to complete that aims for departments to provide "evidence-based research" and tie request outcomes to Renew '22 initiatives, but it lacks the detail and data-driven qualities to allow fiscal analysts to formally assess the viability of the request. This process will require investment by the County and the departments to improve data collection systems and processes in order to capture the required level of information. In addition, there are no clear criteria or framework to determine which expansion requests should be approved and relies on department's presentation of information, into which the CEO staff have limited insight.

Develop Assessment and Prioritization Criteria: A structured set of assessment criteria against which expansion requests can be measured and prioritized will help provide clarity to the budget expansion process, align requests to Renew '22 mission and goals, and promote a culture of performance and accountability within the County. The assessment criteria should be linked to department's progress against performance measures, population impacted, outcomes expected, service level impact, and alignment to Renew '22 and the County's strategic priorities. The assessment and prioritization criteria could also be applied when service level cuts are being considered to help ensure decisions are evidence-based and data-driven.

Should expansion requests be approved, the County should require the departments to provide data on a program's effectiveness on scheduled cycles (i.e., quarterly) to help ensure the program's effectiveness and tie the budget to performance and efficiency. The County could also consider the use of universal key performance measures to allow for expansion requests to be measured against one another.

The assessment and prioritization criteria should be communicated to departments to increase transparency regarding the decisions made and the allocation of the budget process, as only 61% of CEO customer survey respondents feel involved in the budget decision making process and 35% stated they would like increased transparency regarding the usage of funds. This can help to promote trust and confidence in the County's decisions, increase awareness and alignment in the County's strategic initiatives and goals, and promote engagement and active communication with the departments and the CEO.

Figure 5:



Source: KPMG LLP proprietary material

Anticipated Impact

The adoption of assessment and prioritization criteria will improve budgetary decision making by focusing on what the department does, how effective a department is in accomplishing priorities, and how efficient the department is in allocating resources to achieve results. A targeted review cycle should provide information about the effectiveness of departmental programs to inform decisions about when to scale up, scale back, or adjust a program.

3.0 Functional Group Management



3.1

Establish a coordination structure between ACEOs and their Functional Group Department Directors.

Observations & Analysis

The County established the ACEO role to act as a “nexus” that convenes departments and/or functional groups to work on common issues (e.g., policy setting), cross-functional projects (e.g., problem solving for target populations), and shared objectives and/or outcomes. The role of the ACEO could be further enhanced by establishing routines to better manage at the functional group-level and break down departmental siloes to facilitate collaboration. 41 percent of CEO customer survey respondents felt that the ACEO only sometimes facilitates coordination between departments within their functional group, while only 9 percent felt the ACEO always provided this coordination. Currently functional group collaboration occurs for special initiatives or on an ad hoc basis, however it does not occur consistently or at a regular cadence among all the ACEOs. However, as the needs of County residents are increasingly complex and require a spectrum of services across multiple departments—making it critical that issues are discussed, and problem solving conducted, at the functional group level.

Establish all-hands meeting for each functional group: The County should schedule monthly “all-hands” meetings between ACEOs and all Department Directors within their functional group, as well as supporting analysts. The meeting can be adapted to include the following agenda items:

- 1) Performance Review:** Review progress against functional group-level objectives and measures, which should represent shared outcomes across the collective efforts of multiple departments (see Recommendation 1.2 for more details).
- 2) Cross-Departmental Initiatives:** Provide updates on the progress of cross-departmental strategic initiatives (e.g., realized benefits to-date), gain department input and buy-in (e.g., as part of change management efforts), and share lessons learned and/or best practices. Only 4 percent of CEO customer survey respondents feel extremely integrated and/or aware of the issues, challenges, initiatives occurring within other departments within their functional group, while 35 percent stated they feel very aware, and 37 percent only moderately aware. However, 71 percent feel that is extremely to very important that they are aware of cross-departmental topics.

- 3) Cross-Departmental Issues:** Involve all relevant departments in addressing operational issues that are outside the scope/control of a specific department; impact several functions; require a pooling of resources, knowledge and skills, and budget authority, and/or senior authority and influence.
- 4) Strategic Planning:** Refinement and redevelopment of the functional group-level objectives in terms of how the activities across departments (e.g., customer services, internal processes, etc.) contribute to and are impacted by strategic priorities. This will only be required once or twice a year when the strategic plan is reviewed and revised by the Executive Team (as mentioned in Recommendation 1.1).

It is important to distinguish this monthly all-hands meeting from the 1:1 meetings held between ACEO and Department Directors on a weekly or monthly basis. While they are complementary, the purpose of these weekly meetings is focused on reviewing progress against department-level objectives and measures (i.e., effectiveness, efficiency, and quality of their specific processes), providing updates on top initiatives identified by the Department Director, and providing updates on the resolution of shorter-term operational issues that are being addressed locally. In order to reduce the number of meetings that may overlap, it is recommended that the current meeting schedule is reviewed and meetings merged where possible to cover multiple agenda items. There should also be tighter management of meetings with a structured agenda to help ensure meetings stay on track and on time to enhance the productivity and value of meetings.

Where necessary, and in order to foster the culture of collaboration, there would be a benefit in coordination across functional groups, for those departments that fall under separate functional groups but serve common populations. These meetings may have more on an initiative or issue focus in the beginning rather than establishing a regular cadence.

Anticipated Impact

Enhanced management at the functional group-level should allow the ACEO to understand performance across all their departments, reinforce shared outcomes (i.e., “what are we, as a functional group, trying to achieve?”), build collective knowledge on department operations and their inter-dependencies, identify commonalities between departments (e.g., issues, super-users, etc.) and support collaboration on joint initiatives.

Observations & Analysis

The current analyst structure assigns multiple analysts to departments within a functional group as seen in Figure 6. Although this is intended to balance workloads between analysts, it also requires a higher degree of coordination between analysts who work within the same functional group. To increase awareness and facilitate sharing of knowledge and/or capabilities, ACEO should try to integrate analysts within their functional groups into their meetings and decision-making process with departments to increase the analysts' understanding of department operations and promote collaboration and knowledge sharing, which should serve to enhance the analysts ability to conduct their fiscal and project assignments.

Embed analysts in monthly all-hands meetings: Analysts should be included during monthly all-hands meetings, where appropriate, between ACEOs and all of their Department Directors (see Recommendation 8.2 for details). It may only be appropriate for analysts to attend a portion of these meetings when operational and financial items are under discussion however by attending these monthly meetings, analysts will be able to keep informed on issues, opportunities, risks, issues, events/changes, and assumptions across departments, and assess their impact on performance, projects, and budget.

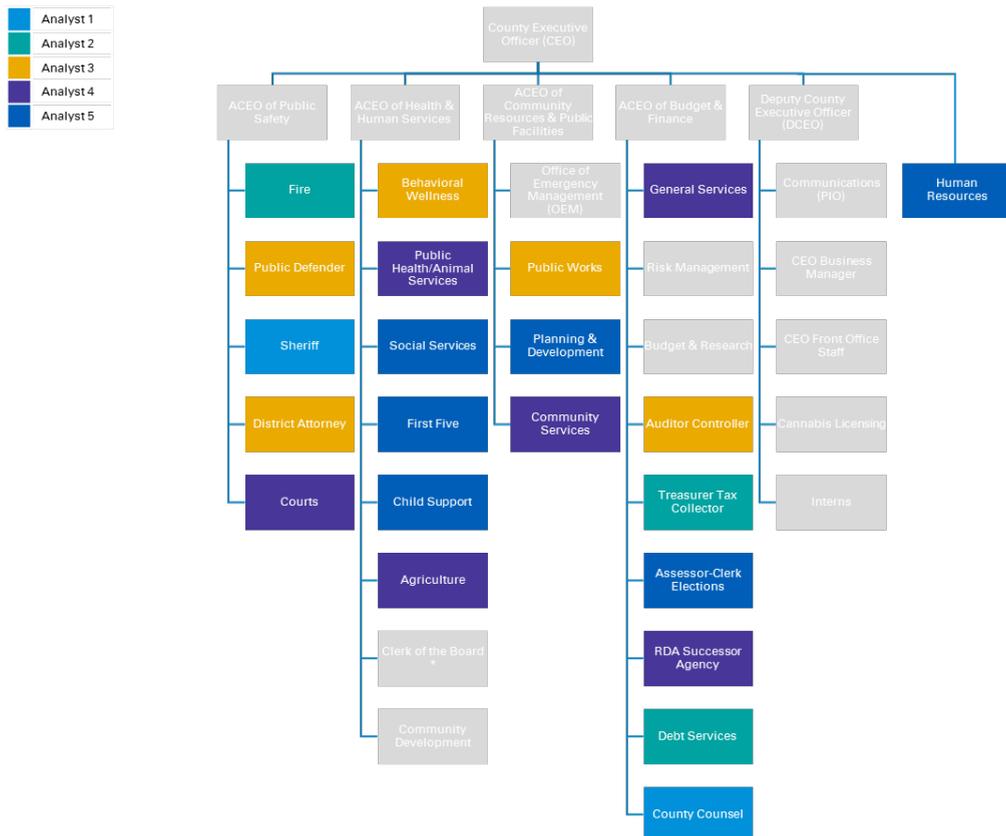
Analysts should clearly understand the purpose and impact of the meetings, such as how these meetings provide inputs into their fiscal, project, and performance responsibilities, and how they are expected to contribute to these meetings. Analysts increased understanding of the issues discussed, and decisions made, between ACEOs and Department Directors will provide enhanced value to the following activities:

- **Budget Prioritization:** The performance review aspect of these meetings sets a routine for departments to report on standardized financial and operational measures (e.g., service level impacts). This provides input to the ACEOs and analysts on how to better prioritize budget expansion requests and initiatives across departments and help ensure alignment with functional group-level objectives.
- **Budget Monitoring & Forecasting:** Participating in these meetings also allows ACEOs and analysts to monitor and address budget deficiencies, as well as anticipate budget changes based on progress against operational plans and strategic initiatives (e.g., “are the assumptions made on capital investments, workforce planning and operational expenses still valid?”). This also helps the ACEOs in reinforcing more accurate forecasting at the department level (see Recommendation 2.2 for more details).
- **Scenario Testing:** Analysts are able to test “what-if” scenarios (e.g., based on change in policy direction) to summarize impact on service levels, revenues, operating expenses, etc., and further validate them with ACEOs.

- **Project Updates:** Fiscal analysts aligned to departments often work on projects to support the ACEO for those same departments. These meetings can be used to provide updates on in-flight projects, especially those that involve more than one department. This will also depend on the decision made on restructuring analysts (see Recommendation 6.3).

Establish a weekly meeting between ACEOs and their functional group analysts: There are currently no routines between ACEOs and analysts that are working on different departments within a functional group and/or cross-departmental initiatives. This concept is further outlined in Office Enablement recommendation 8.2.

Figure 6:



(*): Clerk of the Board will report directly to the Deputy County Executive Officer (DCEO) as of October 1, 2019

Anticipated Impact

The implementation of functional group meetings involving and for analysts will increase communication and awareness of issues, opportunities, risks, events/changes, and assumptions across functional groups and relevant departments, and allow for enhanced assessment of issues and updates on performance, projects, and budget.

4.0 Initiative Management



4.1 Establish a structured assessment and prioritization process for strategic initiatives.

Observations & Analysis

Although the County introduced a process for identifying and prioritizing initiatives through Renew '22, this does not apply to all strategic initiatives that are managed by the County Executive Office. The County Executive Office should have an intake and triaging process for all strategic initiatives based on robust assessment and prioritization criteria.

Intake: Identification of strategic initiatives should be an ongoing process that occurs based on top-down direction as well as bottom-up input. For example, top-down direction is provided by the Executive Team through a “rolling” strategic planning process that inform whether new initiatives are required based on new internal feedback and external factors (see Recommendation 1.1 for more details). Bottom-up input can take the form of issues escalated during monthly all-hands meetings between ACEOs and their Department Directors and the resulting cross-departmental initiatives. These shorter-term operational initiatives complement the longer-term strategic initiatives that are identified at the Board and Executive Team level—allowing the County to respond to existing issues and proactively address upcoming issues and the increase departmental support County strategic initiatives, as only 46% of CEO customer survey respondents feel their department has capacity to support such initiatives..

Assessment and Prioritization: The County should establish a weighted prioritization criteria that tests the importance of strategic initiatives relative to one another in terms of delivery (e.g., length of time, level of effort, ease of execution), fiscal investment required, (e.g., one-time and recurring costs, debt requirement), benefit/value, (e.g., alignment with strategic priorities, return on investment) and level of risk (e.g., risk associated with, or with not, undertaking the initiative (example of potential criteria provided in Appendix F). The resulting score is used to create rank and assign projects to tiers, such as:

- **Tier 1 – “Must do”:** Mission-critical initiatives that deserve precious resources.
- **Tier 2 – “Should do”:** Important initiatives that the County will pursue now if possible with available resources and with less emphasis than Tier 1 initiatives
- **Tier 3 – “Could do”:** Initiatives that will be taken up as soon as resources are available after implementing Tier 2 and 3 initiatives

- **Tier 4 – “Won’t do”:** Initiatives that the County will not undertake at this time, but may reconsider in the future.

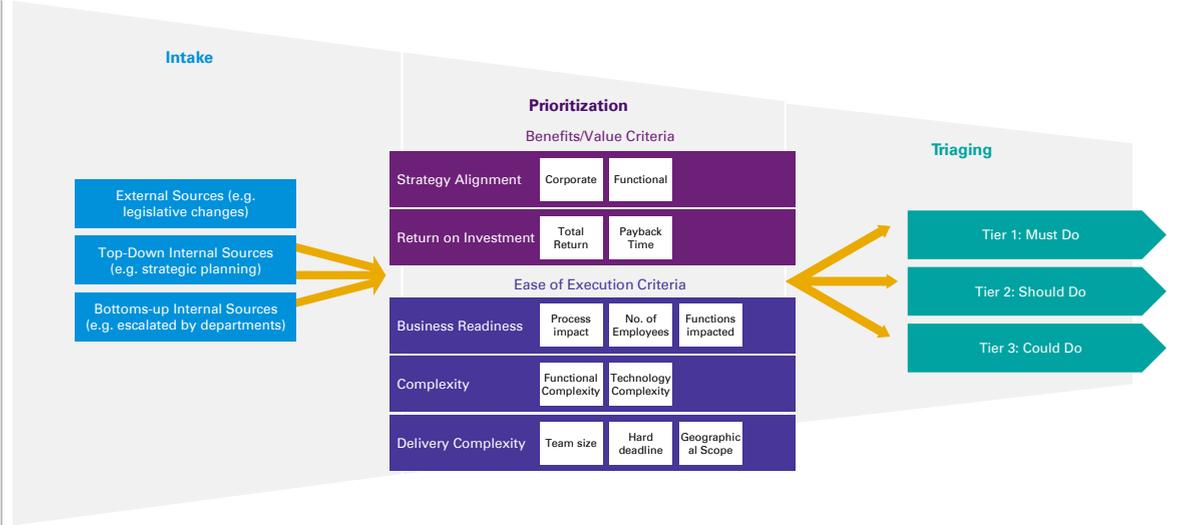
Triage: The County should then determine how initiatives at each tier should be managed in terms of:

- **Right rigor of further evaluation:** Does the initiative require more cost-benefit estimation and justification (e.g., business case)?
- **Right level of project oversight:** Does the initiative require ACEO and/or Board of Supervisor oversight? Who should be involved project approvals and monitoring of core project components such as scope, budget, schedule, quality, resources, communications, risks, etc.?
- **Right level of project management:** Should the initiative be managed locally by the departments or centrally by ACEOs? Does the project require additional operational direction and support through a project management office (PMO) (similar to what is provided for Renew '22 initiatives)?
- **Right rigor of project management:** What level of detail is required for project planning (e.g., standardized documentation)? What is the appropriate cadence for reporting on core project components?

Strategic Initiative Coordination: The advantage of a comprehensive and tiered view of strategic initiatives is that the County can now identify dependencies between initiatives, confirm initiatives are “rationalized” (i.e., nonduplicative), sequence initiatives in a logical and/or concurrent manner, optimize the balance of demand for resources with resource capacity, and monitor progress and outcomes to help ensure projects ultimately deliver value against the County’s strategic priorities.

The County should establish an oversight process for upcoming and ongoing initiatives, and ensure there is a supporting infrastructure for project management and execution (i.e., planning techniques and templates, reporting cadence, and measures, PMO resources, etc.) (See Recommendation 10.1 for more details). This can be added as a standing agenda item to monthly Executive Team meetings, and/or a more comprehensive agenda item to annual or semiannual strategy reviews.

Figure 7:



Source: KPMG LLP proprietary material

Anticipated Impact

By creating a structured process around when projects move forward, the County is not only positioning itself for success in the execution of those projects, they are providing themselves an affirmative defense when justifying those projects to the Board of Supervisors and the public. Moreover, with an intake and prioritization process established, there will be more transparency, which will lend itself to more accountability.

4.2 Embed strategic initiatives within the County and invest in continuous improvement efforts.

Observations & Analysis

The County is currently restarting awareness and engagement efforts for Renew '22 after its strategic pause. It is evident that the County recognizes the need for continuous improvement efforts as evidenced in the design of their Renew '22 Ambassadors Program and reference to organizational change models in project charters, Employee University curriculum, etc.

It is important that initiatives such as Renew '22 are instilled within the culture of the County and are embedded in the daily operations of departments and their staff, as 41 percent of customer survey respondents only sometimes feel their departments have direction from the County Executive Office on what strategic initiatives they should be undertaking. Initiatives that are consistently being driven from top down rather than bottom up may face sustainability challenges. Early investment in efforts to embed initiatives within the County, up-skilling employees with the knowledge they need for sustainable execution, and measuring the outcomes of implementation will help improve the impact of initiatives. With a strategic objective of transforming their County operations following fiscal challenges, Kern County, California (Population Estimate 2019: 896,764) adopted a culture of continuous improvement through its "LaunchKern" initiative, which focused on investing in their employees to provide them with the tools needed to identify opportunities for efficiencies, primarily through training in Lean Six Sigma. Kern County has focused on structured and targeted problem-solving efforts identified by frontline staff and realized significant benefits through the process. Similarly, the County is launching a similar program, PEAK, as part of the Renew '22 initiatives, after the City of Denver's successful program.

Santa Barbara County may want to consider investing further in the full spectrum of change management to embed initiatives at all levels of the organization to enhance the benefits realized—where **"making it known"** is only the second step as shown in Figure 8. For example, **"making it real"** involves translating the vision for change into what it actually means for its stakeholders—such as carefully assessing impact on people, processes and supporting technology. This will allow the County to **"make it happen" and then "make it stick"** by equipping people with the capacity and capabilities to work in new ways, such as training and/or hiring against capability gaps, transitioning into new roles and responsibilities, aligning performance goals and measures to reenforce/reward new ways of working, reconciling agreements with unions and work councils, etc.

Figure 8:



Source: KPMG LLP proprietary material

Anticipated Impact

By taking a systematic approach to continuous improvement, the County will not just be creating a culture change, but will also be creating the ability to ensure that strategic decisions made now will be embraced and sustained in the future.

5.0 Enterprise Communication



5.1 Renew efforts to implement the Santa Barbara County Strategic Communications Plan.

Observations & Analysis

The Santa Barbara County Strategic Communications Plan was developed in 2015, with a three- to five-year implementation plan. There is limited data surrounding the progress and continuation of the external and internal communications tactics laid out by the plan. Without the implementation of a strategic communications plan, communication in the County will continue to be more reactive than proactive, strategic communication efforts will not be prioritized, and information sharing will not occur.

Continue to implement the Santa Barbara County Strategic Communications Plan, with a focus on the efforts listed below.

- Expand and take action on the performance measures listed in the “Communications Objectives”, see page 12 of the Strategic Communications Plan
- Continue with the Department Public Information Team (PIT) and consider reestablishing the monthly PIT meetings and utilizing these resources to distribute and disseminate communication to the departments
- Consider reimplementing the Master Editorial Calendar to help promote proactive communications between the county, the departments and the public, see page 18 of the Strategic Communications plan

As the Strategic Communication plan was developed in 2015, the County should refine the communication plan as needed to include any changes based on the audience impacted, key messages, communication mediums, and communication cadence to deliver targeted and effective communications. Evaluation of the communication plan also provides an opportunity to demonstrate how the communication activities have made an impact, and to confirm that the next stage or phase of communication remains fit for purpose. The implementation of the Strategic Communications Plan will be supported by implementing recommendation 5.2 below.

Anticipated Impact

Leveraging the tactics laid out in the Santa Barbara Strategic Communications Plan can provide positive, proactive communication with departments and residents, and ensure a common voice is used throughout the organization.

5.2 Delineate communication roles, cadence, and channels.

Observations & Analysis

Communication with the public is intense during disasters, but communication cadence loses momentum during nondisaster times. The departments and public may perceive the lack of outreach from the County as negative, causing residents to “unsubscribe” from county communications. For example, only 35 percent of CEO customer survey respondents feel that the level of communication received between their department and the County Executive office is excellent, with an additional 9 percent of respondents feel that the communication is below average. To combat the ebb and flow of current communication, the County should consider delineation between the Public Information Officer Role and the Strategic Communications Officer role.

- **The Public Information Officer (PIO)** should act as the liaison between the County and news media outlets and the public’s requests for information. The PIO should be responsible for disseminating critical information to the public through the various forms of mass communication, develop press releases and prepare information for distribution to media outlets, respond to requests for information from media outlets, and be the face of the County to relay information. The PIO should also act as a central liaison and coordination with department PIOs to provide consistent messaging through the PIT team mentioned above.
- **The Strategic Communications Officer** should be responsible for the strategic vision, planning, organizing, and directing of the communications of the County of Santa Barbara both internally and externally. The Strategic Communication Office should focus on managing and implementing the methods of communication and the cadence of that communication to the right audiences. This should include regular and transparent communications internally to County employees alongside informative and established methods for communicating County activities, achievements, and public awareness information to the residents of Santa Barbara.

While the delineation of activities is being explored it may be worthwhile to undertake a high-level workload assessment to understand the potential demands on these positions. This can be completed by tracking the volume of internal department requests, media enquiries, briefings developed, etc., for a defined period of time. Alternatively, if tracking of activities does not seem feasible then consider providing estimates on the percentage of time spend on priorities on a daily or weekly basis. An estimate of workload even at a high level will help the County focus the roles and responsibilities of each position and also estimate staffing requirements.

Consideration should also be given to the positioning of communications within the County, while Communications can remain within the County Executive Office benchmarking highlighted that an alignment between Organizational Development within Human Resources and Strategic Communications can help reinforce internal messaging and tie messaging to actions.

Anticipated Impact

Focusing on, and improving, the delivery and transparency of communication from the County will improve the trust of the departments and the public, support employee and civic engagement, and create shared understanding of the County's goals, values, and priorities. Increased two-way communication between the County and departments and the County and the Public enhances quality and the level of trust and engagement felt by each party.

Office Enablement Recommendations

Office enablement recommendations relate to the systems and processes needed for the County Executive Office to function as a high-performing organization and team within itself. The recommendations outlined below seek to provide the internal systems required to promote knowledge sharing and collaboration across all levels of the Office and align the responsibilities of staff to their skill sets and help ensure effective utilization towards high-value activities. In addition the recommendations explore where technology can be used to enhance the efficiency of operations.

Office Enablement Recommendations

- 6.1** Explore the creation of a strategic integration and coordination position.
- 6.2** Review ACEO responsibilities and realign activities to enable proactivity and coordination.
- 6.3** Rebalance fiscal, project and performance responsibilities between analysts.
- 7.1** Establish a structured approach to succession planning.
- 8.1** Enhance structured communication and information sharing between ACEOs.
- 8.2** Establish structured communication and information sharing between ACEOs and analysts.
- 9.1** Identify and embed collaboration tools and document management process enablers.
- 9.2** Reduce manual administrative workload by implementing a paperless office.
- 10.1** Ensure the right level of ACEO involvement and rigor is applied to managing projects.

6.0 Executive Team Management



6.1 Explore the creation of a strategic integration and coordination position.

Observations & Analysis

While conducting interviews and observations within the County Executive Office it was evident that all resources are committed to multiple priorities at a time: driving the Renew '22 initiatives, leading or coordinating multiple departmental projects to improve County operations, in addition to managing day-to-day roles and activities. However, the balancing of workload and effort across all activities has inadvertently led to the creation of silos, a lack of strategic coordination, and a reactive response to issues. The volume of activities undertaken at any one time means there is less capacity for the County Executive Office to be forward looking and proactively plan and prepare for future challenges and issues that may be on the horizon. While some recommendations have been made to address the challenges of coordination and collaboration, see enterprise enablement recommendation four, Initiative Management, and office enablement recommendation six, executive team management, they do not create sufficient capacity for the level of strategic planning and proactivity desired.

The first step to address some of these issues is to review the assignment of activities and tasks to analysts to determine current workload and appropriate right-sizing of the analyst team. This effort will help focus the analyst assignments, provide better alignment and support for the ACEOs.

In addition it is recommended that the creation of an integration and coordination position be explored to create the ability for strategic planning and horizon scanning, coordination and oversight for all strategic initiatives and to bridge the gap across functional groups and help ensure cross functional group coordination and collaboration, problem-solving and issue escalation. It is envisaged that this position will act as a key driver of the County rolling strategic planning, Renew '22 efforts, and act as a central point of coordination up to the County Executive Officer (CEO) within the Office allowing the CEO to focus on the strategic vision for the County. This would also help structuralize and break down silos of information and individual knowledge retention.

This could be implemented in a number of ways:

- **Re-structure the chief of staff position:** the current chief of staff position is currently utilized as a legislative and policy officer responsible for managing key issues and special projects e.g. Cannabis. However, the workload associated with these activities means there is less focus on enabling collaboration within the Office across functional groups and coordination of activities. The restructuring of the Chief of Staff role could allow for some of the activities outlined above to be undertaken, however as a Chief of Staff this position may have less authority and influence to manage, task and hold staff accountable within the Office.
- **Re-structure the role of the ACEO:** As outlined in office enablement recommendation 6.2, ACEOs often get absorbed into operational and tactical roles rather than maintaining a strategic focus. The restructuring of this role even further to delegate all project management, research and analysis, and operational management activities to departments, or analysts as appropriate, could create capacity for the ACEO's to undertake these activities. This would be a less optimal solution as it would require additional formal coordination between ACEOs and a structured management approach compared to a central point of coordination.
- **Implement a rotating integration and coordination position:** An alternative to the funding of a new position would be to rotate the position between the ACEOs. Each ACEO would undertake the responsibilities and activities every six months, in addition to their department and functional group assignments. This option has the added benefit of improving succession planning as each ACEO would have awareness of all functional group and County initiatives however would increase the workload for the ACEO during their time in the role and require additional structure to balance both positions.

Anticipated Impact

The creation of an integration and coordination position would help promote a proactive, forward looking culture of operations, breakdown the current silos between functional groups, and increase the resiliency of succession planning efforts. It would also help to ensure that the Renew '22 initiatives, strategic initiatives, and cross functional group issues are managed and implemented in a sustainable way through the necessary planning, governance, co-ordination and control. This will allow the County Executive Office to manage issues in a structured way to deliver effective results.

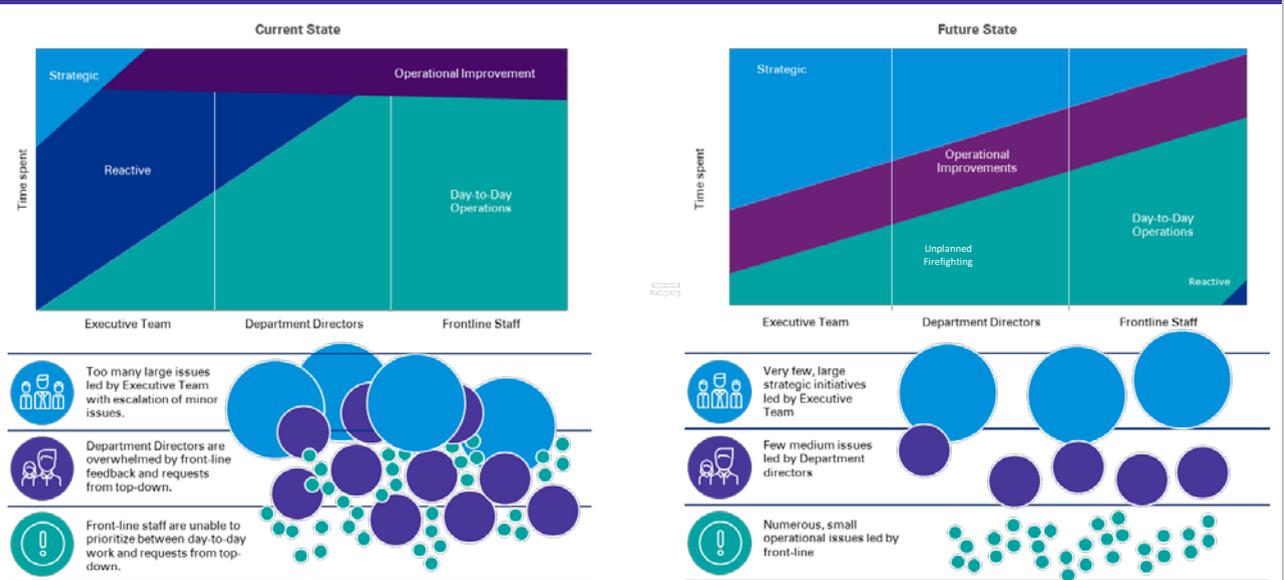
Observations & Analysis

Interviews indicated that ACEOs lack the capacity to focus on higher-value-add responsibilities, such as strategic planning and functional group coordination. The CEO customer survey indicated that 13 percent of respondents would like more coordination and support from the ACEOs, while 17 percent would like more clarification about the role and responsibilities. ACEOs are often overwhelmed by lower-value-add activities that do not make the most of their capabilities, such as conducting research and analysis for policy setting, and project administration which should be delegated to analyst staff or departments. This results in a continuous cycle of reactive activities, where ACEOs are unable to prioritize responsibilities related to proactive planning (as seen in Figure 9). The following table demonstrates possible root causes and corresponding recommendations on how to address them:

	Root Cause	Recommendation
Expectations	ACEOs <i>themselves</i> are unclear regarding what the expectations are for prioritizing between types of responsibilities, including: “strategic” (e.g., policy setting) vs. “operational improvement” (e.g., initiatives) vs. “day-to-day operations” (e.g., supporting Department Directors) responsibilities.	Set clear expectations between CEO and ACEOs on what responsibilities fall under “strategic” vs. “operational improvement” vs. “day-to-day operations,” and how they should prioritize them (example provided in Figure 10 by modifying job descriptions for RACI clarification).
Perception	The role and responsibilities of ACEOs to the <i>rest of the organization</i> may be unclear and/or perceived to be mostly focused on “bureaucratic” responsibilities (e.g., board letters).	Communicate the clarified role, responsibilities and priorities of the ACEO to the rest of the organization informally (e.g., reinforced during meetings), and formally (e.g., in project RACI documentation).
Capacity	ACEOs may not have the capacity for strategic responsibilities due to a lack of supporting staff with the necessary capabilities (e.g., analysts, administrative staff, and/or project coordinators) or lack of tools to help organize their work.	Assess what “unplanned and/or reactive” activities prevent ACEOs from fulfilling their strategic and operational responsibilities (examples provided in Figure 9). Delegate these activities to the appropriate support resources, such as analysts, administrative staff, and/or project managers within departments (see Recommendation 6.3 and 10.1 for more details on creating additional capacity and capabilities in B&R analysts and project management).
Prioritization	ACEOs may face difficulties prioritizing strategic responsibilities when time is allocated based on urgency or frequency in a reactive manner.	Schedule recurring routines for strategic planning and functional group meetings to help ensure strategic responsibilities are not put “on the backburner,” and allow ACEOs to refocus on proactive planning (see Recommendation 1.1 and 3.1 for more details).

In order to ensure that the activities of ACEOs remain aligned to the vision and achievement of County strategic priorities, an assessment of workload and time distribution should be periodically undertaken. ACEOs should either track how they are apportioning their time between major assignments, projects, and other reactive activities, either through a weekly or monthly percentage estimate, or at a more granular level if feasible, to help the County Executive Office understand if they have the correct resourcing and alignment to departments. This process should be undertaken at least twice a year to allow for a proactive rebalancing of fiscal and organizational priority alignment and provide data for decision making regarding staffing, skill set, and support requirements.

Figure 9:



Source: KPMG LLP proprietary material

Figure 10:

		Responsible	Accountable	Consulted	Informed
Strategic	Make decisions on, and establishing, countywide policies	✓			
	Define the County vision, mission and priorities with the CEO and BOS			✓	
	Revise strategic plans based on internal feedback and external factors			✓	
Operational Improvement	Ensure "initiative portfolio" is aligned with County priorities	✓			
	Address countywide issues and leading countywide initiatives	✓			
	Coordinate and implement Board of Supervisor initiatives		✓		
Day-to-day Operations	Run County operations (e.g., fiscal accountability, regulatory compliance)	✓			
	Support Department Directors who are responsible for department operations			✓	✓
Reactive	Conduct research and analysis to support policy setting				✓
	Conduct administrative activities for meetings, projects, etc.				✓

Anticipated Impact

By providing clear expectations to the ACEOs, and giving them the opportunity to think and act strategically, the County leaders will be positioned to fully embrace Renew '22 and take the proactive steps necessary for implementation.

6.3 Rebalance fiscal, project and performance responsibilities between analysts.

Observations & Analysis

The current workload of analysts is not a known quantity as there is no formal process for tracking and monitoring workload and assignments among the analysts. The lack of data presents challenges when determining the right size of the team and type of resources required, and also limits the ability to monitor the utilization and productivity of staff.

In order to inform the recommendations below it may be a worthwhile investment to track activities and assignments among analysts to provide data to inform staffing decisions. While many of the analysts assignments are ad hoc or reactive to departments. There should be core activities that can be tracked, e.g., volume of requests from departments (staffing additions, budget changes), backlog tracking of project or ACEO requests, volume of project requests, etc. In addition to recording the volume data, the analysts should track time spent at hourly or half-day increments, or alternative weekly percentage estimates of time spent on activities, to determine workload associated with the activities. This level of data would help the County Executive Office develop a Rough Order of Magnitude (ROM) workload model to inform staffing requirements.

The demands on analysts vary on a weekly, if not daily, basis. As mentioned in the previous recommendation, ACEOs need more research and analysis support for policy setting and projects. However, the current expectation for analysts is to focus primarily on fiscal responsibilities (e.g., budget development). Analysts may lack clarity on how to prioritize project responsibilities—especially when approximately half of project-related requests are unanticipated/unplanned. In addition, under the recommended operating model analysts may also need to fulfill additional responsibilities related to the cyclical use of performance measures for strategic and/or operational planning, budget development, and initiative management (see Recommendation 1.2 and 3.2 for more details).

We recommend for the County to consider the following options to help ensure that the analysts' function has the right capabilities and sufficient capacity for fiscal, project, and performance responsibilities:

- **Option 1:** Assign current analysts to share fiscal, project, and performance responsibilities and focus on implementing a robust prioritization process.
- **Option 2:** Assign analysts to focus solely on fiscal responsibilities, and realign and/or hire new analysts to focus solely on project and performance measurement responsibilities.
- **Option 3:** Assign analysts to focus on solely fiscal and performance measurement responsibilities, and realign and/or hire new analysts for project responsibilities to ACEOs and/or departments to support continuous improvement efforts for project execution.

Regardless of which option is pursued, the County should ensure the following requirements are met at varying degrees:

- A central intake, evaluation and prioritization process for fiscal, project and/or performance requests—including a consolidated view of all pending and in-flight analyst requests, a clear prioritization criteria (i.e., based on impact, effort and urgent) and an ongoing process to review the request backlog, and reprioritize and reassign requests
- Detailed assessment of requests and workloads for fiscal, project, and performance responsibilities to better anticipate demands from departments and/or ACEOs, balance workload between analysts, reassign analysts between high-/low-touch departments, etc.
- Delegation of low-value-add and routinized tasks to administrative resources outside of the analyst function
- Explore opportunities for further system integration and paperless efforts to reduce time and workloads required for fiscal responsibilities (i.e., FIN and ERP).

Anticipated Impact

The restructuring of the analyst structure to delineate between fiscal, project, and performance measurement responsibilities will allow for enhanced support and quality for all activities through the assessment and prioritization of assignments and also allow for a clearer assessment of the analysts' workload.

7.0 Sustainable Management



7.1 Establish a structured approach to succession planning.

Observations & Analysis

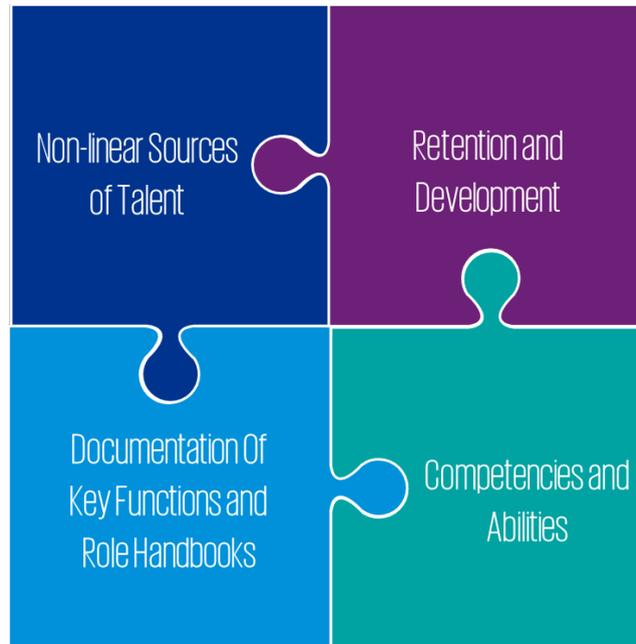
The current succession structure in the County Executive Office is not sustainable, as the knowledge base is held by a few individuals who have been with the County for a significant period of time, which creates a reliance on individual knowledge retention. This is particularly evident within the County Executive Office. In addition, some methods for communication and collaboration are built on longer-term personal relationships rather than formal structures. There is a significant risk within the County that a large portion of institutional knowledge is held by a small number of individuals, and that this knowledge may be lost as individuals retire or leave the County organization.

However, succession planning is not just about personnel development, it's also about focusing on establishing a sustainable set of systems, processes, and documentation so that key functions can continue, regardless of the successor.

1. The County should identify nonlinear sources of talent for career development and succession planning. This should be enabled through the individual performance management process and consolidated through HR to identify high-performers throughout the organization to inform development and succession planning outside of the current individual assignment within the County. Through this process, the County should also assess current staffing against the organizational needs of the County and enable proactive recruitment and succession planning.
2. The County should document the core competencies, critical skill sets, and abilities needed for critical positions within the County. This will help identify position requirements outside of current personnel and help focus succession planning efforts
3. The County should commence a process to document key functions and roles within the organization to ensure that knowledge is retained outside of individuals. This can also be enhanced through the establishment of a position shadowing process for those in critical positions who are nearing retirement or whose position has been identified as at a high risk of failure if they were to leave the organization.

Franklin County (Population Estimate 2018: 1,310,300) implemented a standard documentation procedure to make sure the retiring employee doesn't depart before creating a detailed report of duties and increasing the amount of communication needed to update managers on project updates. When a retiring employee leaves, their manager is up-to-date on ongoing projects and resources and can share that with their replacement. A substantial success in the way Franklin County manages knowledge transfer is that the process helps to increase existing employee skill sets.

Figure 11:



Source: KPMG LLP proprietary material

Anticipated Impact

Succession planning will support the resiliency of the County by providing proper dissemination of knowledge, information, and best practices. When a structured approach is applied, succession planning can help ensure the County has the talent, skills, and expertise to achieve strategic mission and goals in the long-term.

8.0 Communications



8.1 Enhance structured communication and information sharing between ACEOs.

Observations & Analysis

There are limited formal communications across the County Executive Office in terms of priorities, awareness, and attitudes. ACEOs do not have mechanisms to identify and escalate issues early on. The focus on priorities within the weekly meetings is currently defined by what issues are on the Board agenda for the upcoming week with focus on pressing issues and/or upcoming priorities however limited time is dedicated to discuss longer-term strategic goals and related progress. Due to the limited forward-looking view, there may be missed opportunities to cross-collaborate on issues and implement early-intervention solutions.

The Office should establish new processes behind collaboration and information dissemination using a requirements matrix, and create protocols that ensure management of work and cooperation around ACEO decision making. The County Executive Office should create tightly scoped, 15- to 30-minute meetings, multiple times a week that will address highly specific challenges that the leadership group can collaborate on. For example, a weekly, Monday morning, 30-minute standing meeting between ACEOs that is exclusively meant to discuss pressing issues, projects and risks. The goal of this meeting will be to make everybody aware of the upcoming challenges, identify cross-departmental impacts, support required for department projects and initiatives and rely on each of the ACEOs' professional experience to navigate towards a solution. Another example would be a biweekly 60-minute meeting that is a post hoc look at operational challenges and whether there were successes or failures. The theme of this meeting would be one of learning and ensuring that experiences are passed on to the group. There is a range of possible opportunity areas to drive collaboration, provided in Figure 12 that can be used to encourage the coordination of work among ACEOs, some of which the ACEOs are in the process of implementing.

Figure 12:



Anticipated Impact

Ultimately, the goal of having tightly scoped meetings multiple times a week is to reduce the risk of meeting drift and out-of-scope topics taking over a meeting. By keeping meetings consistently scheduled and on topic, there will be an established cadence for meetings that will lead to more insights gleaned and a better use of time. Communication and information sharing helps ensure the effective flow of information and can support quick decision making and help reduce the formation of silos.

8.2 Establish structured communication and information sharing between ACEOs and analysts.

Observations & Analysis

Analysts are not integrated into conversations with ACEOs and the departments, causing information gaps when analysts communicate with departments regarding budget. Analysts may not be aware of all the required information or decisions made between the ACEO and the department, which may have an impact on budgetary decisions. Because the ACEO role is critical to coordinate work and decisions among the analysts, there should be an established flow of information from the ACEOs to help inform analysts and increase their knowledge of the wider developmental picture.

Communications between the ACEOs and analysts should:

- **Lead by Example:** ACEOs can share knowledge by having analysts attend meetings, when possible and appropriate, with the ACEO and departments to improve the analysts' awareness and connectedness to their projects and initiatives. In cases where participation in meetings is not appropriate, analysts should be sent meeting notes from the meeting as well as the option to debrief with the ACEOs to ensure analysts are obtaining the relevant information.
- **Understand Goals and Aspirations:** ACEOs should conduct 15-minute weekly huddles with analysts to allow analysts to share projects updates and professional goals. ACEOs can then assign analysts to projects based on analysts' professional goals and ensure analysts feel like they "own" projects.
- **Be Open and Approachable:** ACEOs should implement informal communication platforms, such as chat functions like Microsoft Teams, to allow ACEOs and analysts to communicate questions, issues, or updates quickly and efficiently without taking time to have a formal meeting.

Figure 13:

Good Practice	Description	Theme
Analysts attendance at Department Meetings	Provide analysts with the opportunity to join ACEOs at department meetings (where it is suitable to do so) to enhance analysts capabilities and provide more opportunities to work with leaders.	Lead by Example
Weekly huddles	Conduct brief weekly team meetings where ACEOs and analyst discuss topical issues, update each other on the work they are doing and share professional and personal goals	Understand Goals and Aspirations
Informal communication platforms	Make use of informal communication platforms (e.g. Huddle and Teams) to facilitate frequent and open communication	Be Open and Approachable

Anticipated Impact

Increased communication between the ACEOs and analysts will help the County proactively address needs for special projects and share information that impacts the department budgeting process. Priorities, timelines, and expectations can be clearly communicated to define roles and responsibilities of both ACEOs and analysts.

9.0 Technology Enablement



9.1 Identify and embed collaboration tools and document management process enablers.

Observations & Analysis

For the County to gain the greatest leverage from information sharing, the County Executive Office staff should be able to share and reuse information regardless of format or location. Due to the multitudes of resources available within the CEO, many are not aware of the useful information sources, nor do they have access to them all. Lack of awareness and access to information can lead to wasted time or duplicated efforts, “recreating the wheel,” or lead to decisions being made with incomplete information.

The California County of Riverside Executive Office (Population Estimate 2019: 2,450,758) faced similar challenges, and in an effort to enhance collaboration efforts, created an internal CEO SharePoint portal with the ability to provide communications updates, project tasking, status update tracking for strategic initiatives, and document library capabilities to facilitate information sharing among executive office staff, which also allowed limited access when granted to Department Directors. The SharePoint portal served to enhance information sharing, knowledge management, and collaboration within the office while reducing the need for additional meetings.

The County Executive Office should consider creating a similar document management process internally to facilitate collaboration and document sharing/management within the office.

Figure 14:



Source: KPMG LLP proprietary material

Anticipated Impact

This will address the problem of information stored in silos that is not accessible across the enterprise.

9.2 Reduce manual administrative workload by implementing a paperless office.

Observations & Analysis

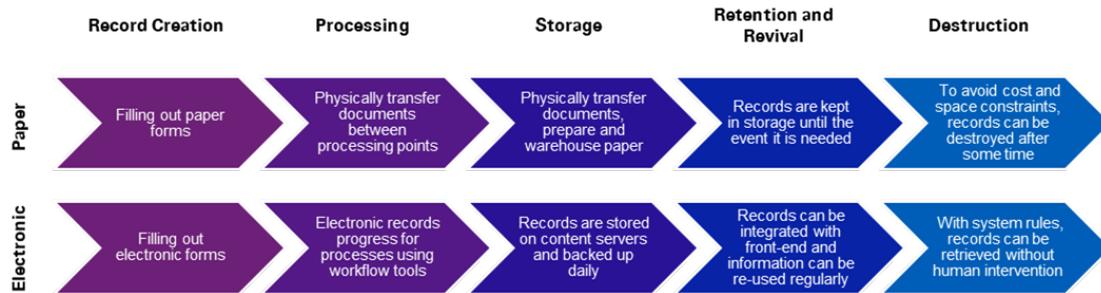
Legacy uses of paper, such as binders for Board of Supervisors meetings, are entrenched within daily operations. There are huge costs, in both time and effort, associated with transporting, storing, collating, and managing paper documentation. While there are examples of the County moving towards paperless systems such as the implementation of electronic signatures by Clerk of the Board, a paperless process has not been fully adopted by all areas of the County Executive Office.

The County should model paperless efforts after Alameda County (Population Estimate 2018: 1,666,753), who identified paper use reduction as a strategy for reducing climate impacts. The County increased productivity due to streamlined business processes made possible with electronic records software and e-signature solutions and saved approximately \$150,000 in annual expenses otherwise spent for copy paper. Specific strategies used to reduce paper include:

- Education and behavior change campaigns to empower individuals to make smarter printing choices
- Policy solutions to empower department managers to promote paper use reduction efforts to staff
- Contracts for technology solutions to enable business process improvements, such as secure online file storage and electronic signature software
- Electronic-signatures contract that enables a paperless legal signature to streamline business processes

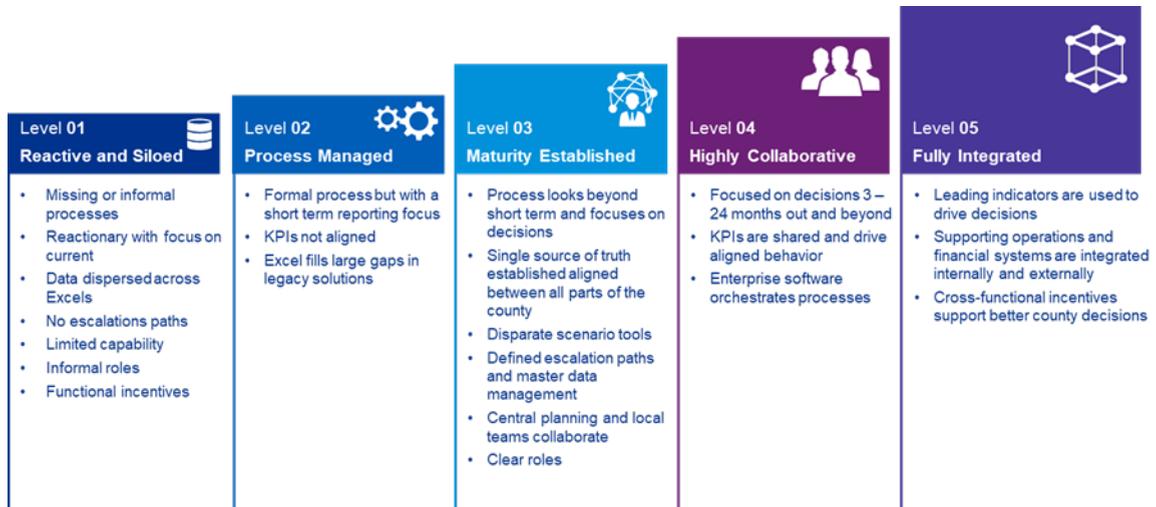
Paperless systems are one example of process automation. The County Executive Office should also consider exploring further opportunities such as web-based permit applications for Cannabis. Licensing and permitting are functions that often lend themselves to be candidates for process automation opportunities, as they are highly manual and repetitive. High volume of transitions and execution does not require significant analysis. Figure 24 outlines the levels of system integration maturity and associated characteristics.

Figure 15:



Source: *Time to Go Paperless* by Deloitte & Touche

Figure 16:



Source: *KPMG LLP proprietary material*

Anticipated Impact

Paperless systems can provide a compelling new user experience (i.e., iPads for BOS) and reduce distribution and production time and costs. Process automation through paperless systems will help to alleviate redundant activities such as having a high number of handovers or repetitive manual work, as well as enhance distribution of materials. CEO services could be enhanced if time was not spent redistributing documents at every iteration and having shorter times during redistribution.

10.0 Project Management



10.1 Ensure the right level of ACEO involvement and rigor is applied to managing projects.

Observations & Analysis

Given the upcoming rollout of Renew '22 initiatives and increasing the number of cross-functional and/or countywide initiatives, there is a clear need for the County to ensure the appropriate capacity and rigor for project management.

Clarify roles in cross-functional projects: Interviews indicated that there can be confusion of roles and responsibilities when there are multiple ACEOs and functional groups involved in an initiative. The County should establish one primary lead who is accountable for the project from end-to-end and oversees all functions, as well as a secondary lead who is responsible for oversight and providing expertise during the initiative. While this will help ensure alignment between ACEOs at a minimum, the County can also use the adjacent framework to clarify accountabilities with the broader cross-functional project team.

Delineate the roles of ACEOs between facilitation vs. execution: As described in Recommendation 4.1, the different types or tiers of initiatives determine the appropriate level and rigor of project oversight and management. We recommend that the County use these tiers to help determine the level of involvement in projects for ACEOs. For example, strategic initiatives with countywide impact may require ACEOs to take a role in project management, while operational initiatives with department-specific impact may only require ACEOs to take a project oversight role while delegating project management roles to the Department Directors.

Figure 25: Accountability Framework

- 1) Whom should I go to in order to get which things done?
- 2) Who can make what decisions?
What decisions can you make on your own vs. those that require consultation of others?
- 3) Who has authority over which resources (e.g., people, technology, funding)?
- 4) If someone who owns a certain decision is unavailable, who is their substitute?
- 5) Who should be working together?
Who plays what roles in complex processes?
- 6) Whom to ask to explain how things are going and assess progress?
- 7) Whom to go to in order to sort things out when clarity is required?
- 8) What are our other commitments and how will we prioritize between them?

We recommend for the County to clearly establish these roles in terms of who is accountable vs. responsible for shared project responsibilities. For example, project oversight is held *accountable* for managing core project components (e.g., scope, schedule, budget, quality, resources, communications, risk, etc.). While project managers are *responsible* for managing and executing on those project components, such as conducting cost estimations (i.e., budget), tracking and planning against key milestones (i.e., schedule), etc.

Project oversight also includes unique responsibilities that are only available by looking across projects, such as sharing lessons and/or best practices, managing interdependencies, facilitating collaboration between stakeholders on projects, etc.

Ensure project benefits/value are realized and sustained: Interviews have indicated that there is limited structure to monitor how projects are progressing and whether project benefits/value are being realized. A critical component of implementation should be the monitoring of performance pre and post-implementation through the use of performance measures or key performance indicators to help ensure that the expected outcomes have occurred and identify quickly any changes that need to be made to establish the sustainability of implementation in the long term. It is also important to measure the benefits realized from projects to evaluate the impact of the project and return on investment. See Appendix D for examples of project performance measures.

Anticipated Impact

By clarifying and properly delegating responsibilities related to project oversight and management, the County will be able to implement clear accountabilities for project outcomes/benefits.

Program Recommendations

Program recommendations identify opportunities for prioritization of activities, efficiency, and sustainability of operations and increased collaboration with County departments.

Program Recommendations

Clerk of the Board

- 1 Provide additional structure to the implementation and adoption of technology
- 2 Identify process improvement based on data
- 3 Accelerate cross-training and succession planning
- 4 Understand the cost/benefit of current civic duty efforts

Budget & Research

- 1 Embed budget forecasting and horizon scanning into the budget process
- 2 Explore feasibility of financial system integration
- 3 Increase department coordination and accountability in the budget forecasting process

Office of Emergency Management

- 1 Define and implement first, second and third circle responder support
- 2 Implement an end-to-end planning lifecycle
- 3 Realign OEM from the CEO to enhance operational coordination and integration with departments
- 4 Establish a framework for community communications

Risk Management

- 1 Confirm the vision and scope of the Risk Management (RM) function
- 2 Assess the right level of RM involvement between management vs. oversight
- 3 Identify RM capability gaps that can be fulfilled by other departments and/or contractors
- 4 Implement a system to monitor department activities for completion and outcomes
- 5 Realign information security to ICT and establish a baseline information security framework

Clerk of the Board



1 Provide additional structure to the implementation and adoption of technology.

Current State: The Clerk of the Board is currently implementing technology to support automating the tracking and management of activities and the retention of associated documentation that is produced during these activities, such as the approval tracking system and paperless Board of Supervisors Binders. However, these efforts have been slow to progress; for example, only two of five Supervisors have adopted the paperless binder system. Due to the lack of adoption by all Supervisors this had had minimal impact on the level of effort to prepare for Board hearings and create binders. In fact, it can lead to additional administrative burden to provide both paperless binders and paper binders. The approval tracking system is currently undergoing a pilot program with General Services; however, there is no formal implementation plan to roll out the system or framework to track the impact of the system on workload and process efficiency.

Recommendation: While the Clerk of the Board should continue to implement and adopt technology, there should be a structured implementation plan developed to help ensure a successful and sustainable rollout to include formal user training and adoption and tracking of performance measures to monitor the impact of the investment. In addition, the Clerk of the Board should implement a paperless binder process to realize the benefit of the reduced administrative process and workload. The binder documents should be made available to the Board of Supervisors in a digital format, the decision can then be made by the individual Supervisors to print within their office if so desired. The Clerk of the Board and County Executive Office should periodically review the workload of Clerk of the Board staff as these technology enhancements are implemented to monitor the changes to workload and impact on staffing.

2 Identify process improvement based on data.

Current State: There is currently limited tracking of any demand or volumes managed by the Clerk of the Board; for example, the annual volume of assessment appeals is not documented, the volume of board letters compiled, the volume of payments processed, etc. The inability to assess demand and therefore workload within the Clerk of the Board Office makes assessments regarding staffing and resources required difficult and does not facilitate data-driven decision making.

Recommendation: The Clerk of the Board should not wait until new systems are implemented to begin to track data. There is limited data available currently to document demand volumes or trends to inform workload or staffing decisions. As the Clerk of the Board prepares for the implementation of new systems and outlines their structured implementation plan, as recommended above for the technology, they should document their business processes, procedural documents and volume, and throughput tracking that will be required to inform operational, management, and reporting requirements within the new systems. The tracking of volume and workload data will allow the Clerk of the Board to make data-driven decisions regarding resource and staffing, especially in times of peak demand.

Over the next few months, technology enablement such as the approval tracking system, online assessment appeals process, and online payment capability will allow the Clerk of the Board to consolidate and integrate different processes and sources of data digitally. With the implementation of technology, much of the data tracking should soon be extractable from the systems and the Clerk of the Board should be able to utilize this data to assess demands more regularly and make data-driven decisions regarding operations based on the insights obtained from the analysis of data, for example the quantification of workload, drivers and temporal trends of customer demand, imminent disruptions, better understanding of bottlenecks, and efficient use of FTE planning.

3 Accelerate cross-training and succession planning.

Current State: Though some positions within the Clerk of the Board’s Office are cross-trained, that practice does not occur officewide. This is especially important as one of the managerial positions within the Clerk of the Board’s Office is vacant and undergoing a recruitment process.

Recommendations:

- **Formalize and continue with cross-training:** There has been some cross-training of assignments and job rotations within the Clerk of the Board’s Office, and it has shown success. The Clerk of the Board should also consider a job rotation program during peak cycles, such as assessment appeals with departments such as Elections, to help with capacity and time constraints associated with a smaller team. The Clerk of the Board’s Office is a strong candidate for a formalized rotation practice internally to mitigate the risk of having a single point of knowledge within a position. Having positions rotate on a quarterly or semiannual basis will increase the resiliency of the office and increase the ability to provide additional support during times of peak demand, e.g., during assessment appeals.
- **Engage in formal succession planning:** There are pending leadership departures in the office, and having a succession plan in place should take precedent. Simultaneously, the office should create a knowledgebase of lessons learned and processes, and develop an onboarding and training process for new and existing staff to help minimize the loss of experience and shorten the learning time for staff coming into new roles.

Figure 17: Clerk of the Board FTE as of 2019

As of 2019, the Santa Barbara County Clerk of the Board serves the highest population of the five counties with the second lowest number of full-time employees, while Placer County Clerk of the Board serves the second lowest population with the highest number of full-time employees.



Source: *Homeland Security Affairs Journal* (2017)

4 Understand the cost/benefit of current civic engagement efforts.

Current State: The Clerk of the Board provides many important services to the public, and interacts with the public on a daily basis. While the Clerk of the Board performs civic duties well, an assessment of the best methods of interacting and how to get the widest reach in a cost effective way may be beneficial.

Recommendation: The Clerk of the Board should assess the return on investment on civic engagement with CSBTV. In the CSBTV Staffing Analysis, Findings and Recommendations, it was recommended that Santa Barbara County

- Conduct an audit of video programming services with the intent to realign expenditures with expectations of service
- Determine cost/benefit and future sustainability of expanding government meeting coverage
- Outline performance metrics and gather data for effectiveness.

Currently, there is no evidence that progress has been made on the above recommendations. It is recommended that the County move forward in determining if the current use of CSBTV is an effective tool for civic outreach compared to digital and social media alternatives. If the County chooses to continue the operation of CSBTV, there should be an effort to find alternative sources of funding besides the General Fund, such as cable franchise fees, federal grant dollars, etc., or if there are opportunities to outsource broadcast services as in Stanislaus County.



1 Embed budget forecasting and horizon scanning into the budget process.

Current State: Budget and Research analysts do not always have the capacity within their current roles to analyze and understand the impact of legislation, external trends, factors, and future changes that may impact budgets at the departmental level. While forecasting is conducted at the macro level, the current budget system does not incorporate budget forecasting on the micro-level for departments, which could lead to unanticipated expenditures and staffing requirements. Where future impacts have been identified they are often included separately within the budget book and not necessarily integrated into the forecasting process.

Recommendation: Horizon scanning is a foresight method that can help Budget and Research maintain a broad and externally focused forward view to anticipate and align decisions with both emerging (near-term) and long-term futures. By embedding this methodology into the budget process, Budget and Research will be able to provide insight into future departmental budget challenges and opportunities, and be able to apply that insight into decision-making to prepare for a sustainable future.

2 Explore feasibility of financial system integration.

Current State: During interviews with fiscal analysts it was indicated that the current budgeting system, FIN, is not scalable nor designed to handle complexities that are involved in proactive budget monitoring and forecasting, which limits the ability to tie fiscal decision making to the strategic planning process. In addition, the current system is not integrated well with the necessary HR systems, and additional workload is created through the use of multiple systems, as indicated in the graphic below. This serves to increase the risk of inaccuracies in the budget or reactive changes being incorporated into the budgeting process.

Recommendation: To increase the efficiency and effectiveness of the budget process, the County should consider the adoption of an integrated system. The adoption of technology that can handle the County's complex budget, and using that change to establish a transparent, centralized process that enhances the current process and establishes the ability to forecast and

predict fiscal changes would increase the effectiveness of the budgeting process and help ensure fidelity of experience.



3 Increase department coordination and accountability in the budget forecasting process.

Current State: Departments create their own revenue projections with little to no transparency for the fiscal analysts into their development process. Departments do their own budget forecasting, which is not given the required level of investment by the departments, leading to variations in the forecast and actual budget.

Recommendation: Budget & Research should establish reliable and consistent processes using key performance indicators to report on budget forecasting across all departments. Increased coordination with the departments to improve the accuracy of forecasting should release Budget & Research capacity within the quarterly budget process for more time to be spent on value-add activities and insightful analysis. This knowledge will increase analysts' understanding of departmental-level budgets and empower analysts to provide further value to the overall budgeting process.



1 Define and implement first, second and third circle responder support.

Current State: Operational coordination is required to ensure that OEM engages with the right stakeholders for the right mix of TOPPLEF (i.e., training, organizations, plans, people, leadership and management, equipment, and facilities). OEM has already defined primary and secondary responsibilities across County departments during incidents (i.e., “Emergency Organization Matrix”). However, there are opportunities for OEM to further leverage support from departments during steady state for “business as usual” activities. This will allow OEM to reassess and address gaps in core capabilities across the five mission areas, and reduce duplication of efforts and/or investment across the County.

Recommendation: OEM should clearly define and differentiate first-, second-, and third-circle organizations (example provided in Figure 18) based on factors such as perceived level of risk to their core activities, commitment and/or availability of resources, and level of maintained engagement (e.g., trainings, exercises), etc.

For inner-circle responders (i.e., Fire, Emergency Medical Services, Sheriff Office, etc., that are typically at the forefront of emergency response with OEM), assess which OEM roles and responsibilities can be better led by other departments. As demonstrated in Figure 19, there are opportunities for Counties to develop local government partnerships beyond planning. For example, the Fire department may have more capacity and existing capabilities to own 24/7 “Duty Officer” responsibilities, which took 8,760 hours of continuous coverage and monitoring from OEM staff in 2018.

For second and third circle responders (i.e., departments whose primary mission areas are not emergency-focused and nongovernment organizations), OEM should focus on articulating shared outcomes between OEM and these departments. For example, it was identified during interviews that there may be a greater need for OEM partnership in the Risk Management function due to growing inquiries on physical security (e.g., terrorism, active shooters). OEM may also want to consider third-party contractors (i.e., part of third-circle responders) to supplement capacity when needed during incidents. See Appendix C for examples of how several NACo member counties signed contracts with the Institute for Building Technology and Safety (IBTS) to extend disaster services without hiring additional staff.

Figure 18:

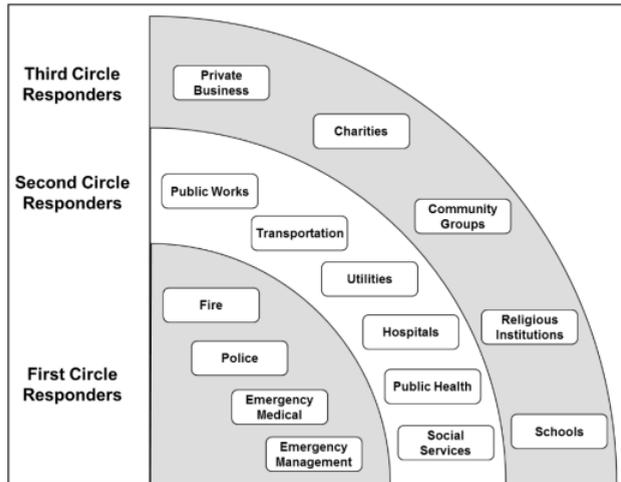


Figure 3. Centrality of Emergency Response to Organizational Mission

Source: Homeland Security Affairs Journal (2017)

Figure 19:

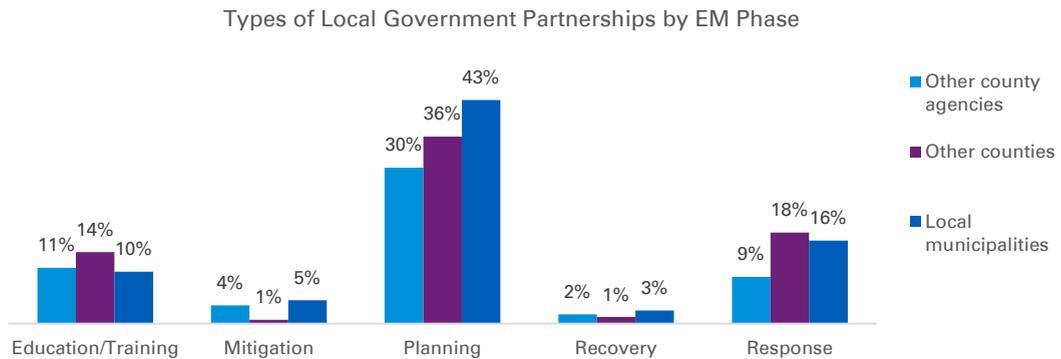


Table 37: Which agencies and organizations has the EMA worked with over the past five years, and in what phases have you engaged/partnered with them? Source: National Statistics NACo (2019).

2 Implement an end-to-end planning lifecycle.

Current State: Interviews indicated that OEM has limited capacity to maintain rigorous planning cycles after having experienced a series of activations. OEM maintains “core” plans that are mandated by FEMA and Cal OES (e.g., Emergency Operations Plan, Continuity of Operations Plan) on a five-year cycle. OEM also maintains “recommended” plans for specific hazards that have been assessed as higher impact, likelihood, etc. (i.e., based on Threat and Hazard Identification and Risk Assessment (THIRA)). Although OEM is able to identify these “tertiary” plans based on risk assessments, this does not necessarily translate into a prioritization of end-to-end planning activities—resulting in falling “months behind.”

Recommendation: In recognizing that emergency planning is a continuous process, OEM should establish an end-to-end planning lifecycle—which is not limited to the development of plans, but also includes validating plans through trainings, tests and exercises, and improving plans based on after-incident reviews. The planning lifecycle should have recurring and scheduled activities set at the right level of frequency to reflect an agreed-upon prioritization criteria. For example, trainings, tests, and exercises are currently conducted as needed and as requested—when they should be prioritized based on a similar criteria as plan development (i.e., THIRA).

To account for the dynamic nature of emergency management, OEM can also identify “triggers” that allow emergency managers to make better judgement calls on prioritizing planning activities, such as: a change in response resources (policy, personnel, organizational structures, or leadership or management processes, facilities, or equipment), a formal update of planning guidance or standards, a change in elected officials after each activation and after major exercises, a change in the jurisdiction’s demographics or hazard profile, or enactment of new or amended laws or ordinances. This should also be considered alongside the recommendation to Leverage “steady state” support from first, second and third circle responders to help increase the capacity of OEM resources.

Benchmarking has indicated that 73.8 percent of other medium-sized counties perform GIS work by using employees from other departments, whereas only 20.7 percent have a dedicated employee for GIS in their emergency management department. OEM should make full use of how their GIS expert can provide insights for prioritizing planning activities, such as risk assessments, identifying vulnerable populations, resource dispatch and management, etc.

Current State: CEO is currently considering consolidating OEM into the Fire department. As demonstrated in Figure 20 which is taken from NACo's national survey on emergency management, only 7.9 percent of other medium-size counties report to the County Sheriff, compared to 54.0 percent that report to County Administrator/County Executive. Within large counties 7.6 percent report to the County Sheriff while 62 percent report to the County Administrator/County Executive. A larger percentage of large counties, 35 percent as opposed to 18 percent of medium counties, report to 'Other' which could include Fire. A benchmarking review of the eight benchmark counties showed that only one county, Sonoma, had Emergency Management under the purview of the Fire Department. Depending on the final decision, this may provide OEM an opportunity to demonstrate the benefits of operational coordination and integration (e.g., greater sharing of resources) to other first, second, and/or third responders.

Recommendation: A possible option would be to structure the OEM function under the Fire Department during steady state to leverage their capacity and capabilities required for planning, testing, training, and exercises, etc. However, during a large-scale activation, OEM would liaise with the County Executive Office to ensure countywide coordination.

The County should also evaluate financial and operational baseline figures and anticipated benefits before and after consolidation with the Fire Department. For example, Riverside County, California (Population Estimate 2019: 2,450,758) was able to speak to the financial impact of integrating emergency medical services, public health disaster management, and traditional emergency management under one "all-hazards" department (e.g., reduced net county cost by 10 percent by leveraging state/federal grants and reducing duplicative administrative efforts) (see Appendix C for more details). Developing mechanisms to monitor, evaluate, and report on the results of joint operations will allow OEM to improve and build a clearer case for interdepartmental coordination and/or integration.

To garner commitment from departmental leadership outside of the Fire department, consider sharing findings from threat and hazard vulnerability assessments and/or after-action reviews that emphasize the cost of inaction to their own mission areas. This "burning platform" approach is employed effectively by Risk Management—where insights from claim reviews (e.g., growing rates for insurance coverage) are shared regularly with departments to highlight the need for further investment in workers' safety and prevention.

Figure 20:

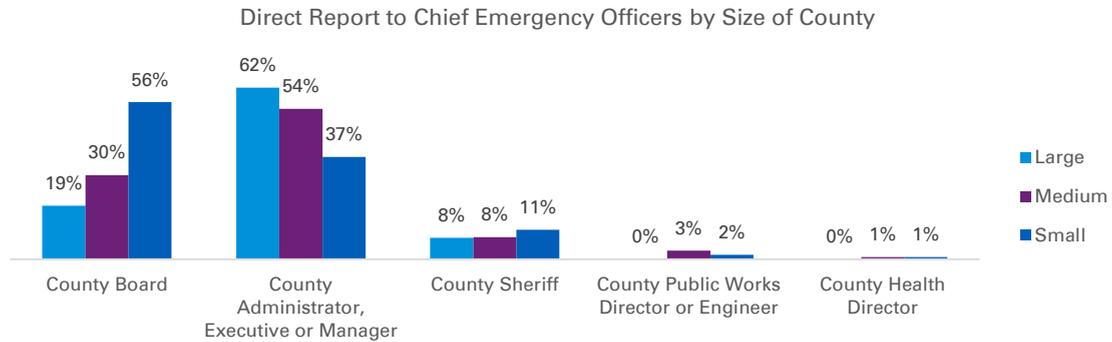


Table 4. To whom does the chief emergency management official directly report? Source: National Statistics NACo (2019).

4 Establish a framework for community communications.

Current State: Interviews have indicated that OEM (and the broader CEO communications function) lacks the capacity and capability for ongoing communications and community engagement *before* and *after* incidents.

Recommendation: OEM has a few options (that can also be applied in combination) to address this communications capacity and capability gap, and establish a framework for consistent and targeted communications, as follows:

- OEM can consider drawing support from other departments (e.g., Sheriff and Fire) who have dedicated PIOs. This requires further clarification on how the priorities of department PIOs change before, during and after incidents.
- OEM can consider establishing a joint community liaison unit with the Sheriff’s department, given similar needs, to keep a constant pulse on communities and their concerns, grievances, needs, etc. For example, San Bernardino County, California (population estimate 2019: 2,171,603) established a Community Liaison Unit under the Sheriff’s department that is also called upon by other agencies on an as-needed, event-driven basis (e.g., political rallies).

Risk Management



1 Confirm the vision and scope of the Risk Management (RM) function.

Current State: Progressively, more types of risks are being included under the scope of RM, such as information security, physical security, and cannabis. An expanding scope requires more direction on how to prioritize RM activities.

Recommendation: BOS and/or CEO should provide clarity on what they envision to be the role of RM in terms of the types of risks that should and should not be managed (e.g., strategic, financial, operational, compliance), and the degree to which these risks are managed in relation to the level of funding required/available.

- Consult with BOS and/or CEO to identify the degree to which risk should be considered during strategic and operational planning, budget development, initiative management, etc.
- Reconcile BOS and/or CEO expectations with current levels of risk (i.e., demand) and available capacity and capabilities (i.e., supply) to determine the largest gap areas that should be prioritized when developing RM programs, policies, audits, training, etc.
- Continue to identify, assess, and prioritize emerging risks from both top-down direction from Board and CEO, and bottom-up employee input and unit-based data analysis (e.g., worker's compensation and general liability cases).

Current State: Although RM routinely assesses risk data with departments (e.g., reviewing worker’s compensation and general liability claim data), these insights do not necessarily result in behavioral change. RM has limited capacity and mandate to customize and implement RM programs, policies, plans, etc., specific to department needs. Departments may also not view themselves as responsible for managing risks, preferring to place ownership on the RM function.

Recommendation: Based on the “three lines of defense” framework, department management is the first line of defense and should **own and manage** risks (especially operational risks, where they have the clearest line of vision). This includes implementing actions (e.g., corrective, mitigated and/or preventative) to address risk gaps.

- Position RM function as the second line of defense, focusing on **overseeing** risks. This includes monitoring their progress and outcomes, sharing risk data and insights, etc. For example, some counties have branded their services as “risk assessment and consulting” (e.g., Sonoma County) to emphasize their higher-value-adding roles to departments.
- Assess whether departments have the right structures and processes (keeping in mind that some departments are “lower-touch” by nature of their function):
 - Is there an established department representative and/or committee?
 - Is there a standard and recurring process of identifying risks, developing action plans, and tracking progress *that is managed by the departments*?
 - Are there effective channels for ongoing communications between RM and departments on plans, policies, programs, etc.?
 - Is the relationship between departments and the RM function well understood? Do departments view RM function as primarily a “barking order” for compliance vs. a “partner” for higher-value-add services related to operations and strategic decision-making?

3 Identify RM capability gaps that can be fulfilled by other departments and/or contractors.

Current State: As scope of risks continues to expand (e.g., information security, physical security, cannabis), RM may not have the sufficient capacity and/or appropriate capabilities to assess, treat, and/or manage these risks.

Recommendations: Find opportunities to use the capacity and capabilities of other departments to implement RM programs (e.g., LINKS for security alerts would require project management for awareness and training and IT support for implementation and maintenance, increasing inquiries on physical security threats can be addressed in partnership with OEM).

- Depending on the required capabilities, determine whether RM should take a hands-on approach to identifying and/or assessing risks, or hire a contractor and focus on providing oversight instead (e.g., Agricultural Commission required ergonomic physical therapy expertise that was contracted out).
- RM is uniquely positioned to understand common issues and needs between departments and their safety committees. RM should identify opportunities for joint-efforts/programs between departments and/or external bodies (e.g., CSAC EIA).

4 Implement a system to monitor department activities for completion and outcomes.

Current State: There is a lack of formal mechanisms and/or routines to track the progress and outcomes of risk treatments. The effectiveness of risk activities can currently only be assessed at a department level, and not specific to a particular program/intervention. Approximately 37.0 percent of federal government agencies responded “poorly” to providing a structured process for the management of all risk.

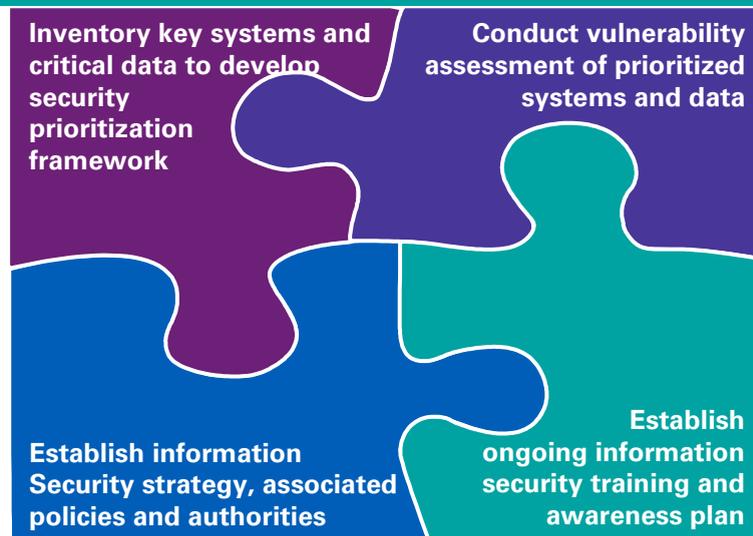
Recommendations: Capture and monitor completion of risk recommendations (e.g., compliance of safety audit actions) by continuously maintaining a tracker (e.g., flag outstanding actions, follow up with departments). This includes:

- Developing formal reporting lines, processes, and reporting with departments to receive ongoing progress updates and measurements on risk treatments
- Clearly communicating the impact and consequences of when risk recommendations are not addressed (e.g., increase in rates) and hold departments accountable for the implementation of recommendations.

Current State: The County has taken the proactive step to recruit a Chief Information Security Officer (CISO) position to enhance the information security of the County. Benchmarking of eight nearby counties showed that only 25 percent (two of the eight Counties) had dedicated Information Security functions: Placer County has an Information Technology Security Services Supervisor, while Monterey County has a Chief Security and Privacy Officer with a staff of two Security Analysts. Within both Counties, Information Security is organizationally aligned to the IT department.

Recommendation: While there is a recent industry trend towards aligning Information Security under the Enterprise Risk Management (ERM) function, the size, scale, and maturity of the Information Security capability within Santa Barbara suggests that it should be realigned to ICT under General Services while the baseline framework is being established. Additionally, in order to establish the necessary protocols and framework for Information Security, there are four recommended activities to be undertaken that will help lay the foundation to secure the County, shown in Figure 21 below.

Figure 21:



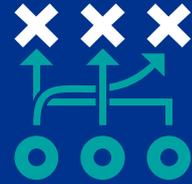
Source: KPMG LLP proprietary material



Implementation Tear Sheets

The implementation roadmap is accompanied by a detailed “tear sheet” for each enterprise enablement recommendation outlined in the roadmap. Each tear sheet provides an explanation of the activities, resources required, impact, level of effort, and other considerations. With careful assessment of these factors and the organization’s current capabilities, the sequence of recommendations reflects the appropriate course action that the County should take in implementing the recommendations.

1. Strategic Alignment



Key Activities

Adopt a structured countywide strategy management process through the establishment of strategic priorities and a supporting performance management system.

Key Activities:

- Organize an annual/semi-annual offsite meeting with Board of Supervisors and the Executive team to agree on strategic priorities, target outcomes and performance measures.
- Expand upon “big picture goals” from Renew ‘22 to incorporate countywide strategic priorities such as longer-term community indicators or targets, and re-communicate expanded mission, vision and values as part of countywide strategic plan.
- Organize strategy review meetings at the functional group, department and program/division level to develop strategic priorities and performance measures at each organizational level.
- Develop performance review cycle at each level of the organization and communicate expectations to all employees. Establish structured meetings to include: purpose, members, meeting frequency, roles and responsibilities, inputs required (e.g. performance reports), expected outputs, and administration (e.g. maintaining issues log), etc.
- Designate “continuous improvement sponsors” and provide training (e.g. process improvement, systems thinking, Lean and Six Sigma, plan-do-study-act problem solving through Employee University) to tackle specific department issues and promote continuous improvement ownership.
- Identify first 90 to 120 day improvement projects, define outcomes (e.g. financial and productivity data) to reward (i.e. gainsharing) and communicate results to organization

Resources and Duration

Resources

- Board of Supervisors, Executive Team, Project Manager, Analysts

Duration

- Continuous process (1-2 years to establish)

Deliverables

- Strategy management process
- Performance management system
- Continuous improvement projects

Level of Impact

High

Level of Effort

High

2. Budget



Key Activities

By enhancing budgetary monitoring and forecasting at the department level, the County will promote performance and accountability, while increasing resiliency against budgetary changes and allow for prioritization of actions.

Key Activities:

- Communicate expectations for departments to provide monthly budget updates and provide departmental training if required
- Compile a monthly financial dashboard of department revenues and expenditures to track performance against target and enable proactive monitoring
- Prioritize five-year forecast planning by department and establish forecasting and sensitivity analysis capabilities at the department level
- Coordinate structured budget scenario workshop sessions to provide understanding of department revenue streams and discuss scenarios
- Develop a structured set of assessment criteria against which expansion requests can be measured and prioritized will help provide clarity to the budget expansion process.
- Require the departments to provide data on a program’s effectiveness on scheduled cycles
- Use key universal key performance measures to allow for expansion request to be measured against each other

Resources and Duration

Resources

- Executive Team, Department Directors, Analysts

Duration

- 1 year

Deliverables

- Department-specific financial projections
- Enterprise-wide financial projections
- Financial dashboard
- Assessment and prioritization criteria
- Sensitivity analysis on forecasts

Level of Impact

High impact as financial strategies will promote fiscal sustainability.

Level of Effort

Medium effort as the recommendation is an enhancement of current budget activities.

3. Functional Group Management



Key Activities

A constructive, cadenced routine between ACEOs, Department Directors, and Analysts will promote collaboration, breakdown departmental silos and enhance problem-solving across functional groups and improve service levels.

Key Activities:

- Establish an ‘all-hands’ meeting for each functional group
- Include in meeting invitation ACEOs, functional group Department Directors, and the assigned Analysts
- Establish a sign-in process to ensure attendance
- Create an agenda for the meeting to initially include:
 - Identification of common populations served, identification of top 3 departmental challenges, development of potential solutions for departmental challenges, sharing of best practice/continuous improvement initiatives, review of monthly budget performance, review of progress and performance against functional group performance measures, update on functional group strategic initiatives, strategically plan for future projects and collaborations.
- Document key meeting notes and actions with expectation that staff will send in status updates of actions 3 days before the next meeting

Resources and Duration

Resources

- Executive Team, Department Directors, Analysts

Duration

- 3-6 months to establish

Deliverables

- Monthly ‘all-hands’ meeting discussing performance review, cross-departmental collaboration and challenges, and strategic planning.

Level of Impact

High strategic and operational impact.

Level of Effort

Low effort to implement, medium effort to ensure sustainability.

4. Initiative Management



Key Activities

Establish an assessment, prioritization and embedding process for strategic initiatives.

Key Activities:

- Develop prioritization criteria for strategic initiatives with Board of Supervisors and Executive Team, and communicate to the broader organization.
- Gather relevant information on all in-flight and planned initiatives needed to score and tier out initiatives based on prioritization criteria.
- Analyze existing capacity, capabilities and/or resources available for initiatives, and allocate them based on prioritized tiers of initiatives.
- Determine the right level of project oversight and project management, and rigor of evaluation, planning and reporting processes needed for each tier of initiatives.
- Clarify roles and responsibilities between project oversight vs. management, as well as change management for ACEOs and Department Directors.
- Define and monitor performance measures related to project progress and anticipated benefits/value as part of project oversight and management responsibilities.
- Organize a recurring meeting agenda item for Executive Team to review initiatives (e.g. identify dependencies, optimize resource allocation, monitor progress and outcomes, etc.).

Resources and Duration

Resources

- Board of Supervisors, Executive Team, Project Manager, Analysts

Duration

- 1 year

Deliverables

- Prioritization criteria
- Project tiers, assignment and process flows
- Project performance measures
- Strategic initiative coordination process

Level of Impact

High

Level of Effort

High

5. Enterprise Communication



Key Activities

Renew efforts to implement the Santa Barbara County Strategic Communications Plan. A clear delineation between the types of communication required and a structured framework to disseminate information, internally and externally, is crucial to relaying mission, vision, and predicting and addressing challenges.

Key Activities:

- Expand on the performance measures listed in the “Communications Objectives”
- Continue with the Department Public Information Team (PIT) and consider re-establishing the month PIT meetings and utilizing these resources to distribute and disseminate communication to the departments
- Consider re-implementing the Master Editorial Calendar to help promote proactive communications between the County, the departments and the public
- Establish job descriptions that define clear roles and methods of communication i.e. PIO and Strategic Communications Officer.
- Commence recruitment for relevant communications position.
- Establish cadence and practical execution methods of messaging. This will establish a predictable method for communicating which will instill trust and create transparency.

Resources and Duration

Resources

- Executive Team, Public Information Officer, Strategic Communications Officer

Duration

- 1-2 years

Deliverables

- Adoption, and timeline for adoption, of Strategic Communications Plan
- Creation of two communications positions with roles and responsibilities clearly defined

Level of Impact

Medium impact.

Level of Effort

Medium effort.

Clerk of the Board



Key Activities

The Clerk of the Board is in a unique opportunity to continue the steps taken to improve and automate current processes, and enhance cross-training initiatives.

Key Activities:

- Develop implementation and rollout plan for approval tracking system:
 - o Document lessons learned from General Services pilot program
 - o Create timeline for rollout plan that is communicated to departmental stakeholders
 - o Provide training to stakeholder departments based on frequency of use of system
 - o Create Key Performance Indicators (KPIs) and Performance Indicators (PIs) that help drive adoption, accuracy, and timeliness of information
 - o Create user manual for users
 - o Follow-up performance tracking on a monthly basis to ensure user adoption
- Document key activities within each position and implement a rotating position plan and create a cross-training schedule
- Expand paperless Board hearing process to all Supervisors and communicate new process to BoS and staff
- Analyze and understand the cost/benefit of current civic duty efforts
 - o Further analyze data for engagement/viewership of traditional broadcasting services versus digital and social channels
 - o Explore alternate sources of funding and delivery of broadcasting services

Resources and Duration

Resources

- Analyst

Duration

- 6 months

Deliverables

- Cost/Benefit analysis of broadcasting methods
- Structured plan for rollout of new technology
- Cross-training implementation plan

Level of Impact

High impact due to adopted changes creating long-term sustainability and fundamental changes to workload.

Level of Effort

Medium effort when considering that recommendation are a continuation of already started work.

Appendix A: Benchmark Comparisons

Benchmark comparisons were conducted with the recommended eight benchmark Counties. It should be noted that not all Counties have the same organizational structure and therefore cannot be compared on a like-for-like basis. The matrix below outlines the organizational alignment of the County Executive Office/County Administrative Office within the benchmark Counties.

	Santa Barbara County	Sonoma County	San Luis Obispo County	Placer County	Monterey County	Tulare County	Solano County	Santa Cruz County	Marin County
<i>Budget & Finance</i>									
<i>Clerk of the Board</i>									
<i>Communications/PIO</i>									
<i>Community Engagement</i>									
<i>Emergency Services</i>									
<i>Facilities</i>									
<i>Fleet</i>									
<i>Grand Jury</i>									
<i>Intergovernmental & Legislative Affairs</i>									
<i>LAFCO</i>									
<i>Land Use/Planning & Capital</i>									
<i>Organizational Development</i>									
<i>Records Retention</i>									
<i>Risk Management</i>									

Along with Placer County, the County of Santa Barbara houses Budget & Finance, Clerk of the Board, Communications, Emergency Services, and Risk Management within the County Executive Office. While Placer County employs 41 FTEs, Santa Barbara County employs 37 FTEs to perform the same functions. County of Santa Barbara employs the third highest of FTEs in a County Executive Office when benchmarked against counties of similar population size, behind Placer County and Monterey County.

		Santa Barbara County	Average	Sonoma County	San Luis Obispo County	Placer County	Monterey County	Tulare County	Solano County	Santa Cruz County	Marin County
2017	County Executive Office FTE	33	27	21.55	11	43	89	15	22	19	19.5
	Percent of Enterprise	0.81%	0.76%	0.52%	0.41%	1.48%	1.69%	0.30%	0.74%	0.78%	0.85%
	CEO Budget	\$6.5	\$13.6	\$4.9	\$2.5	\$9.7	\$96.7	\$2.5	\$2.56	\$3.9	\$6.9
	Percent of Enterprise	0.45%	0.89%	0.31%	0.41%	1.12%	4.34%	0.22%	0.26%	0.51%	1.24%
2018	County Executive Office FTE	35	27	21.2	11	42	89.17	13.00	22	19	19
	Percent of Enterprise	0.84%	0.76%	0.53%	0.40%	1.58%	1.66%	0.26%	0.74%	0.77%	0.83%
	CEO Budget	\$7.2	\$11.9	\$5.2	\$2.2	\$9.2	\$82.7	\$1.1	\$3.41	\$3.9	\$3.9
	Percent of Enterprise	0.46%	0.74%	0.31%	0.35%	0.95%	3.76%	0.09%	0.32%	0.45%	0.66%
2019	County Executive Office FTE	37	33	20.2	14	41	113.5	14	23	19	20
	Percent of Enterprise	0.87%	0.84%	0.50%	0.50%	1.41%	2.12%	0.27%	0.78%	0.75%	0.86%
	CEO Budget	\$7.5	\$15.75	\$5.4	\$2.4	\$9.2	\$93.9	\$2.9	\$3.63	\$4.3	\$4.3
	Percent of Enterprise	0.45%	0.80%	0.30%	0.09%	0.32%	4.17%	0.06%	0.34%	0.52%	0.68%
Scope of Services	Budget & Finance	X	8 of 8	X	X	X	X	X	X	X	X
	Clerk of the Board	X	5 of 8	X		X		X	X	X	
	Communications/PIO	X	4 of 8	X		X			X		X
	Emergency Services	X	3 of 8		X	X	X				
	Risk Management	X	2 of 8			X					X

Note: Placer County is highlighted blue for the scope of services section to indicate that it is the only benchmark County with a fully comparable CEO office in terms of scope of service.

Note: Monterey County includes Fleet and Purchasing in the CEO/CAO office, and detailed breakout was not available.

Note: Prior to 2019 program-level budget information was not available for Marin County.

Between 2017 and 2019, Santa Barbara’s County Executive Office has seen a 15 percent increase in their budget (~\$1m), a 12 percent increase in headcount (4 FTEs), and a 1 percent increase in population of the county. However, it is difficult to demonstrate a true comparison between FTEs and budget among the CEO/CAO benchmarked offices as each county was unique in how they structured the functions, and budget, of the office. In some instances, all ad valorem tax revenue was passed through the offices general fund. In others, some counties included fleet and facilities maintenance in their CEO/CAO office, and some didn’t include risk management or clerk of the board.

	2019 vs. 2017 % Budget Change	2019 vs. 2017 % Headcount Change	2019 vs. 2017 % Population Change
Santa Barbara County	15%	12%	1%
Sonoma County	10%	-6%	0%
San Luis Obispo County	-4%	27%	1%
Placer County	-5%	-5%	5%
Monterey County	-3%	28%	1%
Tulare County	16%	-7%	2%
Solano County	42%	5%	3%
Santa Cruz County	10%	0%	0%
Marin County	-38%	3%	0%

Santa Barbara County employs the second highest number of fiscal analysts, behind Monterey County and San Luis Obispo County, but employs the second lowest number of analysts overall.

	Santa Barbara County	Average	Tulare County	Monterey County	Placer County	San Luis Obispo County	Santa Cruz County	Marin County
<i>Fiscal Analysts</i>	5	5	4	6	3	6	5	4
<i>Policy Analysts</i>	1	6	1	11	11	-	-	1
<i>Total</i>	6	11	5	17	14	6	5	5

The Santa Barbara County Risk Management team employs the third lowest number of resources and has the second highest percentage of countywide budget, with Sonoma County accounting for the largest percentage of countywide budget.

		Santa Barbara County	Sonoma County	Tulare County	Solano County	Monterey County	Placer County	San Luis Obispo County	Santa Cruz County	Marin County
2017	Risk Management FTE	6	12.5	-	29.70	21.00	4.00	7.00	12.00	4.00
	Percent of Enterprise	0.15%	0.30%	-	1.00%	0.40%	0.14%	0.25%	0.49%	0.18%
	Risk Management Budget	\$29.8	\$17.69	-	\$15.77	-	\$5.23	\$1.78	-	-
	Percent of Enterprise	1.99%	1.1%	-	1.58%	-	0.6%	0.29%	-	-
2018	Risk Management FTE	7	12.5	-	30.70	21.00	4.00	7.00	12.00	4.00
	Percent of Enterprise	0.17%	0.31%	-	1.03%	0.40%	0.15%	0.25%	0.48%	0.18%
	Risk Management Budget	\$31.3	\$14.31	-	\$19.36	-	\$10.53	\$1.99	\$47.9	-
	Percent of Enterprise	2%	0.85%	-	1.84%	-	1.08%	0.31%	5.49%	-
2019	Risk Management FTE	7	11.5	-	30.70	22.00	-	-	12.00	4.00
	Percent of Enterprise	0.16%	0.29%	-	1.04%	0.41%	-	-	0.47%	0.17%
	Risk Management Budget	\$34.7	\$14.78	-	\$19.73	-	-	-	\$46.7	-
	Percent of Enterprise	2.07%	0.83%	-	1.84%	-	-	-	5.49%	-

Note: San Luis Obispo dissolved their risk management division into HR and the budget/FTE information is no longer available on a standalone basis

Note: Placer County information is unavailable for 2019 as the County has not yet released a final budget book.

Note: Tulare County does not provide sufficient information to break out Risk Management.

The Santa Barbara County Emergency Management team employs the highest number of resources, tied with San Luis Obispo (SLO) County and has the second highest percentage of countywide budget, only behind Placer County.

		Santa Barbara	Sonoma County	Tulare County	Solano County	Monterey County	Placer County	San Luis Obispo County	Santa Cruz County	Marin County
2017	Emergency Management FTE	6	4	-	-	5	5	6.5	2	5
	Percent of Enterprise	0.15%	0.10%	-	-	0.09%	0.17%	0.23%	0.08%	0.22%
	Emergency Management Budget	\$1.78	\$1.67	-	-	\$1.02	\$5.03	\$2.08	\$0.38	-
	Percent of Enterprise	0.12%	0.10%	-	-	0.08%	0.13%	0.34%	0.05%	-
2018	Emergency Management FTE	6	4	-	-	5.00	5.00	6.5	2	5
	Percent of Enterprise	0.14%	0.10%	-	-	0.10%	0.17%	0.23%	0.08%	0.22%
	Emergency Management Budget	\$1.9	\$1.65	-	-	\$0.91	\$2.45	\$1.89	\$0.58	-
	Percent of Enterprise	0.12%	0.10%	-	-	0.04%	0.28%	0.30%	0.07%	-
2019	Emergency Management FTE	6	12	-	-	6	-	6.5	2	5
	Percent of Enterprise	0.14%	0.30%	-	-	0.11%	-	0.23%	0.08%	0.22%
	Emergency Management Budget	\$1.98	\$3.60	-	-	\$1.40	-	\$1.80	\$0.58	-
	Percent of Enterprise	0.12%	0.20%	-	-	0.06%	-	0.29%	0.07%	-

Note: Placer County information is unavailable for 2019 as the County has not yet released a final budget book.

Note: Tulare and Solano County does not provide sufficient information to break out Risk Management.

Benchmarking for Emergency Management functions identified that three counties house Emergency Management within the CEO/CAO while only one, Sonoma County, has Emergency Management under within the Fire Department, and Marin County houses Emergency Management within the Sheriff’s Department

	CEO/CAO	Fire	OEM	Sheriff
<i>Santa Barbara County</i>	■			
<i>Sonoma County</i>		■		
<i>Tulare County</i>			■	
<i>Monterey County</i>	■			
<i>Placer County</i>	■			
<i>San Luis Obispo County</i>	■			
<i>Santa Cruz County</i>			■	
<i>Marin County</i>				■

The Santa Barbara Clerk of the Board team employed an equivalent amount of resources as Monterey and Santa Cruz Counties in 2019 and one less than Placer in 2017 and 2018.

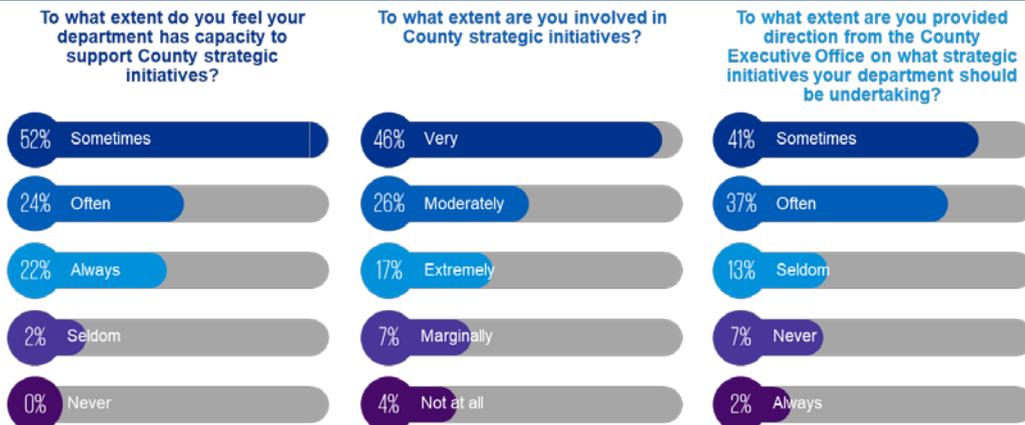
		Santa Barbara County	Placer County	Monterey County	Solano County	Santa Cruz County
2017	Clerk of the Board FTE	7	6	5	2	-
	Clerk of the Board Budget	\$0.73	\$0.82	\$0.92	-	-
2018	Clerk of the Board FTE	7	6	4.5	2	5
	Clerk of the Board Budget	\$0.74	\$1.20	\$0.85	-	-
2019	Clerk of the Board FTE	7	-	5	2	5
	Clerk of the Board Budget	\$0.74	-	\$0.89	-	-

Note: Placer County information is unavailable for 2019 as the County has not yet released a final budget book.

Appendix B: Customer Survey Analysis

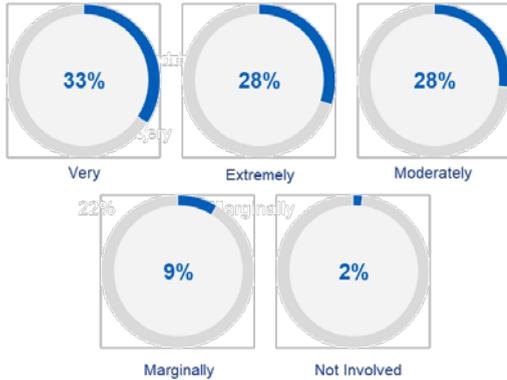
The below graphics present a summary of findings from the CEO Customer Survey. The purpose of the survey was to solicit feedback from all County departments regarding the level of service and guidance they receive from the County Executive Office in addition to their understanding of the mission and vision for Santa Barbara County.

Strategic Alignment



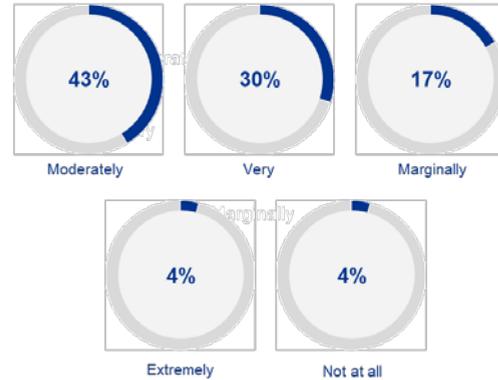
Budget

What level of involvement do you feel you have regarding the budget process and decision making?



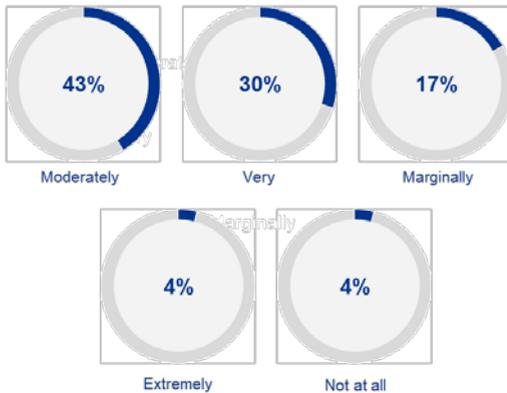
Functional Group Management

To what extent do you feel integrated with other departments within your functional group?

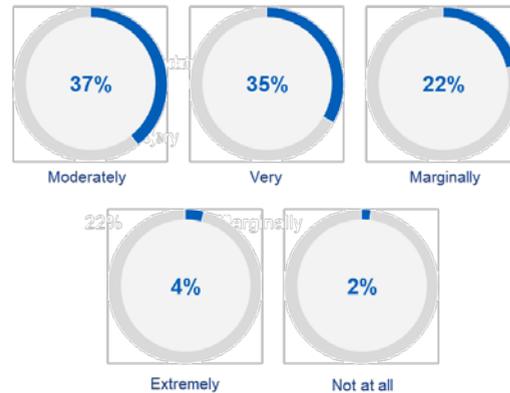


Initiative Management

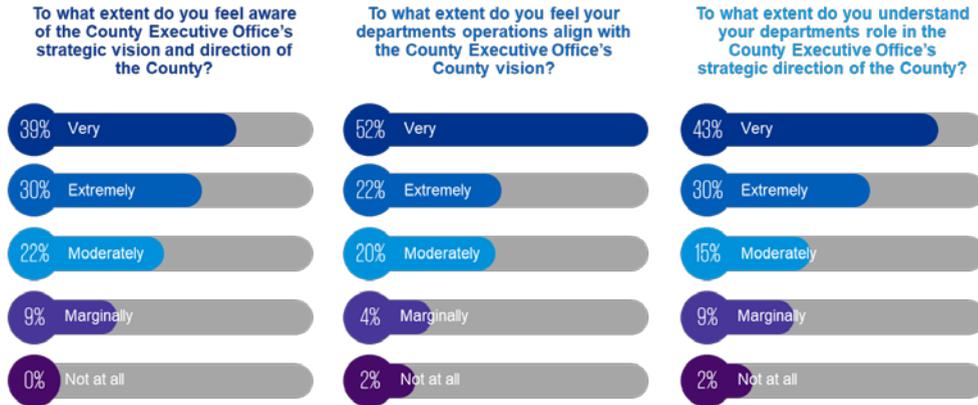
To what extent do you feel integrated with other departments within your functional group?



To what extent are you aware of the issues, challenges, or initiatives occurring within other departments within your functional group?



Enterprise Communications



Appendix C: Leading Practice Research

The table below provides details on additional leading practices identified in County governments.

#	County, State	Population Estimate (2019)	Relevant Leading Practices	Sources
A1	Leon County, Florida	292,502	Provides a leading example of defining targets and “Bold Goals” for strategic priority, including: (1) Economy, (2) Environment, (3) Quality of Life, and (4) Governance. Recognized by the National Association of Counties (NACo) for their 5-year strategic planning process.	https://cms.leoncounty.fl.gov/Portals/0/admin/coadmin/docs/LeonCounty_StrategicPlan.pdf https://www.naco.org/brilliant-ideas/strategic-plan-targets-bold-goals
A1	Sonoma County, California	499,942	Provides an example of holding annual ‘Strategic Planning Process’ with Board of Supervisors and senior staff to collectively and individually discuss strategic priorities, including: (1) Resource conservation through a holistic healthy watersheds approach, (2) investing and incentivizing Housing for all in our community, (3) Rebuilding our infrastructure through investments in road, facilities, and neighborhood resources; and (4) Securing our safety net by focusing on the most vulnerable individuals In Sonoma County.	https://sonomacounty.ca.gov/CAO/Strategic-Plan/Strategic-Priorities-2017/
A2	Leon County, Florida	292,502	Provides an example of how Leon County uses cross-departmental innovation teams, called the “SMARTIES Committee”, to find and implement innovative ideas and cost-saving measures that are “Specific, Measurable, Attainable, Realistic, and Timely” (SMART). These teams are part of Leon County’s broader “LEADS” system for executing on their strategic plan and related initiatives.	https://cms.leoncounty.fl.gov/Portals/0/county_admin/Strategic%20Overview/LeonLEADS-Documents-2019.pdf
A3	Maricopa County, Arizona	4,410,824	Provides an example of how Maricopa County implemented an “Employee Gainsharing Program”. A key element for successful delivery of this program is developing a memorandum of understanding (MOU) that outlines financial and non-financial performance targets and terms of conditions for sharing gains related to improving operations.	https://www.ipma-hr.org/docs/default-source/public-docs/importdocuments/pdf/hrcenter/gainsharing/cpr-gain
A4	Multiple	-	Cleveland County, Oklahoma (281,669), Freeborn County (30,444), Minnesota and Powhatan County,	https://www.naco.org/articles/counties-

			Virginia (29,189) signed pre-disaster service contracts with the Institute for Building Technology and Safety (IBTS)—which is available for all NACo members at no initial cost. IBTS provides services such as initial disaster response, active disaster recovery (including debris removal management) and disaster recovery administration. Contracts with IBTS are only activated and incurred when Counties face disasters, and provides a “surge resourcing” alternative to hiring full-time staff.	increase-disaster-preparedness-naco-and-ibts
A5	Riverside County, California	2,450,758	Provides a leading example of consolidating three separate programs into a single, all-hazards department for Emergency Management. Riverside County was able to leverage 11 grant funding streams from state and federal governments, and reduced net cost to 10% two years after realizing the benefits of improved operational coordination. Recognized by NACo for innovation in County administration.	https://www.counties.org/sites/main/files/file-attachments/riversidecountyemergency.pdf
A6	McHenry County, Illinois	309,122	Provides an example of how McHenry County’s performance measurement process is integrated into their budget process. McHenry County tied the county’s performance measures directly to the budget to ensure that financial resources are being utilized efficiently. Recognized by NACo for innovation in performance metrics.	https://www.naco.org/sites/default/files/documents/Building%20Trust%20-%20Performance%20Metrics%20in%20Counties.pdf
A7	Yolo County, California	220,408	Provides an example of how Yolo County implements an outcome-focused performance measurement system based on the results based accountability model. Measures are created in three categories, quantity (how much did we do?), quality (how well did we do?) and effect/outcome (is anyone better off?).	https://www.yolocounty.org/home/showdocument?id=45076
A8	Fairfax County, VA	1,146,883	Provides an example of a manual used to develop and improve goals, objectives and performance indicators. Information regarding program performance improved through the linkage of mission, goals, objectives and indicators, as well as a more balanced picture of performance through the use of the Family of Measures – output, efficiency, service quality and outcome	https://www.pic.gov/sites/default/files/Fairfax%20County%20Manual%20for%20Performance%20Measurement.pdf

Appendix D: Performance Measures

Outlined below are design principles for performance measures at different levels of performance management maturity. The following table may provide an understanding of how effectively measures are used today and how the County may want to use measures more effectively in the future.

Level 1: Innocence	Level 2: Awareness	Level 3: Understanding	Level 4: Managing	Level 5: Excellence
Measures are not selected in line with the strategy.	Limited measures are selected in line with the strategy.	Some measures are selected in line with the strategy.	Most measures are selected in line with the strategy.	Measures are clearly aligned with performance goals and strategic objectives.
Measures are not deployed throughout the organization.	Limited measures are deployed throughout the organization.	Some measures are deployed throughout the organization.	Most measures are deployed throughout the organization.	Measures are documented, cascaded and understood at all levels of the organization.
Top level measures are of little/no value to the organization and often drive dysfunctional behavior across functions.	Top level measures are of limited value to the organization and drive dysfunctional behavior across functions.	Top level measures are of some value by the organization, but sometimes drive dysfunctional behavior across functions.	Top level measures are mostly valued by the organization and rarely drive dysfunctional behavior across functions.	Measures are made relevant at each level of the organization for each process and across functions. Measures are valued by the organization and cannot be manipulated.
There is much overlap between functions regarding measurement responsibility.	There is overlap between functions regarding measurement responsibility.	There is some overlap between functions regarding measurement responsibility.	There is limited overlap between functions regarding measurement responsibility.	Measures are discrete and complementary across functions so as to not drive dysfunctional behavior (i.e. identical top level measures are only used where functions are directly comparable. Comparison measures between functions are considered to be fair and are respected at all levels. Measures are reviewed and updated on a regular basis as required.
Input-based measures are not used.	There is limited tracking of input measures. Most input measures are not directly linked to output-based measures and decision making. There are no clear linkages between the measures used at different levels of the organization.	There is some tracking of input measures, but issues may include: Some input measures are not directly linked to output measures and decision making. There are some linkages between the measures used at different levels of the organization.	There is tracking of input measures, but issues may include: A few input measures are not directly linked to output measures and decision making. There are many linkages between the measures used at different levels of the organization.	There is a balance of input and output-based measures leading (forward looking). Input measures reflect customer requirements and are defined to back up each output measure. Output measures are used to anticipate future performance and to identify opportunities, issues and risks. There are no 'floating' metrics (i.e. measures with no link to strategy), no gaps between levels and no 'broken' links between measures.
	Metrics are in limited use on the frontline.	Metrics are sometimes in use on the frontline.	Metrics are mostly in use on the frontline.	Metrics are in use on the frontline.

Source: KPMG LLP proprietary material

Appendix E: Performance review

Below is an example of performance review meeting structure and agenda.

Performance Review Meeting	
<p>Timing: 1.5 hours</p>	<p>Attendees:</p> <ul style="list-style-type: none"> — ACEO — Department Directors
<p>Frequency: Monthly</p>	
<p>Venue: Face-to-face</p>	
<p>Objectives:</p> <ul style="list-style-type: none"> — Ensure the team understands the link between performance and strategy. — Review the performance of the team over the month, highlighting areas that targets were not met. — Brainstorm ideas for reasons why targets were not – the priority issues will then be transferred to continuous improvement task forces. 	<p>Agenda:</p> <ol style="list-style-type: none"> 1) Introductions 2) Review any changes to the “Line of Sight” (semi-annual or annual) (i.e. functional group and/or department objectives are in-line with the most up-to-date communications about the County’s strategic priorities). 3) Review performance against each of the measures on the board. Explain the in-month measures data, and discuss if target was achieved or missed. 4) Celebrate measures that met target, highlight and question targets that were missed. 5) Generate issues where targets have not been met. 6) Define countermeasures for simple issues and assign issues to task force for complex ones (include owner, date, etc.) 7) Provide update to team on outstanding countermeasures that month. 8) Summarise the meeting. 9) Arrange the next meeting. 10) Close.
<p>Inputs:</p> <ul style="list-style-type: none"> — Performance board — In-month measures displayed by heading. — Measure status (i.e. red, amber or green) displayed — Blank issues and actions log. 	<p>Outputs:</p> <ul style="list-style-type: none"> — List of issues that explain why targets were not met. — Assigned task forces to address complex issues.

Source: KPMG LLP proprietary material

Appendix F: Prioritization Criteria

The table below provides an example of prioritization criteria used to test the importance of strategic initiatives relative to one another. The following table may serve as a starting point and should be further customized to the County.

Type	Criteria	Scoring Methodology	
		Best (5)	Worst (1)
Delivery	Time to implement	Less than 3 months	More than 16 months
	Cost to implement (e.g. capital vs. operational expenses, one-time vs. recurring costs).	Less than \$50,000	More than \$100,000
	Availability of resources (e.g. time, skills, data)	Can be done with existing internal resources	More than 50% of resources needs to be hired and/or procured
	Complexity of business processes	Can be done with existing business processes	More than 50% are new business processes
	Complexity of technology systems	Can be done with existing and familiar technology systems	Requires new technology systems or extensive system integration
	Risk of change (e.g. strategic, operational, financial, compliance, etc.)	None or minimal risk	Very high risk
	Scope of impact (e.g. number of functions, number of staff, number of service interactions).	1 department impacted	Multiple departments impacted
	Board of Supervisors commitment	Not Required	Required
	Executive leadership	Multiple ACEOs available to provide oversight now	No ACEOs available to provide oversight until more than 3 months later
Value	Alignment with strategic priorities	Completely aligned with strategic priorities	Contrary to strategic priorities
	Potential return (e.g. cost savings/avoidance, revenue generation, time savings)	More than \$1,000,000	Less than \$500,000
	Payback time	Immediate	More than 3 months
	Mandatory (e.g. required to meet legal, compliance and/or regulatory requirements)	Mandatory	Not Mandatory
	Risk mitigation	Significant contribution to risk reduction	Does not mitigate any risks and/or issues

Source: <https://www.pmi.org/learning/library/moving-strategic-planning-prioritized-project-initiatives-9294>

Appendix G: Project management

The table below provides examples and details of performance measures that may be used for measuring the overall health of a project (i.e. progress and benefits/value). The following table may serve as a starting point and should be customized to projects, however not all projects will require the same level of measurement or effort required for earned value management (EVM) measures. Smaller scale projects should measure percent of budget incurred, percent of timeline elapsed, and percent of milestones/deliverables completed which should provide sufficient insight into project and schedule management.

Description	Inputs	Unit
Milestones Missed: Milestones as recorded in all projects that have been missed.	$[(\text{Missed Milestones}) / (\text{Total recorded milestones})] \times 100$	%
Overdue Project Tasks: The percentage of tasks not completed within planned duration.	$[(\text{Number of Project Tasks not completed}) / (\text{Project Tasks scheduled to be completed})] \times 100$	%
Cost Performance Index (CPI): A measure of cost efficiency on a project. It is the ratio of Earned Value (EV) to Actual Costs (AC). A value equal to or greater than one indicates a favorable condition and a value less than one, indicates an unfavorable condition.	$\text{CPI} = \text{EV} / \text{AC}$	Ratio
Schedule Performance Index (SPI): A measure of schedule efficiency on a project. It is the ratio of Earned Value (EV) to Planned Value (PV). An SPI equal to or greater than one indicates a favorable condition and a value of less than one, indicates an unfavorable condition.	$\text{SPI} = \text{EV} / \text{PV}$	Ratio
Cost Schedule Index (CSI): Measures the likelihood of recovery for project that is late and/or over budget. The closer the index is to 1, the more likely the project can be recovered from its deviation to the original baseline.	$\text{CSI} = \text{CPI} \times \text{SPI}$	Value
Cost Variance: Provides cost performance of the project. Helps determine if the project is proceeding as planned. A negative cost variance is over budget, and positive cost variance is under budget.	$\text{CV} = \text{EV} - \text{AC}$	\$
Schedule Variance: A quantitative measure used by project managers to determine schedule performance during or after the completion of a project.	$\text{SV} = \text{EV} - \text{PV}$	Value
Estimate to Complete (ETC): Estimate to complete the remaining work of the project. ETC is calculated by subtracting the Earned Value (EV) from the Budget At Completion (BAC).	$\text{ETC} = \text{BAC} - \text{EV}$	\$

Estimate at Completion (EAC): Manager's projection of total cost of the project at completion. The estimate at completion can be determined by adding the Actual Cost plus the adjusted budgeted costs for the remaining life of the project.	$EAC = AC + ETC$	\$
Increase in "Voice of the Customer" survey response rates and service satisfaction scores.	$\frac{[(\text{Satisfaction scores from surveys post-implementation}) / (\text{Satisfaction scores from surveys pre-implementation})] \times 100}{}$	%
Process Productivity: The actual increase/decrease in process productivity after the project has been delivered.	$\frac{(\text{Post-Implementation Productivity})}{(\text{Pre-Implementation Productivity})}$	%
Resource Utilization: Rate of actual hours worked compared to total available hours	$\frac{[(\text{Actual Hours Worked}) / (\text{Total Available Hours})] \times 100}{}$	%

Source: KPMG LLP proprietary material

Appendix H: Data Tracker

This section provides detail on data received throughout the CEO Departmental Review.

Data Received	Subject	Date Received
Renew_22.pdf	Reports	5/8/2019
Renew_22_Budget_Workshops_Special_Issue___April_16_2018.pdf	Reports	5/8/2019
Renew_22_Update_Report___January_2018.pdf	Reports	5/8/2019
County of Santa Barbara Strategic Vision	Operations	5/14/2019
CEO Telephone Directory	Staffing	5/14/2019
SB CEO Org Structure and Assignments	Staffing	5/14/2019
Santa Barbara IT Org Chart	Staffing	5/14/2019
Santa Barbara HR Org Chart	Staffing	5/14/2019
Santa Barbara GS Org Chart	Staffing	5/14/2019
Budget Data	Finances	5/17/2019
Santa Barbara County Administration Building - Google Maps	Operations	5/17/2019
Santa Barbara County Office of Emergency Management - Google Maps	Operations	5/17/2019
Santa Barbara County Office of Emergency Management (Santa Maria) - Google Maps	Operations	5/17/2019
Compensation Data	Operations	5/17/2019
Santa Maria Office Space - Pontes	Operations	5/17/2019
County of Santa Barbara BOS Action Summary (May 14)	Operations	5/21/2019
County of Santa Barbara BOS Agenda (May 21)	Operations	5/21/2019
CBSTV Granicus Statistic for April 15-19, 2019	Reports	5/21/2019
CBSTV Granicus Statistic for May 1-19, 2019	Reports	5/21/2019
CBSTV YouTube Statistic for BOS Budget Workshops April 15 - Day One	Reports	5/21/2019
CBSTV YouTube Statistic for BOS Budget Workshops April 16 - Day Two	Reports	5/21/2019
CBSTV YouTube Statistic for BOS Budget Workshops April 17 - Day Three	Reports	5/21/2019
SBC County PPT Template	Other	5/21/2019

County Logo Blue	Other	5/21/2019
County of Santa Barbara Logo Graphic Standards	Other	5/21/2019
Country Logo Blue Layers	Other	5/21/2019
FY 2019-20 Budget Workshop Overview Final	Other	5/21/2019
10 Commitments Signed	Other	5/22/2019
10 Commitments	Other	5/22/2019
CBSTV Review	Reports	5/22/2019
SB County Strategic Communications Plan Final	Operations	5/22/2019
Clerk of the Board Agenda Procedures Manual	Operations	5/23/2019
16-18 CEO D-Pages.pdf	Operations	5/28/2019
17-19 CEO D-Pages.pdf	Operations	5/28/2019
18-19 CEO D-Pages.pdf	Operations	5/28/2019
Board Meeting Action Items - Master.xlsx	Other	5/28/2019
HSGP Grant Summary as of 05 06 19.pdf	Other	5/30/2019
FY 2018 HSGP State Guidance.pdf	Other	5/30/2019
CEO Division Heads Meeting - 4.4.19.docx	Other	5/30/2019
CEO Exec Team Meeting Follow ups 5-20-19.docx	Other	5/30/2019
2018 SBCOEM Annual Report (V4) 1-30-19.docx	Reports	5/31/2019
BL Five-year Forecast 10-10-17 signed.pdf	Reports	6/3/2019
BL Five-year Forecast Final 11-13-18.pdf	Reports	6/3/2019
18-20 FIR BL.pdf	Reports	6/3/2019
Benchmark County Comparison (FD).xlsx	Reports	6/12/2019
RM Operating Guidelines.docx	Operations	6/12/2019
Santa Barbara County GL ABR 4-30-2019 FINAL 2019-06-10.pdf	Other	6/12/2019
Santa Barbara County WC ABR April 2019 FINAL 2019-06-06.pdf	Other	6/12/2019
Betteravia Gov Center Building E Project-8676-John Green.ppt	Other	6/18/2019
18-19 Q1 ORM Agenda Template.doc	Other	6/24/2019
4-22-19 BR Meeting Monday Agenda.docx	Other	6/24/2019
19-20 Expansion Request Form.docx	Other	6/24/2019
P.Clementi Smart Goals 19-20.docx	Other	6/24/2019
CBSTV_YouTube_Watch Time.xlsx	Other	6/25/2019

CSBTV_YouTube_Viewer Age.xlsx	Other	6/25/2019
CSBTV_YouTube_Device Type.xlsx	Other	6/25/2019
CSBTV_YouTube_Live&OnDemand.xlsx	Other	6/25/2019
CSBTV_YouTube_Traffic.xlsx	Other	6/25/2019
CSBTV_YouTube-Gender.xlsx	Other	6/25/2019
DCG SCRIPT.1of4.docx	Other	6/25/2019
DCG SCRIPT.Santa Maria AM Session.REVISED.docx	Other	6/25/2019
Decide Change Grow Agenda.v2.081618.docx	Other	6/25/2019
Drafting Event Save the Date.MM.docx	Other	6/25/2019
Email - Comm Docs for KPMG.pdf	Other	6/25/2019
Key Questions and Pulse Check on Culture.docx	Other	6/25/2019
Mona Intro of Renew to Staff.docx	Other	6/25/2019
Project Charter.docx	Other	6/25/2019
Renew '22 Ambassador Orientation.pdf	Other	6/25/2019
Renew '22 Ambassador Roles and Responsibilities FINAL 8.22.18.docx	Other	6/25/2019

Appendix I: Meeting Tracker

This section provides detail on interviews conducted throughout the CEO Departmental Review.

Meeting (Topic)	County Attendee(s)	KPMG Attendee(s)	Date
Meeting with Jeff Frapwell (ACEO B&R)	Jeff Frapwell	William Zizic; Caoimhe Thornton; Lauren Coble	5/14/2019
Meeting with Silvio Motta (CSBTV)	Silvio Motta	Lauren Coble; Stella Cheng	5/14/2019
Meeting with Terri Maus-Nisich (ACEO HHS)	Terri Maus-Nisich	William Zizic; Caoimhe Thornton; Lauren Coble	5/15/2019
Meeting with Gina DePinto (PIO)	Gina DePinto	William Zizic; Caoimhe Thornton; Lauren Coble	5/15/2019
Focus Group with CEO and ACEO	Mona Miyasato; Jeff Frapwell; Matt Pontes; Dennis Bozanich; Barney Melekian; Terri Maus-Nisich	William Zizic; Caoimhe Thornton; Lauren Coble; Ian McPherson	5/15/2019
Meeting with Matt Pontes (ACEO)	Matt Pontes	William Zizic; Caoimhe Thornton; Lauren Coble	5/15/2019
Focus Group with Clerks of the Board	Terri Maus-Nisich; Jacquelyne Alexander; Sheila de la Guerra; Chelsea Lenzi; Mia Relis; Araceli Velasco; Silvio Motta; Dante Sigismondi	Caoimhe Thornton; Lauren Coble	5/16/2019
Meeting with Barney Melekian (ACEO Public Safety/Justice)	Barney Melekian	William Zizic; Caoimhe Thornton; Lauren Coble	5/16/2019
Meeting with Chelsea Lenzi (COB)	Matt Pontse; Chelsea Lenzi	Lauren Coble; Stella Cheng	5/21/2019
Meeting with Matt Pontes (ACEO)	Matt Pontes	William Zizic; Caoimhe Thornton	5/21/2019
Focus Group with Office of Emergency Management	Matt Pontes; JD Saucedo; Sonia Thompson; Brian Uhl	William Zizic; Caoimhe Thornton; Lauren Coble; Stella Cheng	5/22/2019
Meeting with Dennis Bozanich (DCEO/Chief of Staff)	Dennis Bozanich	Caoimhe Thornton	5/22/2019
Meeting with Michael Allen (COB)	Michael Allen	Lauren Coble; Stella Cheng	5/23/2019
Project Meeting with Gina DePinto and Dennis Bozanich (Communications Plan)	Dennis Bozanich; Gina DePinto	William Zizic; Caoimhe Thornton; Stella Cheng	5/24/2019
Focus Group with CEO Administration	Cam Van Wingeren; Kathie Cisek; Dennis Bozanich	Stella Cheng	5/28/2019
Meeting with Dennis Bozanich (Focus Areas/Themes)	Dennis Bozanich	Caoimhe Thornton; Stella Cheng	5/28/2019

Focus Group with Budget & Research	Paul Clementi; Rachel Lipman; Richard Morgantini; AJ Quinoveva; Wesley Welch; Steven Tee; Jeff Frapwell	William Zizic; Caoimhe Thornton; Stella Cheng	5/29/2019
Meeting with Jeff Frapwell (ACEO B&R/IT/GS/HR)	Jeff Frapwell	William Zizic; Caoimhe Thornton; Stella Cheng	5/29/2019
Meeting with Terri Nisich (Behavioral Health Case Study)	Terri Maus-Nisich	William Zizic; Caoimhe Thornton; Vivian Demian	5/29/2019
Meeting with Greg Milligan (RM/CSO)	Greg Milligan	William Zizic; Caoimhe Thornton; Stella Cheng	5/29/2019
Focus Group with Risk Management	Ray Aromatorio; Samantha Francis; John Matis; David Ristig; Julieanne Robles; Deborah Wells	William Zizic; Caoimhe Thornton; Stella Cheng	5/30/2019
Meeting with Sheila de la Guerra (COB)	Sheila de la Guerra	Stella Cheng	5/30/2019
Meeting with Paul Clementi (B&R)	Paul Clementi	William Zizic; Caoimhe Thornton	5/30/2019
Meeting with Rachel Lipman (B&R)	Rachel Lipman	Caoimhe Thornton	5/30/2019
Meeting with Jeff Frapwell (ACEO B&R)	Jeff Frapwell	William Zizic; Caoimhe Thornton	5/31/2019
Meeting with Dennis Bozanich	Dennis Bozanich	William Zizic; Caoimhe Thornton	6/3/2019
Meeting with Jacquelyne Alexander (COB)	Jacquelyne Alexander	Lauren Coble; Stella Cheng	6/5/2019
Meeting with Jacquelyne Alexander (COB)	Jacquelyne Alexander	Lauren Coble	6/24/2019
Meeting with Gina DePinto (PIO)	Gina DePinto	Lauren Coble; Stella Cheng	6/24/2019
Meeting with Silvio Motta (CSBTV)	Silvio Motta	Lauren Coble	6/24/2019



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