



Improving performance to better serve our county residents

Countywide operational performance review –
Planning and Development Department

Confidential

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Executive Summary

Scope and Methodology

The County of Santa Barbara (the County) contracted with KPMG in May 2019 to conduct an operational and performance review of all County departments. The Planning and Development Department's (the Department) departmental review commenced in October 2019. The purpose of the Planning and Development departmental review is to provide a high-level assessment of the Department, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions with the focus to improve the overall operational efficiency, effectiveness, and service delivery provided by the Department.

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

- **More than 40 interviews** with Planning and Development leadership and staff to understand the organizational structure, roles and responsibilities, operations, and processes of the Department
- **Analysis of data available, reports, and policy documents** to understand demands upon, and the operations of, the Department
- **A benchmarking and leading practice review** was conducted of the County with recommended eight benchmark counties: Marin, Monterey, Placer, San Luis Obispo, Santa Cruz, Solano, Sonoma, and Tulare. In addition, we analyzed additional counties based on specific feedback from leadership and available online information.

This report outlines the findings of the operations and performance review and details recommendations for department-wide management and for each of the five divisions: Administration; Development Review; Building and Safety; Long Range Planning; and Energy, Minerals, and Compliance.



Executive Summary

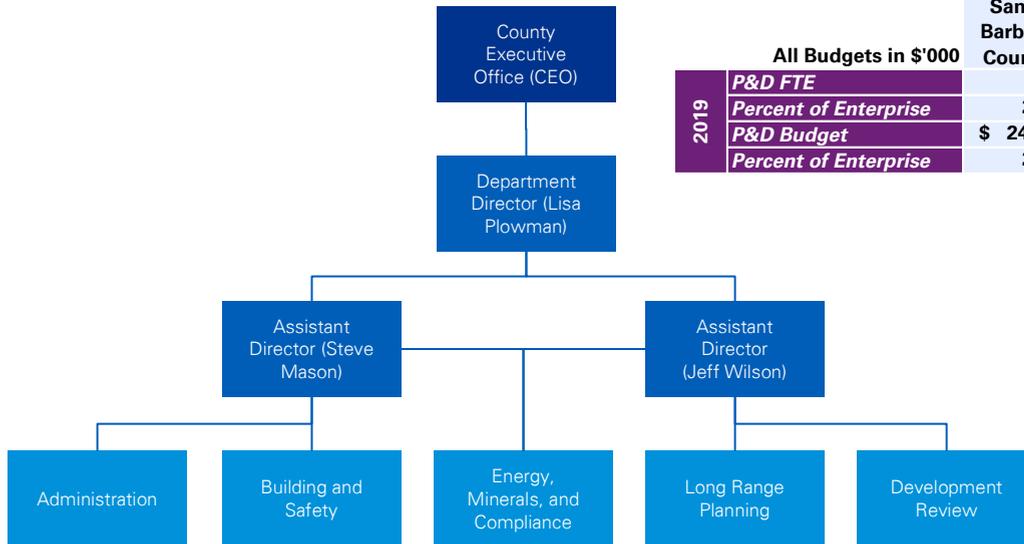
Department Orientation

Mission statement: Planning and Development’s mission is to plan for and promote reasonable, productive, safe, and sustainable use of land to foster economic, social, cultural, and environmental vitality across the County.

Responsibilities:

- 1 Provide quality policy development, planning, permitting, and inspection services to the public.
- 2 Execute services and develop policy under the direction of the Board of Supervisors.

Organizational structure:



Recommended budget (2019/20):

\$24.4M **\$10,300** **100.3**

Operating Expenses Capital Expenses Full-time Employees

\$18.1M

Service and Permitting Revenue

County benchmarks:

		Santa Barbara County	Average
All Budgets in \$'000			
2019	P&D FTE	100	98
	Percent of Enterprise	2.4%	2.7%
	P&D Budget	\$ 24,438	\$ 21,875
	Percent of Enterprise	2.1%	1.8%

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Commendations

Employee Development

The Planning and Development department has made great strides in focusing on skills and leadership trainings for their employees. They should be commended not only for their ability to develop programs that fit the unique needs of the department, but for crafting those programs in a way that fully embraces the continuous improvement mentality.

Enterprise Software Solution

Planning and Development took a large step towards digitization when it procured and implemented Accela. The purchase and initial implementation of Accela modules has laid the foundation for the Department's successful transition into a fully digital environment.

Digitization of Processes

Once the Department adopted Accela, the leadership team worked to identify the priority items that would need to be managed for successful activation. They took the first critical steps towards accepting credit cards, activating an online citizen portal, and utilizing technology in-field.

Disaster Recovery

During the data analysis phase, it was identified that there was a notable reduction in permit processing time with permits related to the fires and mudslides. The standard land use permit median closure time is 124 days, but with disaster recovery cases, the median closure time was 34 days. There are still 48, 6, and 6 cases actively under review related to the Montecito Debris Flow, Thomas Fire, and Holiday Fire disasters respectively.

Executive Summary

Renew '22 Mapping

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

		Transformation Behaviors				
		Alignment with Vision	Data Driven Decision Making	Strategic Thinking	Risk Taking	Collaborative Problem Solving
Department Recommendations	1	Evaluate and balance current division-level workloads and workload allocation to drive towards improved case review cycle times and throughput				
	2	Review the capabilities of current technology and determine the gaps in adoption and opportunities for increased integration				
	3	Develop a performance management program that incorporates service-level expectations and performance requirements, and close gaps in monitoring of performance				
	4	Refresh policies and procedures that guide compliance and governance, with a focus on improving the overall customer experience				
	5	Catalog current and future skills gaps and continue developing the internal training program				

Figure 1 – Source: KPMG LLP

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Department Recommendations

Department recommendations relate to the systems and processes needed for the Planning and Development Department as a whole to manage its operations and activities to achieve the County's goals. The recommendations outlined below focus on providing strategic alignment and direction across all Planning and Development divisions. The recommendations focus on developing capabilities and processes required to enable the Department to manage its operations more effectively in a digital environment and to provide improved service to the public. The tear sheets that follow recommendations are meant to outline the next steps the Department should take in implementing the recommendation. However, the timelines enumerated in these implementation tear sheets are discrete to the specific activity and are meant to be sequenced and prioritized by the Department based upon business impact, staffing availability, and funding.

#	Department recommendations
1.0	Evaluate and balance current division-level workloads and workload allocation to reduce case review times and improve customer service
2.0	Develop an online permitting process
3.0	Develop a performance management program that more effectively leverages SLAs and performance measures
4.0	Refresh policies and procedures that guide compliance, with a focus on improving the overall customer experience
5.0	Catalog current and future skill gaps and continue developing the internal training program

Executive Summary

Division Recommendations

Division recommendations identify opportunities for the Planning and Development Department and divisions to more effectively prioritize activities, generate more efficient and effective operations, and improve service to Planning and Development's customers.

#	Division recommendations
Administration	
6.1	Streamline the reimbursement process
6.2	Implement an instance of ServiceNow and engage with ICT in order to properly address IT requests, manage workload, and delineate responsibility
6.3	Utilize Granicus to streamline the development and documentation of review board agendas and staff reports to improve efficiency and customer experience during the case review process
6.4	Develop a GIS environment within the Citizens Access portal that is more user friendly and effective in enabling customer parcel and permitting research
Development Review	
7.1	Develop policies and procedures that enable successful implementation of a robust online permitting environment
7.2	Develop a memorandum of understanding (MOU) and service level agreement (SLA) structure to increase the accountability of other departments and enable the planner's role as case manager
7.3	Increase approved over-the-counter (OTC) land use permitting (LUP) and improve customer communication to reduce cycle times and employee workload
7.4	Standardize policies and procedures across North and South County locations

Building and Safety	
8.1	Implement electronic plan submittal functionality and processes
8.2	Establish a process and training around in-field use of Accela and Bluebeam for data entry
8.3	Expand Accela functionality for case allocation in order to more accurately manage employee workload
8.4	Create a standard set of processes for managing intake and allocation of permits across North and South County
Long Range Planning	
9.1	Increase accuracy of work plan forecasts by utilizing historical budget to actual variances
9.2	Fully utilize and customize Monday.com to understand staff workload and manage projects
9.3	Develop a strategy and approach for Comprehensive/community plan consolidation
Energy, Minerals, and Compliance	
10.1	Realign the business units to better reflect the core functions of the divisions
10.2	Automate the creation and allocation of code enforcement complaints
10.3	Integrate GIS into the allocation and prioritization of work

Executive Summary

Current and Recommended Operating Model

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

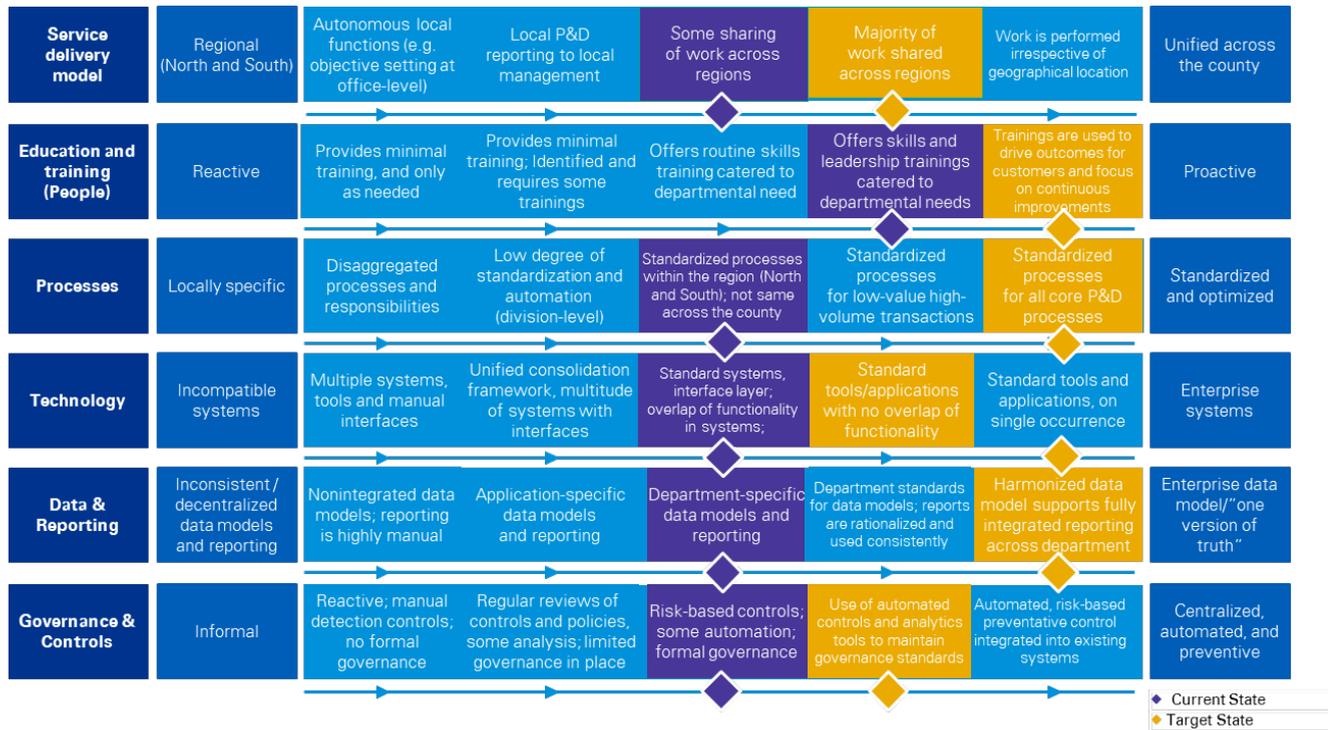


Figure 2 – Source: KPMG LLP

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.

