

KPMG Operational and Performance Review of the Planning & Development Department

KPMG and Planning & Development Response



August 25, 2020
Meeting of the Board of Supervisors

Today's Presentation

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

Context

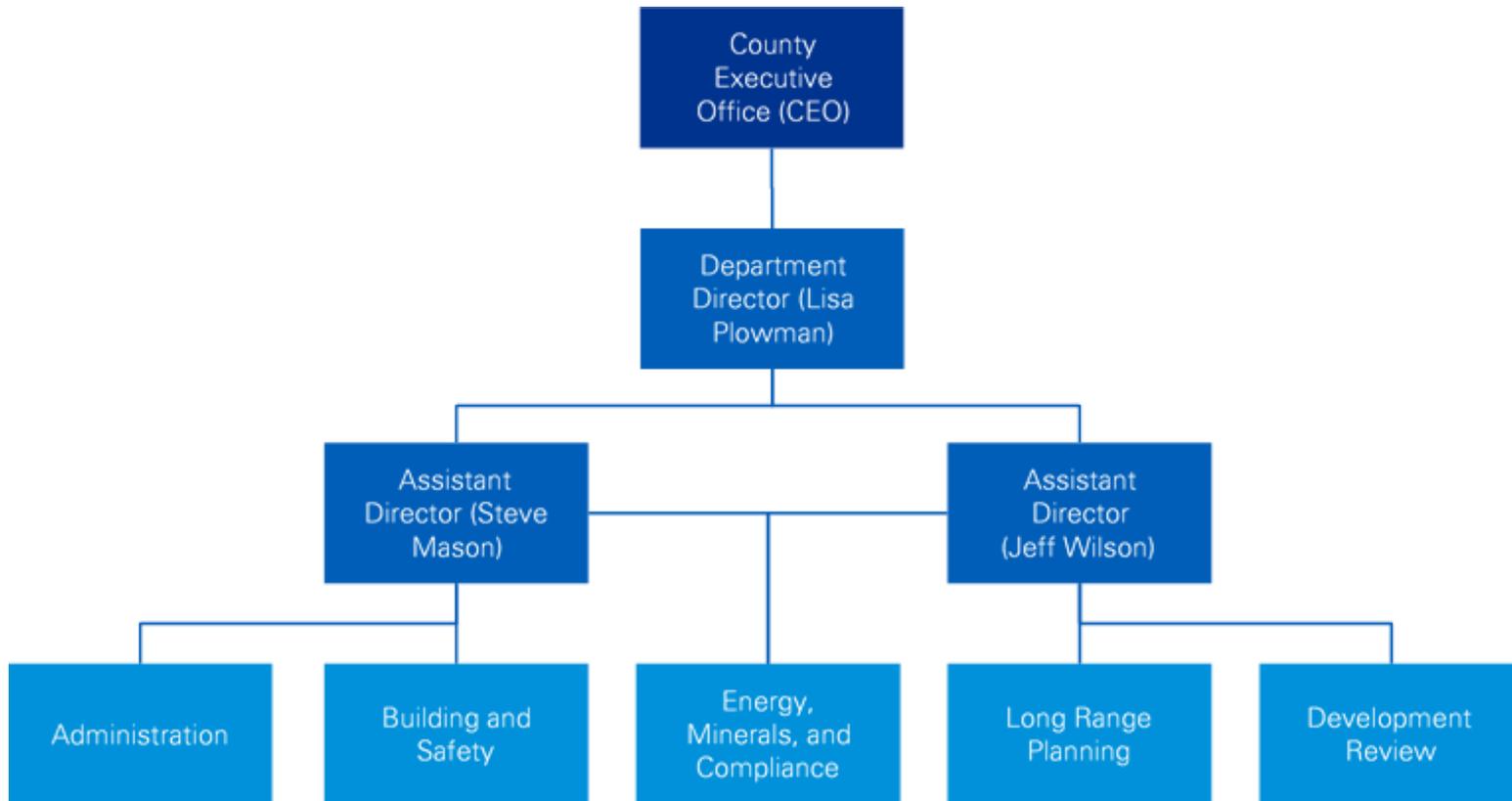
- Renew 22 – improve efficiency, effectiveness and customer service of all County operations.
- KPMG selected in May 2019 after competitive process
- Nine departments in first year
 - CEO, HR, GS – complete
 - Public Health and Planning & Development – complete or nearing completion
 - Sheriff, Public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

Scope

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

Planning & Development Organization Overview

Staff: 100.3 FTE
Budget: \$24.4 Million





Improving Performance to Better Serve Our County Residents

Board of Supervisors Presentation

Year One Project Timeline

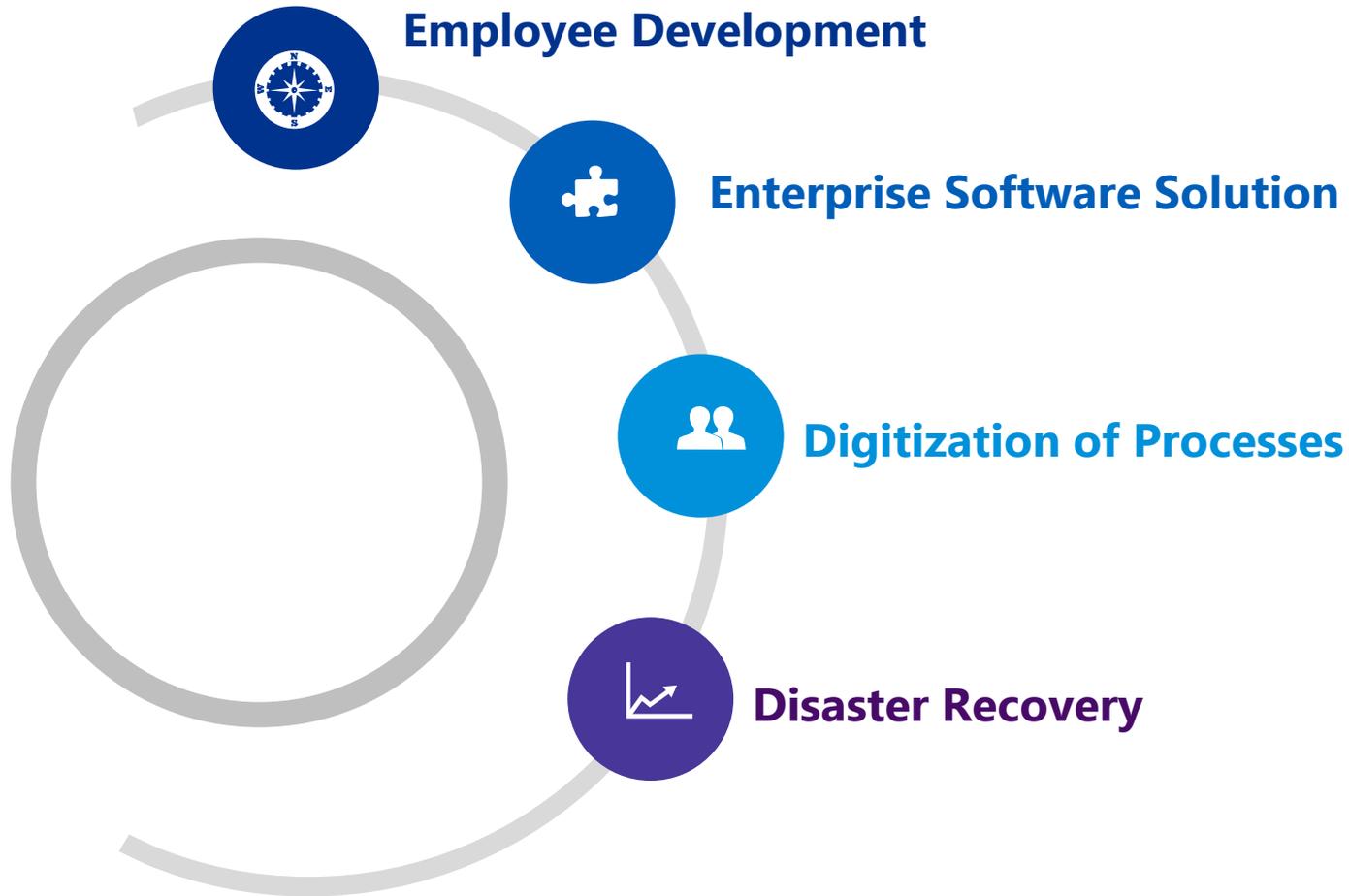
FY18-19			FY19-20															
Department	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
County Executive Office	█																	
Human Resources			█															
General Services			█															
Public Health						█												
Planning & Development						█												
Sheriff-Coroner									█									
Public Defender									█									
District Attorney															█			
Probation															█			

Methodology

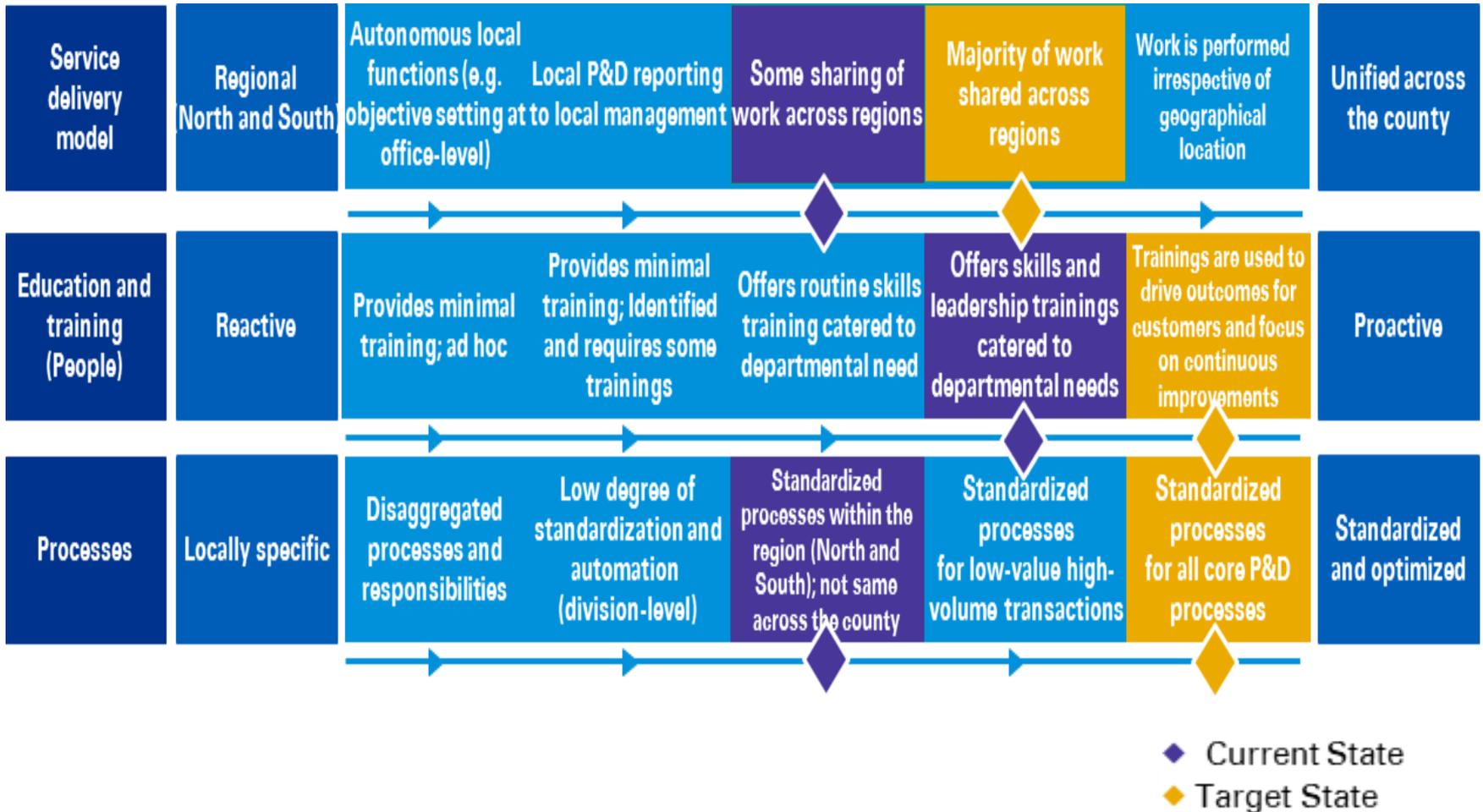
KPMG commenced the review of the Planning & Development department in October 2019. The purpose was to identify strengths and opportunities to improve the overall operational efficiency, effectiveness, and service delivery provided by the County.



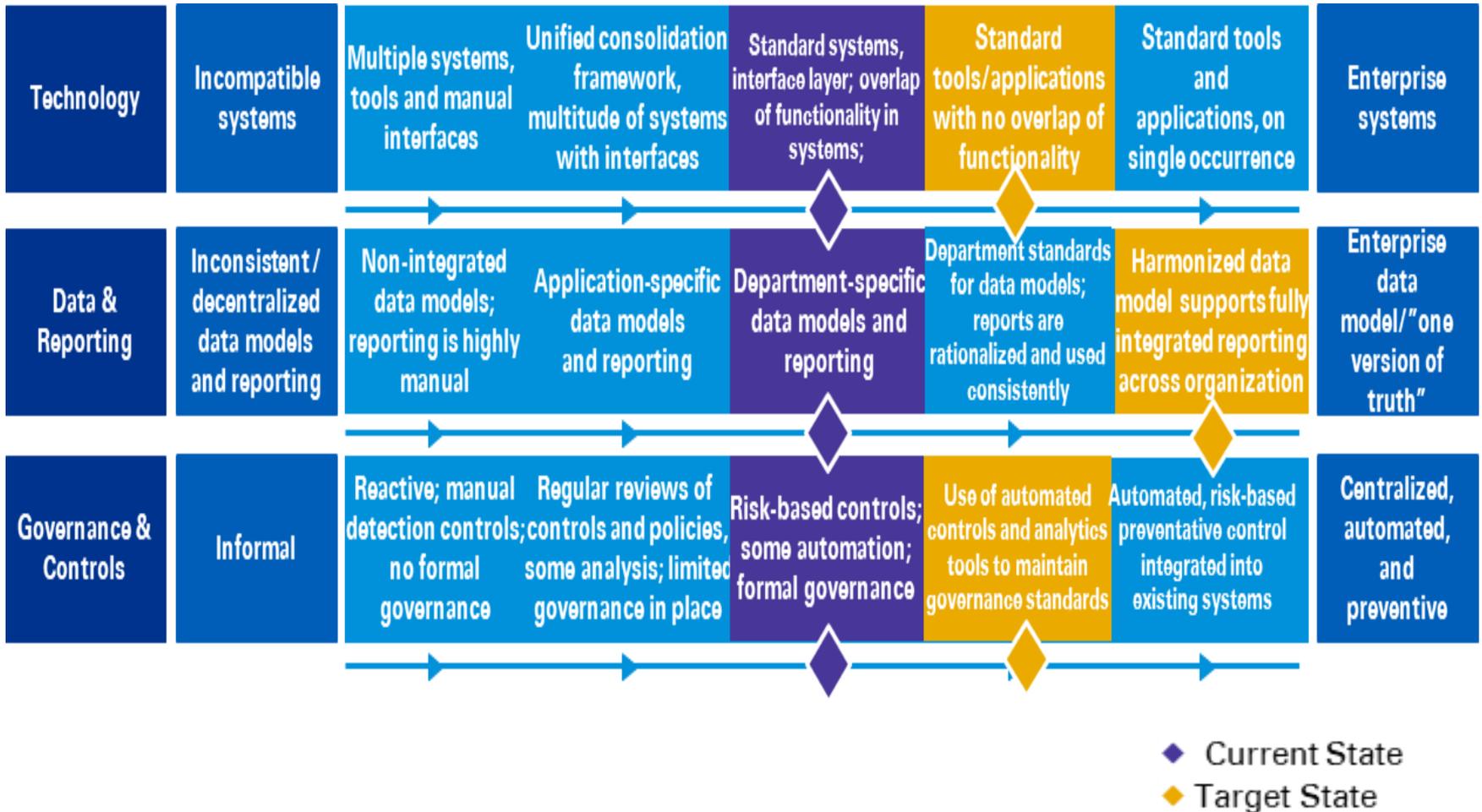
Commendations



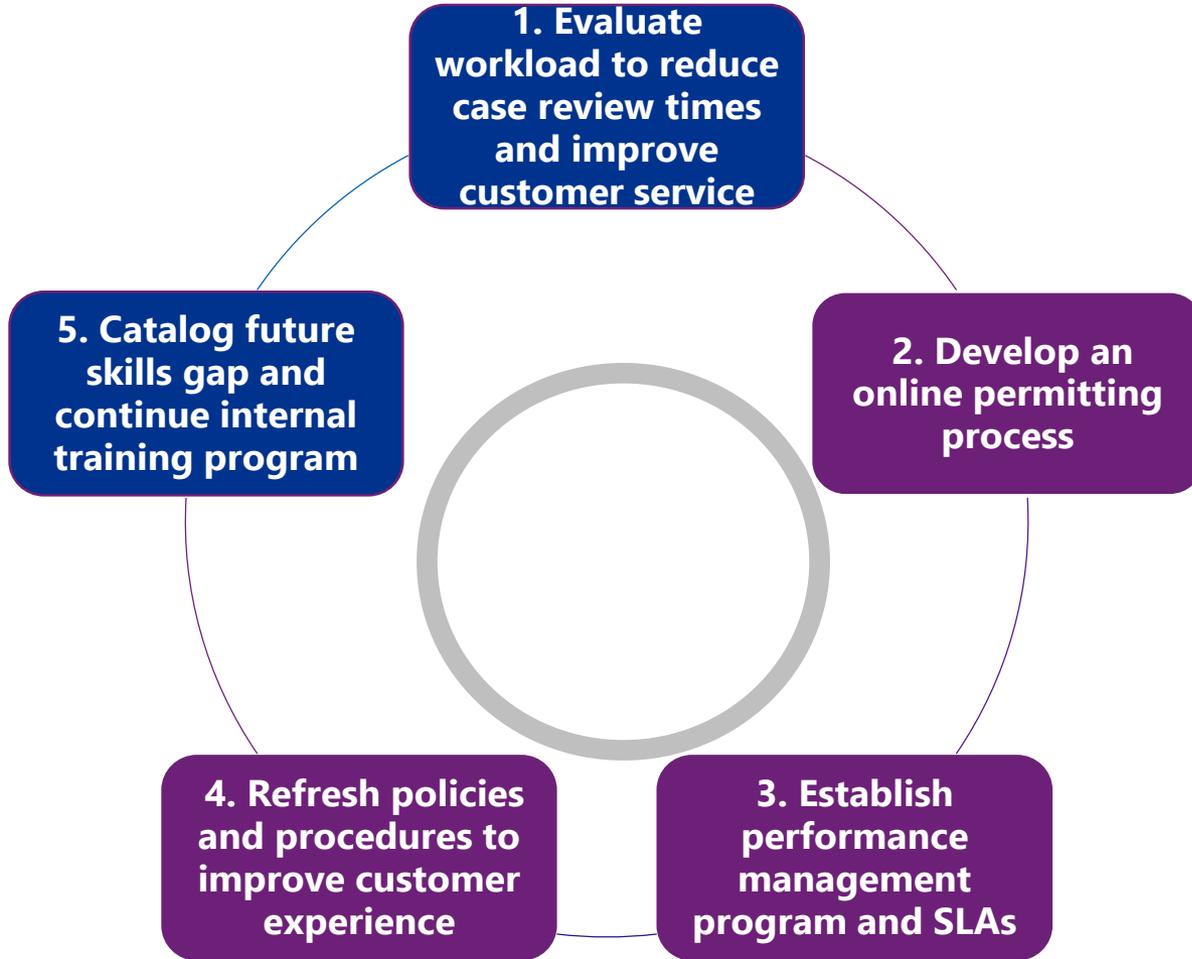
Current and Recommended Operating Model



Current and Recommended Operating Model



Planning & Development Department Recommendations



Planning & Development Division Recommendations

6. Administration	7. Development Review	8. Building and Safety
Streamline the reimbursement process	Develop policies & procedures for online permitting environment	Implement electronic plan submittal functionality
Implement ServiceNow to manage IT requests	Develop MOU and SLAs with internal departments	Establish process and training for in-field use of Accela
Utilize Granicus to streamline review board agendas and improve efficiency	Increase over-the-counter land use permitting	Expand Accela functionality for case allocation
Develop GIS environment for citizen access	Standardize policies and procedures across North and South County	Create standard process for intake and case allocation in North and South County

 Denotes Board Policy Item



Planning & Development Division Recommendations

9. Long Range Planning

Increase accuracy of work plan forecasts

Fully utilize Monday.com to manage staff workload and projects

Develop a strategy for comprehensive/ community plan consolidation

10. Energy, Minerals, and Compliance

Realign business units to reflect core functions

Automate the create and allocation of code enforcement complaints

Integrate GIS into the allocation and prioritization of work

 Denotes Board Policy Item





Questions

Department Recommendations Response

Recommendation

Response

Timeline

<p>1. Evaluate workload to reduce case review times and improve customer service</p>	<p>Agree with comments</p>	<p>Completed 3rd quarter FY 20-21</p>
<p>2. Develop an online permitting process</p>	<p>Agree with recommendation</p>	<p>Initiated 1st quarter FY 20-21 Completed 4th quarter FY 21-22</p>
<p>3. Establish performance management program and SLAs</p>	<p>Agree with recommendation</p>	<p>Timing TBD</p>
<p>4. Refresh policies and procedures to improve customer experience</p>	<p>Agree with comments</p>	<p>Ongoing Systematic approach completed in FY 22-23</p>
<p>5. Catalog future skills gap and continue internal training program</p>	<p>Agree with comments</p>	<p>Phase 1 completion FY 21-22 Phase 2 completion – TBD Leadership Training FY 21-22</p>

Division Recommendations Response

6. Administration

Recommendation

Streamline the reimbursement process

Implement ServiceNow to manage IT requests

Utilize Granicus to streamline review board agendas and improve efficiency

Develop GIS environment for citizen access

Response

Agree with recommendation

Agree with recommendation

Agree with comments

Agree with comments

Timeline

**Completed
4th quarter of FY 20-21**

**Completed
4th quarter FY 21-22**

**Initiated
1st Quarter FY 20-21**

**Pending implementation of
Enterprise GIS**

Division Recommendations Response

7. Development Review

Recommendation

Response

Timeline

Develop policies & procedures for online permitting environment	Agree with recommendation	Included in Department recommendation 2.0
Develop MOU and SLAs with internal departments	Agree with recommendation	Included in Department recommendation 3.0
Increase over-the-counter land use permitting	Agree with comments	Pending BOS direction on LRP Work Program
Standardize policies and procedures across North and South County	Agree with recommendation	Ongoing Initiated in 4 th quarter FY 20-21 Completed 1 st quarter FY 21-22

Division Recommendations Response

8. Building and Safety

Recommendation

Response

Timeline

Implement electronic plan submittal functionality	Agree with recommendation	Included in Department recommendation 2.0
Establish process and training for in-field use of Accela	Agree with comments	Completed 3rd quarter FY 20-21
Expand Accela functionality for case allocation	Agree with comments	Completed 1 st quarter FY 20-21
Create standard process for intake and case allocation in North and South County	Agree with recommendation	Currently underway Included in Department recommendation 2.0

Division Recommendations Response

9. Long Range Planning

Recommendation

Response

Timeline

Increase accuracy of work plan forecasts

Agree with recommendation

**Completed 2nd quarter
FY 20-21**

Fully utilize Monday.com to manage staff workload and projects

Agree with comments

**Initiated 3rd quarter FY 20-21
Completed FY 20-21**

**Develop a strategy for comprehensive/
community plan consolidation**

Agree with recommendation

Initiated FY 22-23

Division Recommendations Response

10. Energy, Minerals, and Compliance

Recommendation

Realign business units to reflect core functions

Automate the create and allocation of code enforcement complaints

Integrate GIS into the allocation and prioritization of work

Response

Not recommended at this time

Not recommended at this time

Agree with comments

Timeline

N/A

N/A

Currently in Use

