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
### Santa Barbara County Operational and Performance Review

#### Year One Project Timeline

<table>
<thead>
<tr>
<th>Department</th>
<th>FY18-19</th>
<th>FY19-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Executive Office</td>
<td>May</td>
<td>June</td>
</tr>
<tr>
<td>Human Resources</td>
<td>July</td>
<td>August</td>
</tr>
<tr>
<td>General Services</td>
<td>September</td>
<td>October</td>
</tr>
<tr>
<td>Public Health</td>
<td>November</td>
<td>December</td>
</tr>
<tr>
<td>Planning &amp; Development</td>
<td>January</td>
<td>February</td>
</tr>
<tr>
<td>Sheriff-Coroner</td>
<td>March</td>
<td>April</td>
</tr>
<tr>
<td>Public Defender</td>
<td>May</td>
<td>June</td>
</tr>
<tr>
<td>District Attorney</td>
<td>July</td>
<td>August</td>
</tr>
<tr>
<td>Probation</td>
<td>September</td>
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</tbody>
</table>
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

- Employee Development
- Enterprise Software Solution
- Digitization of Processes
- Disaster Recovery
Santa Barbara County Operational and Performance Review – Planning & Development department

Current and Recommended Operating Model

**Service delivery model**
- **Regional North and South**
  - Autonomous local functions (e.g., objective setting at to local management office-level)
  - Local P&D reporting
  - Some sharing of work across regions
- **Majority of work shared across regions**
  - Work is performed irrespective of geographical location
- **Unified across the county**

**Education and training (People)**
- **Reactive**
  - Provides minimal training; ad hoc
  - Identifies and requires some trainings
  - Offers routine skills training catered to departmental need
  - Offers skills and leadership trainings catered to departmental needs
  - Trainings are used to drive outcomes for customers and focus on continuous improvements
- **Proactive**

**Processes**
- **Locally specific**
  - Disaggregated processes and responsibilities
  - Low degree of standardization and automation (division-level)
  - Standardized processes within the region (North and South); not same across the county
  - Standardized processes for low-value high-volume transactions
- **Standardized and optimized**
  - Standardized processes for all core P&D processes

**Current State**

**Target State**
Santa Barbara County Operational and Performance Review – Planning & Development department

Current and Recommended Operating Model

| Technology | Incompatible systems | Multiple systems, tools and manual interfaces | Unified consolidation framework, multitude of systems with interfaces | Standard systems, interface layer, overlap of functionality in systems; Standard tools/applications with no overlap of functionality | Standard tools and applications, on single occurrence | Enterprise systems |
|------------|----------------------|---------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------|
| Data & Reporting | Inconsistent/ decentralized data models and reporting | Non-integrated data models; reporting is highly manual | Application-specific data models and reporting | Department-specific data models and reporting | Department standards for data models; reports are rationalized and used consistently | Harmonized data model supports fully integrated reporting across organization | Enterprise data model/"one version of truth" |
| Governance & Controls | Informal | Reactive; manual detection controls; controls and policies; no formal governance | Regular reviews of some analysis; limited governance in place | Risk-based controls; some automation; formal governance | Use of automated controls and analytics tools to maintain governance standards | Automated, risk-based preventative control integrated into existing systems | Centralized, automated, and preventive |
Santa Barbara County Operational and Performance Review – Planning & Development department

Planning & Development Department Recommendations

1. Evaluate workload to reduce case review times and improve customer service

2. Develop an online permitting process

3. Establish performance management program and SLAs

4. Refresh policies and procedures to improve customer experience

5. Catalog future skills gap and continue internal training program

Denotes Board Policy Item
## Planning & Development Division Recommendations

### 6. Administration
- 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

### 7. Development Review
- Develop policies & procedures for online permitting environment
- Develop MOU and SLAs with internal departments
- Increase over-the-counter land use permitting
- Standardize policies and procedures across North and South County

### 8. Building and Safety
- Implement electronic plan submittal functionality
- Establish process and training for in-field use of Accela
- Expand Accela functionality for case allocation
- 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
# Department Recommendations Response

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

Denotes Board Policy Item
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

Denotes Board Policy Item
## Division Recommendations Response

### Recommendation
- Develop policies & procedures for online permitting environment
- Develop MOU and SLAs with internal departments
- Increase over-the-counter land use permitting
- Standardize policies and procedures across North and South County

### Response
- Agree with recommendation
- Agree with recommendation
- Agree with comments
- Agree with recommendation

### Timeline
- Included in Department recommendation 2.0
- Included in Department recommendation 3.0
- Pending BOS direction on LRP Work Program
- Ongoing
  - Initiated in 4th quarter FY 20-21
  - Completed 1st quarter FY 21-22
**8. Building and Safety**

**Recommendation**

- Implement electronic plan submittal functionality
- Establish process and training for in-field use of Accela
- Expand Accela functionality for case allocation
- Create standard process for intake and case allocation in North and South County

**Response**

- Agree with recommendation
- Agree with comments
- Agree with comments
- Agree with recommendation

**Timeline**

- Included in Department recommendation 2.0
- Completed 3rd quarter FY 20-21
- Completed 1st quarter FY 20-21
- Currently underway Included in Department recommendation 2.0

Denotes Board Policy Item
Division Recommendations Response

9. Long Range Planning

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<thead>
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<tr>
<td>Increase accuracy of work plan forecasts</td>
<td>Agree with</td>
<td>Completed 2&lt;sup&gt;nd&lt;/sup&gt; quarter</td>
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<tr>
<td></td>
<td>recommendation</td>
<td>FY 20-21</td>
</tr>
<tr>
<td>Fully utilize Monday.com to manage staff workload</td>
<td>Agree with comments</td>
<td>Initiated 3&lt;sup&gt;rd&lt;/sup&gt; quarter</td>
</tr>
<tr>
<td>and projects</td>
<td></td>
<td>FY 20-21</td>
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<tr>
<td></td>
<td></td>
<td>Completed FY 20-21</td>
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<tr>
<td>Develop a strategy for comprehensive/</td>
<td>Agree with</td>
<td>Initiated FY 22-23</td>
</tr>
<tr>
<td>community plan consolidation</td>
<td>recommendation</td>
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Denotes Board Policy Item
1. Realign business units to reflect core functions
2. Automate the creation and allocation of code enforcement complaints
3. Integrate GIS into the allocation and prioritization of work

**Response**

1. Not recommended at this time
2. Not recommended at this time
3. Agree with comments

**Timeline**

1. N/A
2. N/A
3. Currently in Use