



Improving performance to better serve our county residents

Countywide operational performance review –
Planning and Development Department

Confidential

June 2020

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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

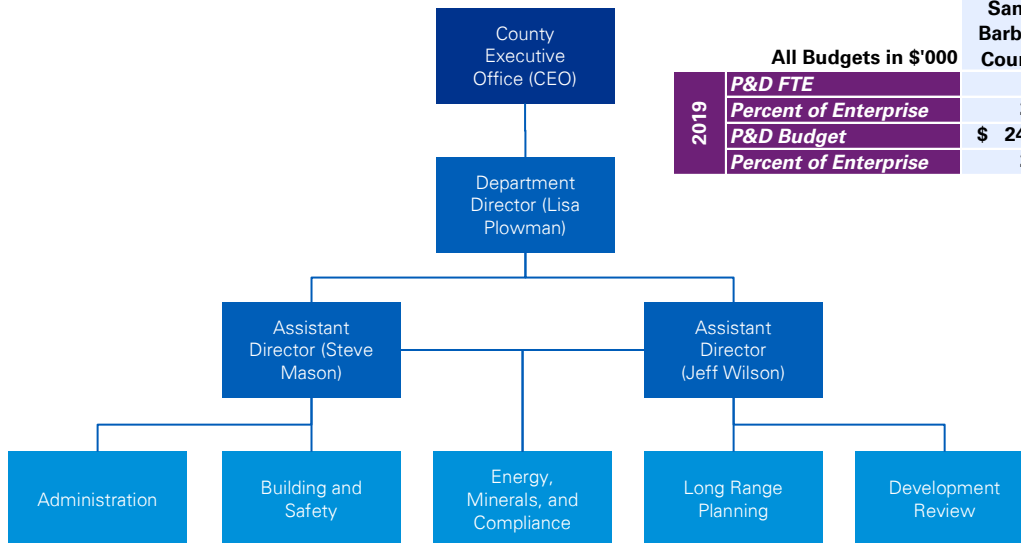
Department Orientation

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%

Executive Summary

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

Executive Summary

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.

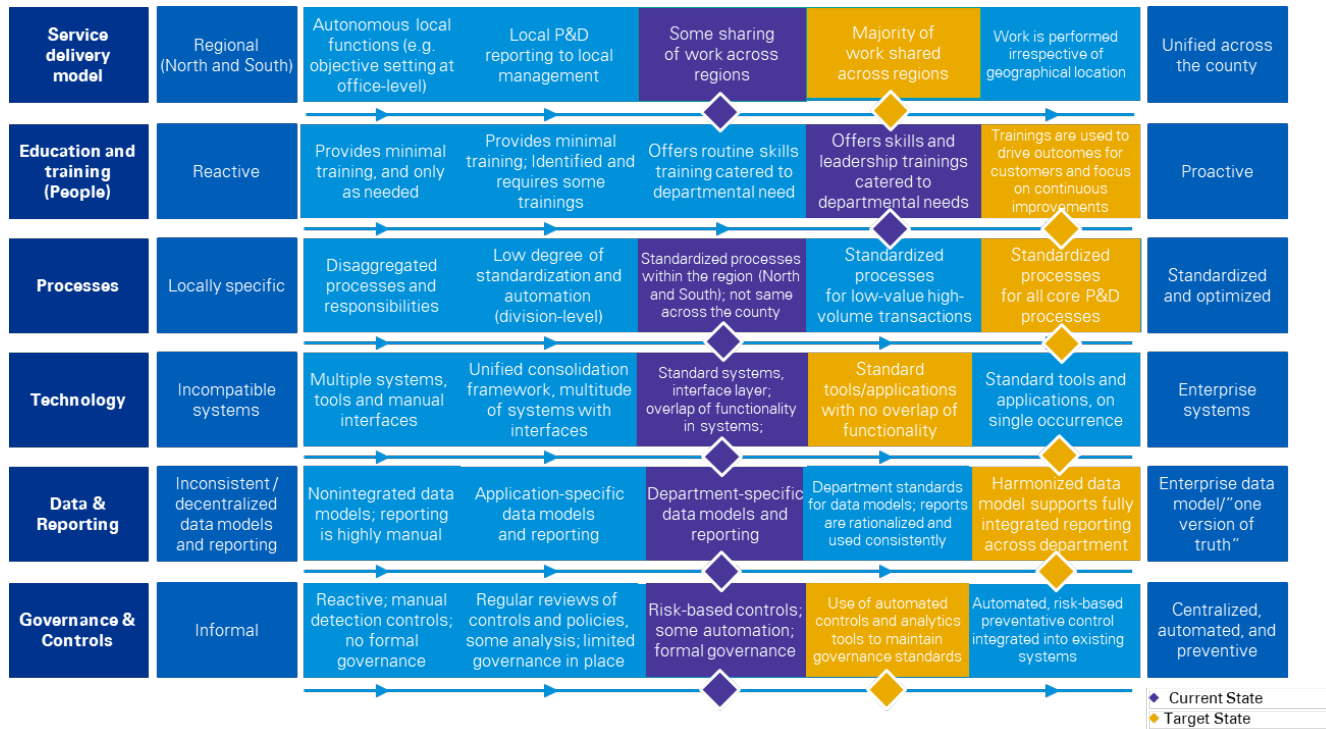
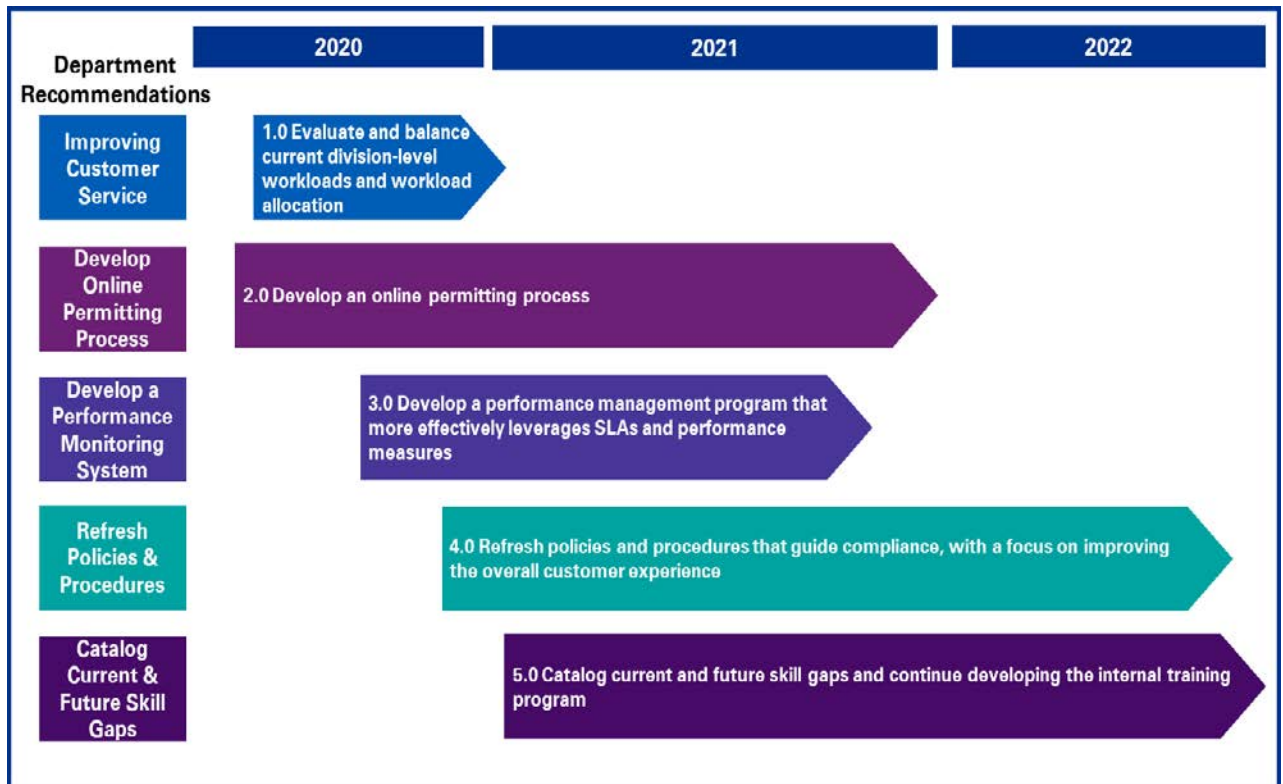


Figure 2 – Source: KPMG LLP

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.



Department Recommendations

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Department Recommendations

1.0

Evaluate and balance current division-level workloads and workload allocation to reduce case review times and improve customer service

Observation and analysis

Workload is generally assigned within each of the Development Review; Administration; Building and Safety; Long Range Planning; and Energy, Minerals, and Compliance divisions through ad hoc meetings and supervisor's understanding of current active workload, staff experience, and case or project complexity. While it is recognized that the Department has developed staff workload reports, these reports are limited in accurately summarizing workload levels and are not consistently used to drive operational decision-making. The following recommendation outlines the areas in which the Planning and Development Department could, and should, drive improvements in a way that **evaluates, balances, and plans** staff workload to increase Department productivity in terms of cycle time and case throughput while ensuring quality standards.

It should be noted that the Department has had significant turnover in recent years with 57 new hires from 2016–2018 across all levels of the organization. Workload balancing outlined below should be considered in context of the recent organizational changes as new staff members are allocated less workload during the probationary period. Additionally, the Department recently received approval for a number of on-call contractors to help ensure appropriate smoothing of workload as necessary.

Administration:

The Hearing and Clerical support team in the Administration division does not have the data necessary to balance workload in a structured way. The hearing bodies are simply divided among staff based on the interest of staff and supervisor discretion. Additional dimensions that should be considered include the differences in complexity, volume, and seasonality of the different hearing bodies. Recommendation 6.3 details the steps the program should take in order to implement Granicus in order to start developing a more structured workload allocation system. Improvements

in workload allocation in this division will help the program **evaluate staffing requirements** and help ensure customers have their cases reviewed by boards and commissions in a timely manner.

Development Review:

Based on our interviews within Development Review, supervisor meetings across all groups act as effective touchpoints but could benefit from more structured processes to improve the balancing of staff workload. Specifically, the division relies on these ad hoc interactions to evaluate staff workload as they do not have structured metrics that evaluate staff workload outside of total assigned cases. Figure 3 below demonstrates the current disparity in caseload across Development Review planners. The figure was developed under the assumption of an inactivity threshold of 90 days from last customer action as enumerated in Recommendation 7.1 and shows employees with greater than 10 active cases. It should be noted that the tenure of planners is not shown in the chart below and may impact the distribution of workload due to the inclusion of new planners.

Active Caseloads Across Development Review Staff and Location

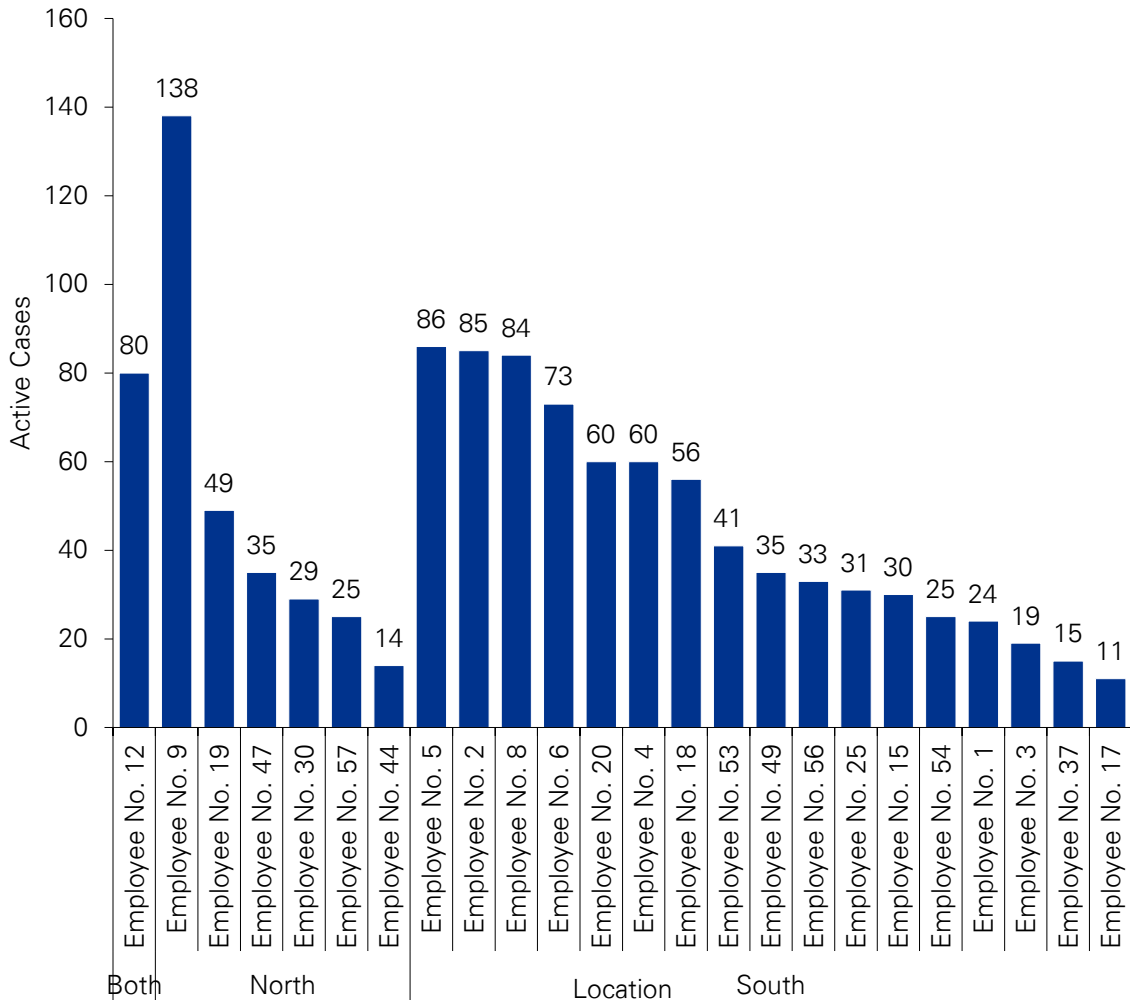


Figure 3 – Source: KPMG analysis of Accela data

In order to fully understand, and therefore balance, the workload, the division should develop a process that assesses and incorporates the complexity and status of assigned caseloads into

workload considerations. The division should assign complexity on a scale of 1–5 based on permit type, labor hours, average cost, and the amount of steps involved in the case including the number of other department reviews required. This will allow supervisors the ability to manage staff workload rather than caseload as they are related but fundamentally different. Improving this process should help the division reduce staff turnover resulting from burnout by more evenly balancing workload. Additionally, more proactive assessment and management of workload should enable the division to better address backlog and reduce overall case review times.

Building and Safety:

Based on interviews with staff in the Building and Safety division, some supervisors in the division utilize a shared Microsoft Outlook calendar to manage plan review and building inspection workloads. While these cases are setup in Accela and have workflows associated, allocation and evaluation is done outside of the system in Microsoft Outlook and relies on ad hoc information from staff touchpoint meetings. This process does not provide a robust enough framework in managing workload as it relies on a visual assessment of total caseload and ad hoc updates from staff to evaluate workload without formal consideration of case mix items of complexity or activity. As shown in Figure 4 below, there is significant difference in total hours charged to a case across Building and Safety permitting staff. The graph represents differences in the top 10 permitting staff only.

Hours Worked per Building and Safety Permitting Staff by Year

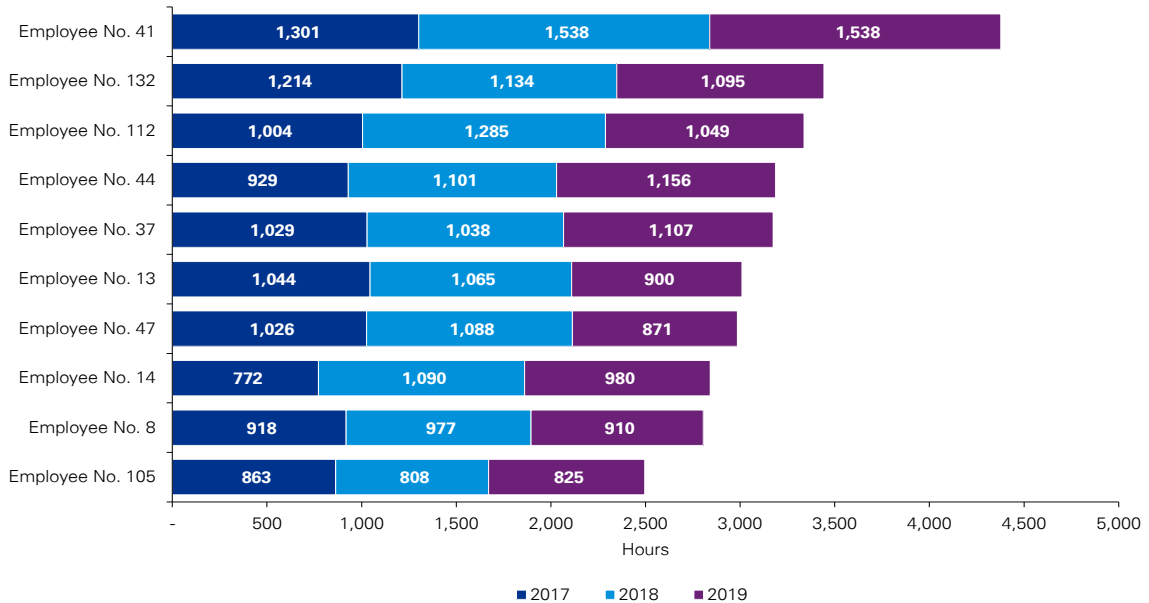


Figure 4 – Source: KPMG LLP analysis of Accela data

The division should **utilize Accela** as the tool used to assess and allocate caseloads among staff to enable more formal consideration of case complexity and staff capacity. Part of this consideration should involve tracking and analyzing actual to forecasted time when performing case reviews in order to better help with workload prediction and estimation. Implementing these changes and incorporating them into the workload balancing methodology will help the division smooth the significant differences in hours shown above and review cases in a timelier manner. There is a report that has been created and can immediately be used that helps show the estimated number of hours in a plan checker’s caseload, and can be a natural reference point for supervisors when understanding workload needs. Accela, in collaboration with the Administration division, can be utilized to create custom reporting that would fit the unique needs of this division and its workforce.

Long Range Planning:

The Long Range Planning division is unique in that it develops and executes a work plan with direct input from the Board of Supervisors (BoS). A work plan is approved but receives modifications

throughout the year, which adds difficulty in managing workload as outlined and addressed in Recommendation 9.1.

Elements of the work plan are then allocated to staff based on areas of expertise, prioritization, and availability. However, the division does not have staff build estimates or track hours against phases of work, only against the entire project. The **division should begin allocating and managing the workload of different phases of work plan items** among staff rather than managing workload exclusively at the project level. The division should inform this decision-making and enhanced allocation process through requiring more robust use of a case management program such as Monday.com to track hours at a more granular level as outlined in Recommendation 9.2. This will allow the division to analyze historical data and manage resources more appropriately against phases of work to drive timely adherence to work plan timelines.

Energy, Minerals, and Compliance:

Based on information gathered during interviews, the Energy, Minerals, and Compliance division relies heavily on institutional knowledge to develop, allocate, and execute on work plans. For example, the petroleum unit has reoccurring progress checks where the staff of three full-time employees across North and South County, provide an update of year-to-date inspections against the yearly target total. While this has been effective historically, the work plan is too predicated on inspection plans that staff have created over years of on-the-job experience. As staff members retire, there is a risk to the division as there are not any structured processes that a new employee could quickly integrate into and begin executing on. In order to alleviate the risk associated with relying on institutional knowledge, the division should leverage GIS programs to develop yearly inspection plans and timelines that **formally consider geographic relationships between inspection sites**. This will help the division create more efficient yearly work plans and understand elements of staff workload such as expected travel times in addition to total inspection site reviews to promote faster inspection timelines.

Counter Operations:

Finally, the Department does not currently track information in a structured way on Customer wait times for either Zoning or Building Counter activities. While there is an administrative staff member who intakes customers and puts them on the next available Microsoft Outlook slot, this data is not tracked in a database format that allows for analysis. For example, the Department currently knows that the next available case appointment is three to four weeks out based on the current Microsoft Outlook calendar. However, the Department is unable to track this wait time historically to generate insights on optimizing staffing or identifying temporal trends that could inform staffing decisions.

The Department should implement a self-ticketing kiosk that helps automate the tracking of wait times and appointment length. Counter wait times are more or less managed against a goal of having no line. Tracking customer wait times and appointments will allow the Department to get an accurate view of trends in customer demand and inform the division on counter performance in terms of Intake Meeting efficiency standards. Understanding these trends will enable the division to better match staffing to customer demand trends in order to improve customer service through reduced wait times and increased appointment volume. Additionally, the counter should start gathering feedback through in-person customer comment cards to better understand customer experience. While the division currently uses an online survey for feedback at case closure, there has not been enough feedback yet to generate actionable insight.

Anticipated impact

Development and implementation of structured workload evaluation and allocation processes across the Department should enable more appropriate balancing of workload across staff, while noting this is impacted by the tenure of planners. This should allow for increased case volume, reduced review cycle times, and improved customer experience.

Department Enablement 1.0 Tear sheet

Implementation Tear sheet: Evaluate and balance current division-level workloads and workload allocation to drive towards improved case review cycle times and throughput.

It is imperative that the Development Review, Building and Safety, and Compliance divisions utilize the full workload evaluation and allocation functions available in Accela. While these divisions currently utilize certain workload reports, such as the *PlanReviewActivityWorkload* and *PermittingWorkload* reports, they should be expanded upon in the following ways in order to make them more useful for supervisors in managing the workload of their staff.

Key Activities:

- Begin tracking the following case elements:
 - Case complexity on a scale of 1 to 5 that considers permit type, labor hours, average cost, and the amount of steps involved in the case including the number of other Department reviews required
 - Activity status based on the 90-day threshold since customer communication activity threshold
- Collaborate with the Administration division to develop additional reporting:
 - A summary dashboard that includes each employee's:
 - Remaining hours backlog
 - Case count by type
 - Measure of average overall case complexity based on a weighted average of the complexity scale assigned to each case.
- Incorporate reporting into existing workload allocation processes:
 - Supervisors should review planners' weighted workload to help ensure that work is appropriately balanced across their teams.

- The reports should be consistently reviewed as part of regular staff meetings and used as a point of discussion in more structured workload conversations.

Resources		Deliverables
— IT Project Manager, Division Supervisors, Staff		— Updated and more robust supervisory report as outlined above
Level of Impact	Level of Effort	Duration
High impact as this will directly affect day-to-day operations	Low effort as there are already reports developed, and there simply needs to be additional aspects added to them	Six months

functionality that can be developed within the Citizens Access portal that will help enable a digital permitting environment.

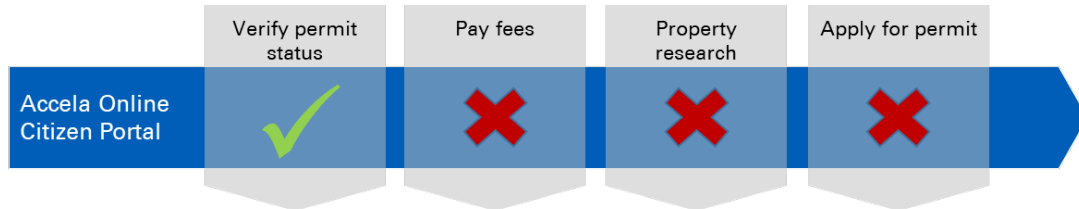


Figure 6 – KPMG LLP

All of the missing elements shown in Figure 6 were recognized as critical additional functions during interviews and best practice research in enabling online permitting. Many jurisdictions have end-to-end permitting functionality set up on Accela systems. The City of Oakland, for example, has built out a Citizens Access portal that includes the ability to pay fees, effectively research property zoning or parcel information, and submit applications including all relevant materials and plans.¹ Implementing an end-to-end online permitting environment that includes all of the above capabilities should be a priority for the Planning and Development Department to improve customer experience and ease of use for both customers and review staff.

The division should implement digital permitting capabilities that satisfy the following:

- **Customers should be able to apply for permits online.** The application process should be a digital counterpart to the current manual application processes and allow customers to submit all relevant project information intake forms, plans, and any other legal documentation relevant to the permit application. The Citizens Access portal currently offers a fee assessment function that should be automatically communicated as part of the application process. Counter staff should review submissions in the digital environment and provide acceptance feedback directly through the portal. Implementing this digital submission capability will allow staff to focus on making evaluations of application submissions rather than spending time in person with customers guiding them through forms and manually inputting information.
- **Property research functionality should be more robust and effective in guiding customers through the permit application process.** While KPMG recognizes that customers currently have the ability to look up property and parcel information, the GIS is not robust or properly integrated into a digital submission process as outlined further in Recommendation

¹ <https://aca.accela.com/OAKLAND/Welcome.aspx>

7.1. The GIS function should allow customers to accurately assess their parcel to identify the digital application requirements including all forms and documents.

- **Department staff should be able to review applications in the online permitting environment.** This includes the ability to mark up plans including providing direct feedback, concurrent review on a single set of plans with other departments or divisions, and receive updates from the customer directly through the online system. Enabling these review functions will allow staff to more efficiently review plans and reduce efforts in comparing review comments on separate plan sets from other divisions or departments. Additionally, it will reduce the back and forth with the customer and improve communication by driving more direct digital communication.
- **Customers should be able to manage, receive, and pay for permits online.** We recognize and commend that the Department has hired a consultant to develop and implement an online payment system in the Citizens Access portal. However, the Department should also develop a process for customers to receive and manage their permits through the Citizens Access portal including a process for digital reimbursement for excess deposit fees associated with the application.

Rationalize the use of existing online permitting technology:

There are multiple software programs being utilized across divisions with redundant functionality. The Department should take an accurate inventory of current technology and available functionality in order to identify redundancies and consolidate systems as appropriate.

For example, the Bluebeam system has had a soft rollout with limited licenses in order to enable planners to conduct plan review and concurrent markup in a digital environment. However, these functionalities are also available within the current Accela system. The Department should consider whether maintaining and integrating the two systems is necessary to develop an effective digital permitting process. The advantages of Bluebeam, as compared to Accela, should be considered against the marginal costs of the software and the efforts associated with integrating and maintaining two systems in an online permitting environment. As of Dec 2019, the Bluebeam software costs the Department \$10,733 per year to maintain roughly 20 licenses.² Rationalizing systems will reduce efforts involved in training staff on multiple systems, reduce the costs associated with maintaining two systems that are required to interact, and improve the ability of the Department to manage the business by containing workflows to one system enabling more effective end-to-end online permitting.

² Based on information provided by the CEO budget analysis on vendor costs

The Department should also leverage software already procured by the County, such as Granicus for the Administration division, which address operations that have gaps in technology use. As outlined in Recommendation 6.3, utilization of a workflow software in that division will help streamline processes and drive better customer experience when cases are reviewed by public hearing bodies. Although not directly related to review processes, digitizing this function will enable more effective online permitting from a customer perspective by making the Public body feedback process faster and more transparent.

Integration of new and existing digital permitting processes:

Once software systems have been rationalized and additional online permitting functionality implemented, the Department should document what processes need to be developed around the online system and how they will integrate. Below are items the Department should consider as it develops a cohesive and effective digital environment:

- If the Department decides to maintain both Bluebeam and Accela, how will Bluebeam be integrated into the online permitting process and portal?
- The County should consider requiring that all permitting-related departments operate on an instance of Accela to ensure that the end-to-end permitting process is effective across all stages of review.
- Have the online Development Review and Building processes outlined in Recommendation 7.1 and 8.1 been fully considered and integrated into the online permitting functions outlined above? Online permitting process consideration areas include the following:
 - Submission processes
 - Case routing processes
 - Plan review processes
 - Customer communication processes
 - Inspection scheduling processes
- How will the Department communicate expectations to customers in an online permitting process?

Are current SLAs appropriate in a digital environment? Are there additional areas to monitor or revisions in existing expectations that need to be made?

Anticipated impact

Development of an efficient, end-to-end online permitting environment as outlined in this recommendation should improve the customer's experience when applying for, researching, paying for, and receiving a permit in Santa Barbara County. Additionally, these recommendations should enable the Department to review a higher volume of cases and engage with the public more effectively.

Department Enablement 2.0 Tear sheet

Implementation Tear sheet: Develop an online permitting process

The Department should focus on implementing online application functionality within the Citizens Access portal as the next step in enabling a more comprehensive digital permitting environment, as the Department has hired a consultant to develop and implement digital payment capabilities.

Key Activities:

- Develop the software functionality:
 - The Department should work with Accela to enable the permit application module and develop the necessary application fields, plan submission functionality, and auto-rejection parameters.
 - The Department should also review current applications and revise them to be appropriately integrated into the application process.
- Establish digital policies and procedures:
 - The Department should establish policies and procedures and consider the following areas:
 - Establishing a digital intake and routing process including deciding whether this will be a dedicated role or diffused across staff through direct assignment of cases
 - Standardization of online and paper applications to ensure processes are aligned
 - Decide whether plans will be submitted through box or if Accela functionality can be used. This includes considering storage limitations of both systems and working with ICT to develop a governance plan.
 - Determine how “acceptance” SLAs will be tracked and at what point the cycle time expectation for review and initial feedback starts.

Resources

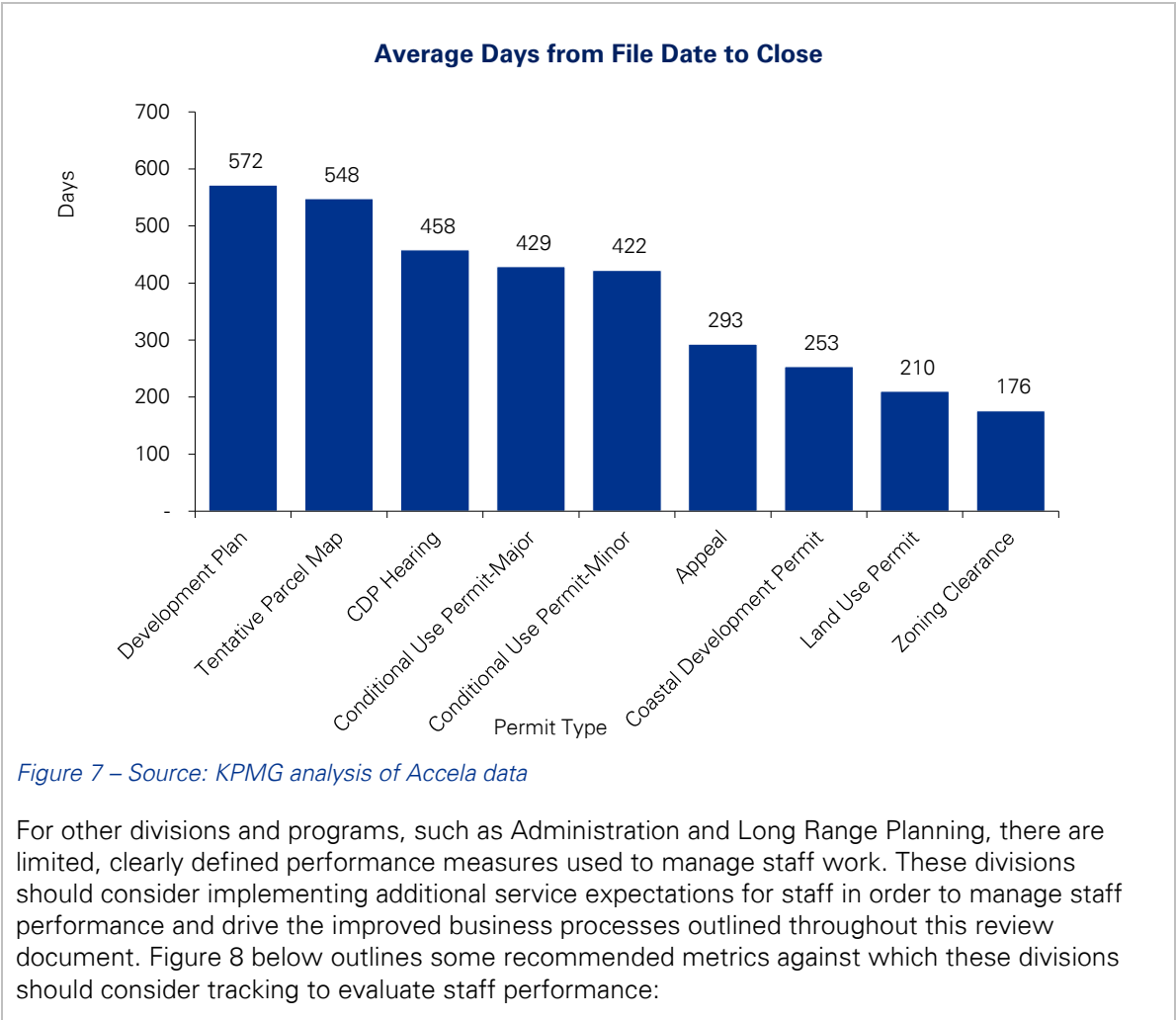
Deliverables

<ul style="list-style-type: none"> — IT Project Manager, Division Supervisors, Staff 		<ul style="list-style-type: none"> — Online application portal and functionality — Developed policies and procedures
Level of Impact	Level of Effort	Duration
High impact as this will directly affect day-to-day operations.	Medium effort as the Citizens Access portal is already built out and the process is one to enable functionality that is not being used.	18 months

Observation and analysis

Each quarter, and during budget season, the Planning and Development Department works to review and analyze key performance indicators (KPIs) established for the Department, which are then used to drive a conversation with the County Executive Office regarding performance. However, there is very little evidence demonstrating a routine, persistent discussion around performance indicators or a performance-monitoring program, despite the robust amount of data generated by Accela. It is recommended that the Planning and Development Department develop SLAs, performance measures, and, most importantly, a monitoring program in order to drive performance, drive outcomes, and improve the overall customer experience by ensuring expectations are met in terms of review timelines both within the Planning and Development Department and with other County departments involved in the review process.

- **Development of division-level performance measures** is foundational to understanding the effectiveness of the Department, division, and individual employees. In some instances, such as for the Development Review, Building and Safety, and Code Enforcement divisions, performance measures have already been defined by the Department but are mainly used for reporting purposes in the budget book with only certain expectations on review cycle times being used as a managerial tool. These expectations should be tailored to more specific permit classes as there are significant differences in current review timelines. Figure 7 below demonstrates the significant difference in average submission to close times for the top 10 case types in Development Review. While this is expected based on the permit type, developing more permit-specific cycle time expectations will help the Department understand performance at a more granular level in order to drive more targeted improvements to review processes.



Administration	Long Range Planning
Percent of Staff Report Communicated to Hearing Support Staff with Complete Information	Variance in Budget Versus Actual as Compared to Mid-Year Project Additions
Percent of Cases that are Delayed in Progressing to Hearing Body Due to Noticing Failure	Percent of Phase/Task Milestones Met
Dollar Amount of Closed Case Refunds Aged Above 90 Days	Overall Number of Projects Delayed/On time
Percent of Closed Cases with Refunds Aged Above 90 Days	Number of Legal Challenges

Figure 8 – Source: KPMG LLP 2019

- **Developing SLAs with other County departments** is a key component of holding Planning and Development staff and other related departments accountable to overall case review timelines. While the Planning and Development Department acts as a lead for permitting, other related departments have responsibilities to the Public in providing timely feedback on relevant case reviews. There should be a concerted effort by supervisory staff to manage their employees to the customer-facing service levels established above but to also focus on establishing SLAs with the component departments that have a part in the permitting process (Fire, Public Health, etc.). The process of establishing an MOU and SLA framework with other departments, detailed in Recommendation 7.2, will help formalize both intradepartmental and interdepartmental expectations, create a structure for managing expectations, and drive outcomes against expectations. The development and ongoing oversight of this MOU and SLA framework should be managed by the CEO office through oversight by the ACEO as outlined further in Recommendation 7.2.
- **Establishing a consistent monitoring program** that helps to drive accountability and continuous improvement is a critical aspect of tracking performance and holding other departments and internal supervisors or staff to agreed-upon performance expectations to enable improved fiscal, staffing, and process decision making. There is currently a quarterly and annual pull of established performance metrics for Building and Safety, Development Review, and Administration divisions for primarily budget reporting purposes. The only metrics discussed with staff during performance reviews are in regard to utilization and time to provide initial feedback letters. There are no formalized discussions between the executive teams, supervisors, and employees where other outlined metrics are used to discuss performance at the staff or division level. The divisions should utilize current cadenced group and one-on-one staff meetings to review performance against expectations developed as outlined above and take necessary and appropriate action to understand and remedy staff or department-level performance issues. Additionally, as recommended in the KPMG Review of the CEO office, performance against these metrics should be reported to and discussed with the ACEO with purview over Planning and Development as part of monthly review meetings.

It should be noted that while Planning and Development is the face of the permitting process, all related departments share responsibility to the public and customers to execute on reviews in a timely manner.

Anticipated Impact

Managing staff performance more formally against existing and additional KPIs as outlined in the above recommendation will help the Department make more informed staffing, process, and fiscal decisions. Ultimately, this should allow the Department to better adhere to customer and interdepartmental SLAs.

Department Enablement 3.0 Tear sheet

Implementation Tear sheet: Develop a performance management program that more effectively leverages SLAs and performance measures

The case review process often requires input from multiple departments in order to help ensure that all aspects of development and its effect on County resident's safety are considered during the review and construction process. However, in order to help ensure all aspects of development are considered and incorporated in a timely manner, the Department needs to perform the following activities in implementing an improved cross-department relationship.

Key Activities:

— **Identify key stakeholders:**

- The Department needs to identify key stakeholders from each collaborating department and generate buy-in from the representatives on the development process.

— **Establish a standing meeting to develop a collaboration structure:**

- Key stakeholder representatives should meet monthly to discuss the overall MOU agreement and SLA structures that will govern the Department's relationships.
- Key considerations in developing a comprehensive collaboration structure are outlined in Recommendation 7.3.

— **Ongoing management of MOU and SLAs:**

- The ACEO and the Planning and Development director should perform monthly reviews of service levels against agreed-upon expectations.

Resources	Deliverables
— ACEO, Department Directors, Department representatives	— MOU Agreement — Monthly performance dashboards

Level of Impact	Level of Effort	Duration
High impact as this will directly affect day-to-day operations	High effort as this requires managing stakeholder groups across multiple departments and ongoing development of a new framework for collaboration	Development: Nine months Management: Ongoing

4.0

Refresh policies and procedures that guide compliance, with a focus on improving the overall customer experience

Observation and analysis

The Planning and Development Department has developed multiple manuals, see Figure 9 below, for employee reference that define the roles of each position and document the expected steps to perform each activity. There are robust procedures manuals for accounting, administration, enforcement, the permitting process, and petroleum procedures. However, those manuals must be updated to incorporate the recent and upcoming changes to processes surrounding the digitization of processes.

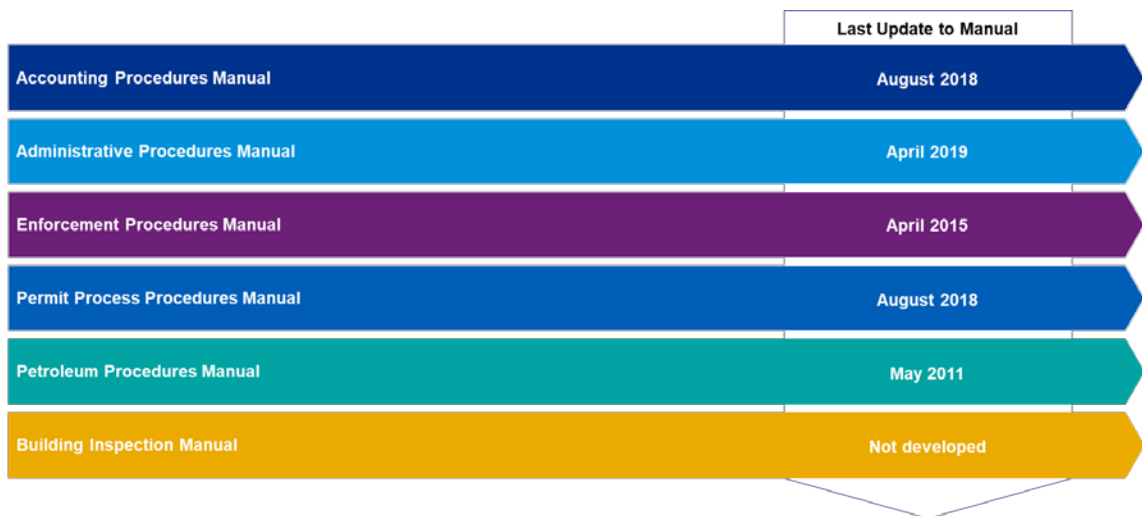


Figure 9 – Source: KPMG LLP 2019

As the Department continues to move towards adoption of digital plan review, acceptance of credit cards as a form of payment, receipt and processing of digital permit applications, and the utilization of technology in the field to assist with inspections and compliance, it is imperative to define the processes surrounding these upcoming changes to ensure that both employees and the public know how to properly utilize these tools.

Administration Division

— Accounting Support

- As previously stated, there is a pending adoption of credit card payments that the Administration division will be responsible for in the AR/AP processes; however, there is already an identified lag in processing reimbursement and a monetary float as enumerated in Administration Recommendation 6.1. Not only should the Administration division work towards defining the acceptable policies and procedures around credit card payments, there must be a commitment to understanding and managing employee workload and performance (Department Recommendations 1 and 3) to help shorten the tail on processing reimbursements of security deposits. There will need to be a new set of policies created regarding how to handle credit card payments; however, there are already departments in Santa Barbara County that accept credit cards in which some policies could be readily adopted.
- Currently, the County Clerk, Recorder, and Assessor department accepts credit cards and requires an authorization form signed by the cardholder.
- The Treasurer-Tax Collector also accepts credit cards as a payment source, and charges a payment processing fee.

Important Website Disclosures

General Website Usage: Users of this service assume responsibility to enter the correct bank information. After submitting your bank information, a payment reference number will be issued. Receiving a payment reference number is not a guarantee that your payment will process successfully when the information is submitted to your bank. If the routing number or the account number is entered incorrectly, or if the account does not contain sufficient funds for settlement, the transaction may not successfully complete.

Please note: not all accounts are set up to make electronic payments. If a transaction fails it will be canceled as though no payment was attempted. If the payment is returned or remains unpaid after the delinquent date, the Tax Collector must also charge the penalties and costs required by law.

The Tax Collector does not guarantee uninterrupted availability of electronic systems. If payment is not received by the delinquent date, the taxpayer is responsible for penalties required by law.

Payments: There is no convenience fee for processing ACH (E-Check) payments. There is a 2.34% convenience fee for processing credit card payments which is charged by our payment processing vendor. Multiple bill installments may be paid as one payment transaction utilizing our shopping cart feature. The current delinquent penalty for late property tax payments is 10%, which is much higher than the credit card convenience fee.

User Accounts: Login accounts are required to pay property tax bills. Login accounts are required for payment processing. The login information collected is solely for the purpose of processing transactions. For your protection, we do not store credit card numbers or bank account information.

Mailed Payments: If you don't have your bill and wish to mail in your payment, print your payment stub from the Bills Menu and send your payment to the [Treasurer-Tax Collector's office](#) in Santa Barbara. We also accept property tax payments by [telephone](#)

Payments made on this website or via our telephone system shall be deemed received on the date the transaction was completed.

We proudly accept payments from the following sources:




Figure 10 – Source: Screenshot from <https://mytaxes.sbtaxes.org/>

Building and Safety and Development Review

- With digital submission of plans and the adoption of online permit applications, there is an opportunity in both Building and Safety and Development Review for more robust sharing of workloads between North and South County offices; however, there must be a standardization of the way in which those offices receive, accept, approve, and issue permits. Requirements and timing of appointments, processes around scheduling inspections, and how information is entered from in-field work are all different at the employee level as well as between the Santa Maria and Santa Barbara offices. Although the *Permit Process Procedures Manual* does not define different processes for permitting in North or South County, it nonetheless has become a common occurrence to perform the same function differently. Streamlining of these processes is specifically enumerated in Division-level recommendations and is critical to successfully monitoring workload and performance. It should be noted that the Department is aware of this and has implemented a monthly meeting to address ongoing issues and standardize processes as appropriate.
- There is also an opportunity to establish standardized processes around the acceptance of permits at the counter. There are multiple anecdotal instances whereby a permit was accepted at the counter in which a plan checker noted that the information collected was incomplete or incorrect. By revisiting the processes, standardizing them, and focusing on retraining and dissemination of information back to the employees, there will not only be an improvement among the current processes, but the Department will also be better prepared for the adoption of digital permit application and plan submission.
- During the analysis phase, it was discovered that there is no process and procedures manual specific to the building inspection processes in the County. It is worth noting that the Building and Safety plan checkers are expected to follow the procedures laid out in the *Permit Process Procedures Manual*. However, there is no accompanying manual for the employees inspecting building across the County. It is imperative to workload, performance, and consistency in the delivery of services to have a cohesive set of centralized policies and procedures for the building inspection process.

Energy, Minerals, and Compliance

- The permit compliance staff will receive work both by policy requirement and at the discretion of the plan checker. There is a perception by the employees performing the compliance work that there is variation among the plan checkers as to why they will flag a case for permit compliance, with the outcome being that more plan checking work is being created and assigned than is necessary. Although there are specific references made in the *Permit Process Procedures Manual* as to what qualifies for compliance checks, there is an opportunity to spot check current workloads and look for cases that were erroneously assigned compliance. There

should be a threefold effort by division and department leadership to address this concern. There should first be an effort to remove any language ambiguity in the manual around what cases could and should be assigned for permit compliance. If the planner has a question as to whether or not a case should be assigned, there should be supervisor sign-off. There should also be an effort to provide recurring trainings to planners with the intent to refresh them on the purpose of permit compliance and what types of cases and unique situations warrant a permit compliance case. Separately, there should be focus on developing an internal performance metric that monitors permits that were incorrectly assigned a permit compliance check, or were not assigned one but needed it.

Anticipated impact

By focusing on modernizing, refreshing, and creating the policies and procedures that guide the work of the Department, there will be increased predictability in work and a better management of workload, employee time, compliance outcomes, and customer satisfaction.

Department Enablement 4.0 Tear sheet

Implementation Tear sheet: Refresh policies and procedures that guide compliance, with a focus on improving the overall customer experience

A lack of, or the existence of outdated, policies and procedures, especially ones that do not address changed operational realities, can stifle performance and operational improvement and negate the changes being made by the Department. Moreover, the current policies, or lack therefore, can create a variation in the delivery of services to customers and create unpredictable or inconsistent outcomes.

Key Activities:

- **Host a series of leadership meetings** in which each division takes ownership in the refreshing of policies applicable to their work streams. There should be focus placed on technology changes that have already occurred, as well as upcoming technology changes. Upcoming technology change information will need to be supplied by the Department's executive team. The leadership team will then need to prioritize the changing of these policies over time, in which priority is given to high risk and high value (direct time or cost savings).
- **Develop a reoccurring, semiannual meeting of leadership** that takes ownership in identifying when an update to manuals needs to be made, but is also empowered to suggest changes to processes that are outdated or a new way to perform that function. There is an opportunity to make this meeting, project, and subsequent changes, the capstone project of a leadership class. There would be a benefit in not having the same people make the suggested changes year over year to allow for a diversity of ideas.

Resources	Deliverables
<ul style="list-style-type: none">— Planning and Development Director, Assistant Directors, and Supervisors— CEO presence is optional	<ul style="list-style-type: none">— Action list of policy and procedure changes needed and prioritized— Prioritized review of policies and updates incorporated to reflect new processes

Level of Impact	Level of Effort	Duration
High impact	High	One to two years initially, and then ongoing

Observation and analysis

The Planning and Development Department requires and has many unique skill sets that drive the work of the Department. However, there has also recently been department-wide, large-scale turnover, causing a noticeable loss of institutional knowledge and experience. As employees leave, whether through retirement or other means, and new employees are hired, it is critically important for the Department leadership to understand the current skill sets of employees, skill gaps, and opportunities for cross-training. This can be accomplished internally, but would be better served as a collaborative effort between Planning and Development and Human Resources to help develop a strategy around recruitment and retention of employees.

A focus on understanding the current skill sets and needs should be the first step taken to understand where the gaps are and what should be the workload expectations of supervisors and staff. Although there is a growing and commendable internal skills and leadership training program, there were multiple instances during the interview phase of this engagement in which employees felt they were not appropriately trained or cross-trained.

- Develop an understanding of the business needs of each division, where the operational deficiencies are, and what the needs are for upcoming changes (digital plan submission, online permit application, etc.).
- After understanding the business needs, there should be a cataloguing of skill sets, strengths, and weaknesses of staff with the intent of collaborating with Human Resources for training and recruitment strategies. This exercise should also take Department Recommendation 3 (Performance Management) into consideration as there will be a balance between understanding workload, managing workload to performance standards, and training to build up employee capacity and capital.

Once the Department has worked to understand current skills, they need to pivot to **understanding the future needs of the Department**. This understanding should be of the needs of the departments as well as the needs of the employees. While there have been 35 internal promotions over the last two years within the Department, some staff members have expressed concern that there was not a path for promotion other than moving completely out of the career path they have chosen or out of the Department. Additionally, once an employee has hit the salary cap of their position, they must rely on cost-of-living adjustments for raises instead of meritorious raises. There are some unique, specific solutions supervisors are implementing to help in diversifying the skills of their employees and to better prepare for the future. It was noted during

the observation phase that some supervisors are requiring their employees to become trained in working the zoning counters to better understand the plan acceptance process and better understand the perspective of the customer. Identifying these group-specific, novel cross-training programs and expanding them to the Department as a whole will increase the collective knowledge of the Department and assist with succession planning.

The Department should also expand upon its existing professional development paths by more clearly linking the skills and leadership development framework to areas of the class program. While there are currently robust class offerings, they could be better integrated with the planner series to provide more clear development pathways for staff. The next “boot camp” training effort will occur in the winter of 2020, and will be an excellent opportunity to roll out this recommendation.

Anticipated impact

Understanding the skills currently possessed by the Planning and Development department workforce will enable the Department to identify and properly prepare for the predictable—and unpredictable—future. This recommendation, coordinated closely with Recommendation 3, will not only position the Department to fully utilize and track current employees, but to develop those employees into the future leaders of the Department.

Department Enablement 5.0 Tear sheet

Implementation Tear sheet: Catalog current and future skill gaps and continue developing the internal training program

A department-wide leadership-driven assessment of skill levels and gaps is critical to understanding the current and future needs of the Department. Separately, having a robust training program helps ensure that each staff member is given the opportunity to be equipped with skills needed to succeed in their role. The Department has developed a robust leadership and skills development catalogue of courses for their employees, and, coupled with the execution of this recommendation, they will be able to prepare for the future.

Key Activities:

- **Collaborate with division leadership to understand current operational requirements** to successfully deliver a product to the client. This analysis should be comprehensive, granular to the employee-level, and should include a needs versus wants list when it comes to skill sets for the running of that particular business unit. Most importantly, there must be consideration around the skills needed for operating in a digital environment that includes in-field use of Accela, digital plan review, online application submission, and online credit card acceptance.
- The same exercise should be performed, but with the future in mind. This phase of the exercise should focus on what customer needs will be in the future and merged with the future goals of the departments.
 - Will the breakout of permit types be different in three years? Five years?
 - What will customer expectations be regarding code enforcement?
 - What would it take to implement a one-stop permitting counter?
- Finally, there should be a **recruitment and staffing strategy developed** in collaboration with the HR department. The HR department will be able to assist in crafting recruitment language, developing strategies around retention for the Department, and working with the Planning and Development department to focus on traditional and nontraditional recruiting paths (colleges, universities, trade schools, externships, internships, etc.).

Resources		Deliverables
— Planning and Development Director, Assistant Directors, Supervisors		— Departmental skills profile that includes skills catalog, needs, and future needs
Level of Impact	Level of Effort	Duration
High impact	High	Two years

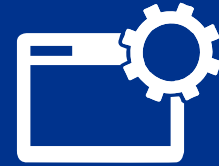
Division Recommendations

Division recommendations identify opportunities for the Planning and Development department and divisions to more effectively prioritize activities, generate more efficient operations, provide strategic insight to other County departments, and improve service to Planning and Development 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

Division Recommendations

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



6.1 Streamline the reimbursement process

Observation and analysis

The current deposit system within the Administration division of Planning and Development is effective in managing the cash flow and financing requirements of the division. As of Dec 2019, the total deposits held with the Department exceed AR balances by \$896,000. This strong financial position is maintained in part by a policy to stop work on cases with past due AR balances of greater than 20 percent of the total deposit.

However, there are multiple redundant or ineffective processes that add additional work for Administration staff and can negatively affect customer experience:

- Planning and Development uses the FIN depositor ID field for deposit intake. A unique depositor identifier is generated through the Accela permitting system via the deposit process. A separate vendor ID for deposit reimbursement process is required with the Auditor-Controller to complete a deposit reimbursement cycle. This adds additional time to the deposit reimbursement process by requiring a duplicative administrative process that spans multiple organizations. The division and the Auditor-Controller share responsibility for this process and should collaborate as outlined below to ensure it is operating effectively.
- The unofficial target reimbursement timeline communicated by staff of 90 days is not adhered to with 75 percent of reimbursements aged past 90 days of close, as illustrated in Figure 11, because of a lack of a performance management framework. The timeline for energy case reimbursements is 120 days from project closure. The division is not currently tracking workflow processes in order to establish where significant bottlenecks in the process are occurring. An expanded workflow status report to track reimbursement timing would allow the division to track the unofficial target timeline of 90 days. Additionally, the division does not keep track of the status of deposits in a structured way. For example, the division isn't keeping track of whether a check has already been sent or if there are items the client is responsible for rather than the division. These workflow statuses should be tracked moving forward to allow the division to better manage the reimbursement process.

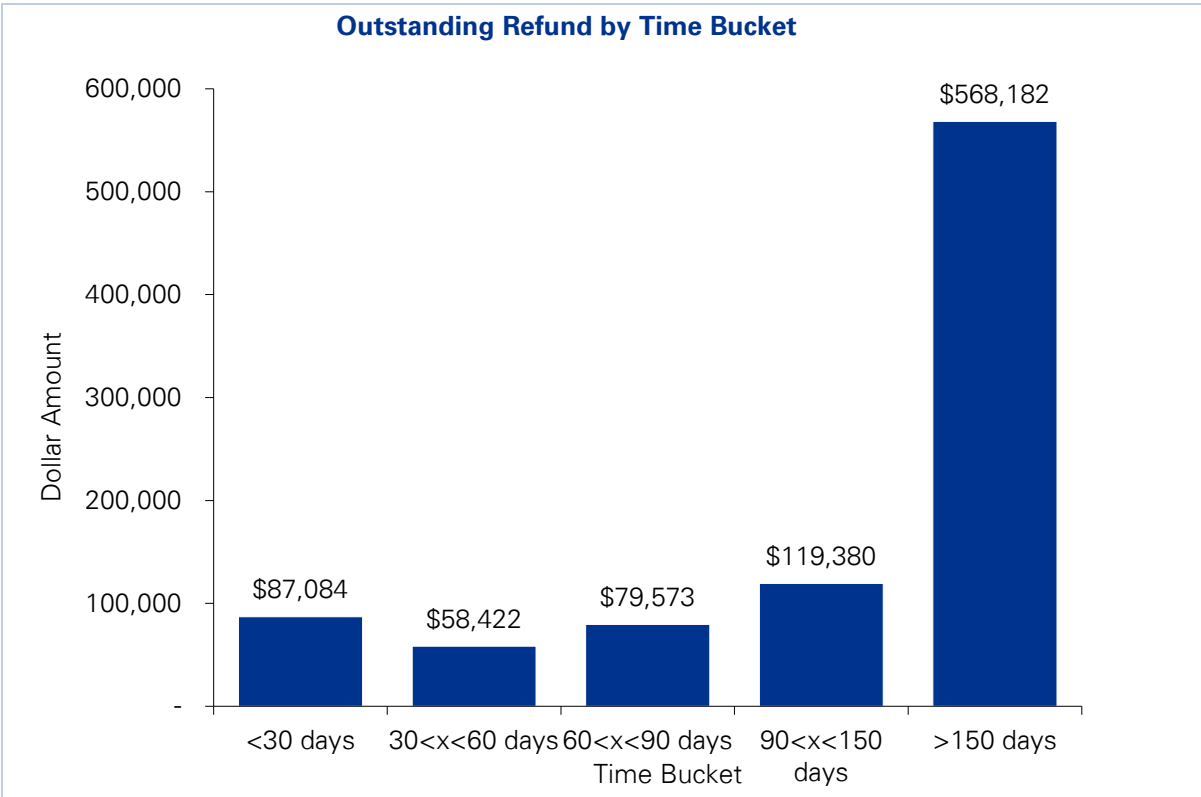


Figure 11 – Source: KPMG LLP analysis of data from Accela

- Collaborate with the Auditor-Controller to achieve the following:
 - Rationalize vendor ID process to only need one ID in order to eliminate duplicative process and to improve refund cycle times.
 - Establish an MOU and SLAs with the Auditor-Controller for deposit reimbursement processes. This includes both interdepartmental expectations as well as joint customer facing expectations as outlined in Figure 12.

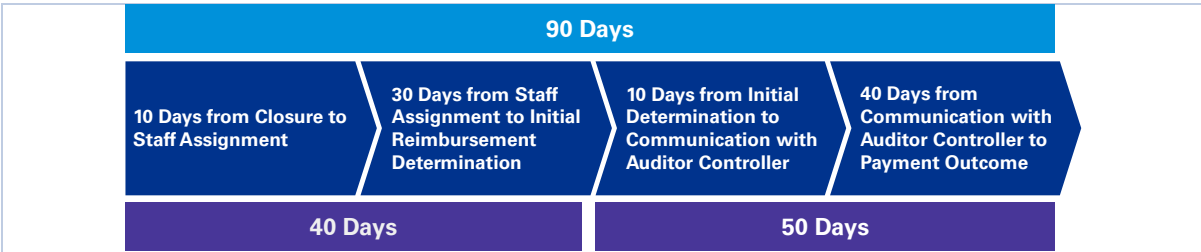


Figure 12 – KPMG LLP

- Fully consolidate the energy deposit accounts held in the FIN deposit system into the Planning and Development Accela permitting system to reduce reconciliation and reporting efforts. While the majority of energy deposits housed on this system have been converted by the division, the process should be fully consolidated.
- Communicate expectations to the customer:
 - Incorporate the SLA expectations developed above into the online application and FAQ structure as outlined in Recommendation 2.
 - Provide customers real-time visibility on reimbursement status within the Citizens Access portal by adding discrete reimbursement stages to Accela workflow entries. These stages should include **staff assignment, reimbursement review, reimbursement determination, Auditor-Controller review, and payment outcome.**
- Manage performance:
 - Begin tracking, at the employee level, the time it takes a case to move from closure to determination, communication, and final payment.
 - Using the dataset generated above, develop a reporting dashboard that summarizes employee performance against SLA expectations outlined in this recommendation.
 - Incorporate the performance dashboard into existing employee standing meetings to manage performance and address exceptions proactively.

Anticipated Impact

Streamlining and enhancing case deposit processes as outlined in the above recommendation will help the Department reduce refund processing times, increase process transparency with customers, and reduce the risks associated with the County maintaining significant balances of interest free public dollars for significant periods of time.

6.2

Implement an instance of ServiceNow and engage with ICT in order to properly address IT requests, manage workload, and delineate responsibility

Observation and analysis

Planning and Development IT ticketing is currently done on an ad hoc basis over email or the phone. The current system is an unstructured process that does not prioritize, route, or solve necessary IT issues in a manageable way. This unstructured IT resolution process, with its lack of tracked data, does not allow supervisors a proper picture of workload, and the division is unable to effectively manage between responsive and proactive IT initiatives. Additionally, the IT team relies heavily on the institutional knowledge of a tenured IT staff that is close to retirement, to identify and resolve issues with Planning and Development business software applications. Integration of their institutional knowledge of business software into the development of a ServiceNow platform as described below will act as an effective way to document existing processes.

As County ICT moves towards a hybrid delivery model described in detail within the operational and performance review of the General Services department and summarized below in Figure 13, the Planning and Development department should develop an expanded relationship with County ICT. This effort should be led by the Administration group with input from other Planning and Development divisions.

Delivery (IT-Led):	Strategy (IT-Governed):	Development (Shared Services):	Department-Led:
<ul style="list-style-type: none"> — Support Desk — Service Management — Data Center Operations — Disaster Recovery — Network Administration — Voice Communications — Mail/web Services — Storage Management 	<ul style="list-style-type: none"> — IT Strategy — IT Policies/Standards — IT Investment Management — IT Service Definition — Business Relationship Management 	<ul style="list-style-type: none"> — Solution Development — Solution Testing (Quality Assurance) — Solution Maintenance — Procurement/Vendor Management 	<ul style="list-style-type: none"> — Line of Business (LOB)- Solution Design and Development — Site-Specific/Local Technology Needs

Figure 13 – Source: KPMG LLP 2019

The Department should consider the following IT development areas in conjunction with ICT in order to address the IT concerns outlined above. Successful implementation of this recommendation is crucial to ensuring that online initiatives required in developing a future-state of the Department, such as online payment, application, and review as outlined in Recommendation 2, are able to be properly implemented, documented, and supported. It should be noted that the shared service strategy with ICT will take three to five years to fully implement, and the Department should implement ServiceNow and manage performance independent of the shared service implementation.

- Leverage existing county ServiceNow software:
 - Implement an instance of ServiceNow for the Planning and Development department. The software is already procured by the County and the Department should consider what mix of license types are necessary to allow for Department wide staff use and effective IT management.
 - Develop self-service capabilities within the ServiceNow instance that consider nuances of department-specific software (e.g., GIS, Accela). These self-service capabilities should focus on addressing common tier 1 and tier 2 issues.
 - Formulate a set of ticketing fields within ServiceNow that will ensure a robust dataset to effectively manage IT performance and identify common root causes to further inform self-service capabilities.
 - Sample ServiceNow ticketing fields:
 - Submission date
 - Assignment date
 - Close date
 - Employee name
 - IT responder name
 - Software addressed
 - Resolution outcome
 - Issue type
 - Freeform response
- Establish processes and procedures:
 - Require that employees exclusively use ServiceNow to initiate IT requests in order to standardize the IT support process and maintain a comprehensive performance dataset.
 - Develop internal Planning and Development and external ICT ticket routing pathways based on delineated responsibilities outlined in this recommendation. The division should also consider any software specializations of their staff when determining who should be assigned to what IT support area in the division.
 - Establish a prioritization framework of ticketing requests based on level of urgency and business impact.

- As noted in the introductory paragraph, the development and implementation of a shared service strategy will be phased over 3-5 years and the sharing of workload should be similarly phased to ensure continuity in IT service levels for the Department.
- Manage performance:
 - Develop an official MOU between Planning and Development and ICT that memorializes the delineation of roles and responsibilities between the two under a hybrid service model. This discussion should take into account the ideal hybrid strategy model developed above in addition to staffing and workload realities. Overall management of this working agreement will be overseen by department leadership and reported to the ACEO as outlined in the operational and performance review of the County Executive Office.
 - Using the above MOU framework, establish SLAs that allow the Administration division to manage performance against expectations both within Planning and Development IT and with County ICT. Below are a few metrics to consider at both the enterprise and individual employee level.
 - Sample SLAs:
 - Percentage of tickets assigned to a staff within one hour of submission
 - Total hours of downtime per month by software program
 - Average submission to close time by ticketing tier
 - Percentage of tickets solved through self-service
 - The Administration division should have authority to enforce these expectations both within their department and with ICT.
- Engage with ICT to create a shared service strategy:
 - Delineate the required IT roles and responsibilities between ICT and Planning and Development within a hybrid service delivery model by leveraging the matrix outlined in Figure 13.
 - Having County ICT provide support for tier 1 and tier 2 IT tickets and oversee Countywide applications will free up department staff to focus on more strategic local technology initiatives such as online payment, application, and digital review.

Anticipated Impact

Developing a shared service strategy and implementing an IT ticketing system should enable the Administration division to better understand staff workload, reduce overall workload through a shared service delivery model over the next three to five years, and more effectively allocate IT staff to strategic initiatives outlined in Recommendation 3.

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****Observation and analysis**

The Hearing and Clerical support staff currently develop meeting minutes and agendas, and execute record requests manually with some leveraging of Word document templates to support applicants and Department staff in the review board process. Additionally, the lack of workflow data limits the ability of the supervisors to properly understand workload, manage performance, identify temporal trends, and hold the other Planning and Development divisions accountable for providing timely information. Instances were communicated to KPMG during the interview phase of cases being delayed in getting on a hearing body schedule due to insufficient or untimely information being communicated to hearing support staff.

The Hearing and Clerical support division is integral to the Planning and Development process as the program supports the transition from internal to public review. However, this program currently relies heavily on manual processes as outlined above. The program should automate hearing support process through utilization of Granicus Legistar software already procured and used by Clerk of the Board.

Implementation of Granicus Legistar will help automate manual processes involved in minute, agenda generation, staff report creation, and record request fulfilment in order to ensure cases are seen by relevant hearing bodies in an appropriate timeframe. This system will also help free up staff to act more as a collaborator and coach applicants through the Hearing process. The program should consider the following elements in implementing the software system:

- Develop a cost sharing basis with Clerk of the Board:
 - The Clerk of the Board Granicus Legistar contract costs \$18,000 per year with unlimited user licenses.
 - The cost allocation could be based on total users, number of agendas created, or some other negotiated breakdown.
- Establish standard templates for hearing agendas:
 - Leverage historical agendas and meeting minute best practices to develop a set of standard template items including font size, reference styles, and layout.
 - Customize the baseline template for each unique commission and review board to ensure nuances are addressed in the template structure and information fields.

- Once developed, integrate the baseline templates into Legistar to enable automated agenda creation.
- Create workflows in Legistar:
 - The program should assess current Hearing and Clerical support processes and develop them into Legistar workflows. These workflows can then be linked to standardized templates outlined above in order to automate and standardize the current manual processes.
 - In addition to digitizing existing processes, the program should consider adding workflow entries that allow for more robust workload and performance management. Specifically, the program needs workflows to track employee caseload and hours, and whether cases submitted by planners are complete. This workflow data will allow the division to better structure workload as outlined in Recommendation 1 and manage the performance of planners from other divisions in delivering timely communication of case staff reports.
- Improve public communication:
 - The Clerk of the Board currently maintains an online Legistar portal for the BoS calendar and historical meeting documents.
 - The Hearing and Clerical support program should leverage this existing functionality and transition away from the Box system currently being used, which requires significant manual upload and is not designed to be a customer-facing communication portal.

Anticipated Impact

Utilizing Granicus to automate the creation of review board agendas, noticing, staff reports, and minutes will improve customer experience by ensuring cases are put in front of hearing bodies as fast as possible. Additionally, Granicus will allow the division to understand staff workload trends and manage planner performance in communicating complete and timely staff reports.

Observation and analysis

A critical aspect of any effort by a planning department is its ability to create physical and digital maps for internal and external use, check on regulatory compliance of developments, review environmental impact, and the general review and analysis of plans, all of which need the assistance from a GIS professional and a GIS environment. There is currently one employee in Planning and Development who manages the Planning and Development GIS environment and is tasked with assisting all employees in the Planning and Development department in developing maps and layer files that assist in the day-to-day functions of the divisions. However, there are other employees across the County that utilize GIS for their core functions as well, e.g., Office of Emergency Management and Tax Assessor-Collector.

Currently, the Planning and Development GIS hosts an online map with roughly 40 layers of files that can be toggled on and off. Some examples of these layers are land use, coastal zones, greenways, corridors, parcel detail, and zoning. Although this is a potentially useful tool for internal and external use, there must be a certain level of knowledge and competency in this feature for successful use, and the current version of the layers does not drive the user towards an outcome.

An observation made during the interview and walk-through phase of the review was that there are multiple instances of a GIS tool being used in which there is significant overlap in functionality.

- For instance, although ArcGIS is a robust analytical tool with the ability to incorporate parcel layers and distance calculations, the Department uses PhotoMapper to identify properties within a radius for notification by mail.
- Another example of duplication of functionality is the use of ArcGIS to develop web-hosted layer files, and the GIS integration capabilities of Accela.

The Accela Online Citizens Portal has a GIS tool that allows potential applicants to geolocate their properties and visualize the development requirements they would need to address prior to applying for a permit. Although this is an important feature to address, there are many other opportunities for GIS integration with Accela that would positively impact the Planning and Development Department. Whether it is automated routing for code enforcement, grading inspections, and building inspections, or grabbing all parcels within a defined radius for Planning Commission appeal notifications, there is great benefit for the Department by fully utilizing Accela and GIS. Moreover, better utilizing the GIS integration feature of Accela should greatly enhance the customer experience. The Accela Online Citizens Portal would allow for a customer to identify

what localities impact their potential development, leading to a better understanding of the stakeholders that would need to approve their permit.

Catalog all of the current and potential uses of a GIS environment for all internal users in the Planning and Development department. This should be the first step taken to fully understand the uses of GIS across the Department. By focusing on this, there can be a natural prioritization of work and identification of quick wins for implementation. This will also help to prioritize the creation of new layer files and help to drive which files get refreshed with new information as well as help ensure consistency in data across the County that is available to the public.

There should then be an **inventory taken of the various GIS programs and their functionality** in which the continued use of said programs should be justified. PhotoMapper, ArcGIS, and Accela were the three software programs with GIS functionality observed being used, but there could be more hosted locally on computers. All three of these pieces of software have very similar functionality, and ArcGIS and Accela are not used to their fullest potential. Once that is completed, there should be a decision by department leadership as to which software and functionality is used. Should there be a GIS server that hosts all layer and shape files? Should the Accela GIS functionality be used exclusively internally and externally? Should PhotoMapper be decommissioned?

The Planning and Development leadership should then collaborate with the CEO to determine the ability to **integrate GIS environments across the County** that would allow for cross-departmental collaboration on map building and usage. The Planning and Development department has subject-matter specialization with regard to mapping and GIS, and should be a leading stakeholder during this process. There should be a concerted effort to identify all Countywide users and producers of maps, layer files, and shape files for the purposes of potential collaboration of efforts. The collaboration can be as minimal as sharing files between the departments or cost sharing in propping up a GIS server to host all files the County uses.

Anticipated Impact

Development of a more robust and integrated GIS system within Citizens Access should enhance property and parcel research functions, and drive improved customer self-service capabilities and streamline the communication of application requirements.



7.1 Develop policies and procedures that enable successful implementation of a robust online permitting environment

Observation and analysis

Based on staff and leadership interviews, there is broad agreement that digital enablement is essential to the future of the Planning and Development department. As outlined in Department Recommendation 2, technology changes will have broad effects on each division and will require the development of enhanced customer and staff-focused review and communication capabilities such as plan submission, markup, concurrent review, and permit issuance. However, processes supporting the online application and review environment also need to be considered to enable the division to capture the benefits of the above online capabilities. Developing comprehensive processes as outlined in this recommendation is necessary in enabling the division to capture the benefits of end-to-end digital permitting in terms of reduced cycle times for permit review, reduced manual processes, and streamlined customer experience. Figure 14 below shows the effects of online permitting in Stanislaus County after introducing an online permitting function in the 2016–2017 fiscal year. These benefits to overall review cycle time were driven by improvements in giving and receiving customer feedback, concurrent review enablement, and increased visibility into performance management of staff.

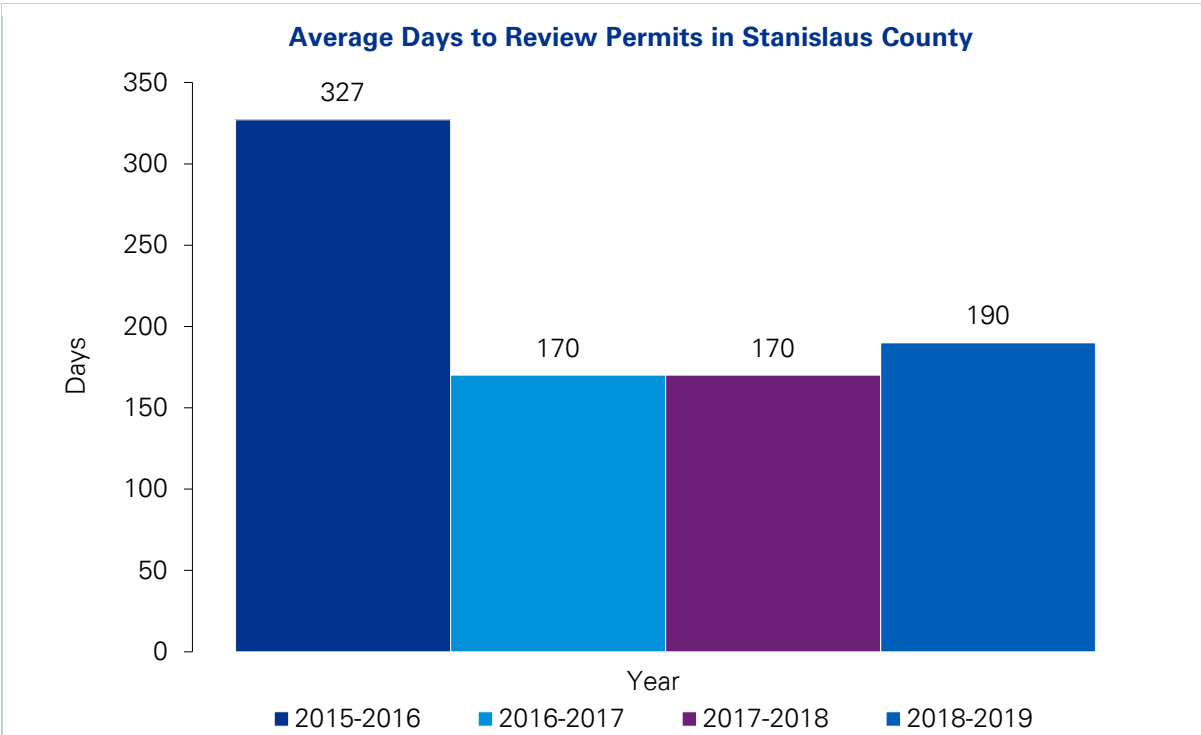


Figure 14 – Source: Stanislaus County Budget Book 2018–2019

Changes within Development Review in this environment can be considered in four main areas: **Submission, Routing, Review, and Communication**. Developing sound processes in these areas that successfully integrate with current technology and manual processes should help the division leverage the full benefit of digital enablement. The development and implementation of processes outlined below should occur concurrently with the implementation of online permitting functionalities outlined in Recommendation 2.0. This is essential to successfully implementing online permitting.

- Implement an online Development Review environment:
 - Implement new submission processes:

- The division should determine who will be responsible for reviewing and accepting online applications. For instance, will there be dedicated reviewers who pass the case along after acceptance or will planners be required to select from the queue?
- Based on staff interviews, it is not uncommon to receive “accepted” applications that lack the required material to proceed. Additionally, the division does not track these types of errors and will allow acceptances of “incomplete” applications with nonessential omissions of information. The division should start tracking counter “acceptance” errors in order to better manage performance and identify common omissions in applications. The division should also change their policy to not accept applications unless it was determined that all information is present.
- There are currently a large number of forms communicated on the Planning and Development website. The division should make an effort to consolidate these forms based on permit types with commonalities in application information. For example, there are currently six different agricultural permit forms that could be consolidated into a single PDF.
- There are currently flow charts online showing the application process from a high level as well as application forms available. However, there is not a consolidated guide that links the two sets of information for the customer. The division should codify application forms and process maps into application guides for different permit types that clearly outline the case’s specific application requirements. This guide should be incorporated into an online self-service application that guides customers through a series of project questions, such as what LA County has implemented with their “Permit/Plan Helper App,” see Figure 15, to help customers identify what kind of permit or plan is relevant for their proposed project.³ This application, as shown in the screenshot below, is a core feature of their online permitting portal. It helps reduce the workload at the counter by giving applicants an opportunity to address their own questions rather than relying on Department staff.

³ <https://epicla.lacounty.gov/SelfService/#/home>

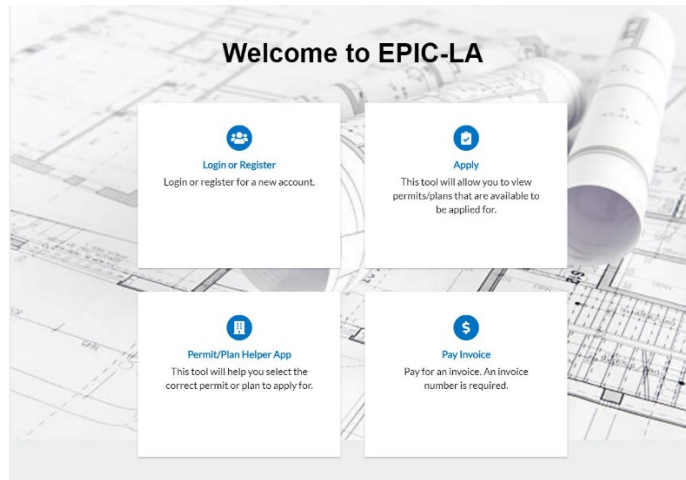


Figure 15 – Source: <https://epicla.lacounty.gov/SelfService/#/home>

— Refine the routing process:

- The current process to route and assign cases to planners is done on an ad hoc basis by supervisors and is informed primarily through weekly and biweekly standing meetings. This system is fairly effective, but it relies heavily on qualitative feedback from planners on their active caseload as supervisors do not have clear visibility into staff caseloads other than total case assignments. The division should develop a more formal and automated case allocation system using Accela that systematically considers active cases, case acuity, tenure, skills, and development frameworks.
- The division should develop a process in the Citizens Access portal that cross-references application and GIS parcel information against review requirements for other departments. Faster identification of interdepartmental review should help improve the cycle time issues with other department reviews as outlined in Recommendation 6.4.
- It was noted during staff interviews that communication of information, including routing, is primarily over email with other departments, and hard copy plans are communicated. While a workflow assignment is generated in Accela, most departments rely on planners to make the additional communication for routing. In a digital environment, the division should require that workflow communication happen exclusively through Accela. This will help promote adherence to SLAs and reduce duplicative and manual effort for the planner.

- The division currently notifies other cost-recovery departments of fee collection over email. This process should be an automated communication triggered through the online payment portal being developed in Citizens Access.

— Review processes:

- The division should mandate review notes, workflow updates, SLA metrics, and approvals be updated through Accela by any collaborating department. Currently, certain departments do not provide their own case review workflow entries and rely on planners to update cases based on email communications. This process improvement should reduce redundant work for the planner, decrease the risk of communication error, and increase interdepartmental accountability to SLAs.
- As application review moves online, the division should consider adding a feature that allows applicants to address planner workflow comments with direct upload of response documents.
- The division should define what they consider the threshold for marking a case as “inactive” in terms of days since last customer communication. Accela should consider this threshold and automatically flag a case as “inactive” in the system. This data should enable supervisors to more effectively manage caseload as described earlier in this recommendation.

— Communication processes:

- SLA expectations should be clearly visible in the Citizens Access portal and tied to relevant workflows. Clearly communicating turnaround times in the online portal should provide transparency to both the planner and the customer.
- Develop an Accela triggered notification that notifies customers when their case becomes “inactive.” Customers should be informed of updates to the status of their case as their cases get closer to the threshold associated with “inactive.” Once the threshold has been met, the permit should be clearly indicated as inactive in the Citizens Access portal.

Anticipated impact

Developing more comprehensive processes and procedures as outlined above should ensure that the Development Review division will more effectively capture the benefits of digital review in regard to case review times, customer experience, and intradepartmental or interdepartmental performance management.

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

Observation and analysis

The division and the department as a whole do not have an MOU or interdepartmental SLA structure setup with other departments involved in the review process. The lack of agreed-upon expectations makes it difficult for planners to act effectively as case managers leading to longer review times for customers. Figure 16 below demonstrates the inconsistency in Development Review cycle times across departments. It is worth noting that the data set used below is limited as other departments are not required to make their own workflow entries as outlined in Recommendation 3.

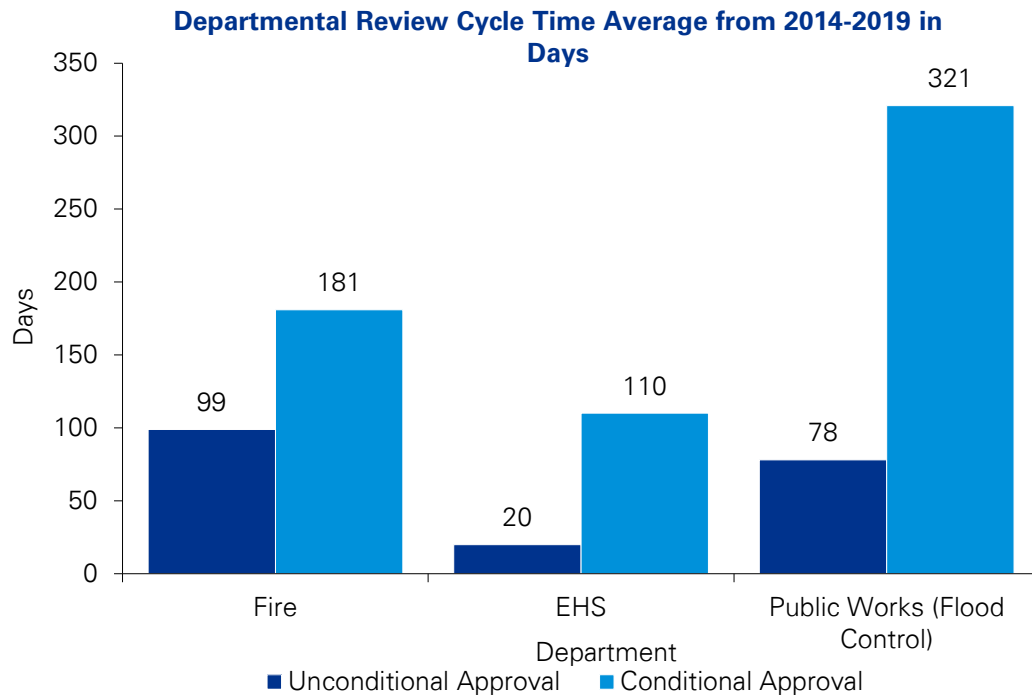


Figure 16 – Source: KPMG Analysis of Accela Development and Review Data

The division should develop a more structured working relationship with other departments and formalize interdepartmental and customer expectations.

— Develop MOU/SLA structures with other departments:

- Meet with each stakeholder group to develop agreed-upon operating expectations that address both the interdepartmental and customer relationship. Figure 17 below is a modified version of an MOU development framework that outlines key areas and considerations when departments engage in cross-department agreement.⁴ Pursuant to our recommendations in the operational and performance review of the CEO, department leadership should manage the tracking of performance and report to the ACEO during their monthly meetings.
- The County should consider having all permitting-related departments operate on an instance of Accela in order to ensure that the agreement outlined in this recommendation can be managed and to ensure end-to-end permitting as outlined in Recommendation 2.0.

Key Features of Cross-Department Collaboration	Key Considerations
Outcomes and Accountability	Have short-term and long-term outcomes been clearly defined?
Leadership	Who will be responsible for managing the MOU agreement overall? How will planners be enabled to enforce upon accepted expectations?
Roles and Responsibilities	What SLAs should be monitored to reflect performance against desired goals and accepted responsibilities?
Resources	Are departments appropriately enabled with staffing and technology resources? Are human resources aligned to short- and long-term goals?
Written Guidance and Agreements	What processes need to be created or formalized to enable success? Is the MOU clearly documented with full buy-in on written agreements?

Figure 17 – Source: KPMG LLP

— Manage the collaboration process:

- The Planning and Development department has a standing committee where cross-departmental review items are addressed called the Subdivision/Development Review

⁴ https://www.gao.gov/key_issues/leading_practices_collaboration/issue_summary

Committee (SDRC). Based on staff and leadership interviews, this focuses on discussing approved permits. The division and ACEO should utilize this meeting to manage the MOU agreement and address review concerns proactively. These meetings would also help identify opportunities for process improvement.

- The Department has been actively considering a more focused Interdepartmental review committee. The Department should consider how this will fit into the cross-department collaboration structure.
- The point of contact within other departments should be formalized and clearly communicated to the customer in the workflow entries. Establishing an official point of contact will improve customer's transparency into their case review process.
- Enable planners to be case managers and drive accountability:
 - Train planner staff on agreed-upon expectations for other departments under the new MOU and SLA structure. Staff should be empowered and expected to enforce upon agreements outlined in the MOU and escalate where necessary to help ensure customer expectations are met. The natural venue for the planners to case manage, outside of ad hoc conversations, will be the SDRC which is hosted every other Thursday. During this meeting, case updates can be asked and given by the planners. Moreover, as the stakeholder departments integrate the Accela workflows into their daily actions, there will be automated case updates generated.

Anticipated impact

Developing a structure of interdepartmental SLAs and standardizing collaboration processes should enable division staff to manage the entirety of the review process more effectively and improve cycle times for external review.

7.3**Increase approved over-the-counter (OTC) land use permitting (LUP) and improve customer communication to reduce cycle times and employee workload****Observation and analysis**

During staff interviews and independent leading practice research, KPMG noted a significant opportunity to improve the LUP process by increasing OTC permitting. Specifically, we found that other jurisdictions, such as LA and Napa Counties, utilize a comprehensive OTC or same day approval process for many LUP permit types. Implementing a broader OTC process should help reduce staff workload, improve application turnaround times, and increase customer satisfaction. Additionally, the division should formalize their current OTC process to provide the foundation for developing a more robust OTC process and communicating clear expectations to the customer and staff.

The impacts of increasing the number of OTC submissions in LUP permitting, as outlined in this recommendation, are also significant in context of the scale of LUP cases within the division. Based on analysis of division workflow data, LUP cases represent both the highest volume of case types and the highest percentage of total case hours of any permit type. Shown in Figure 18 below, LUP cases represented between 15-16 percent of total case hours historically.

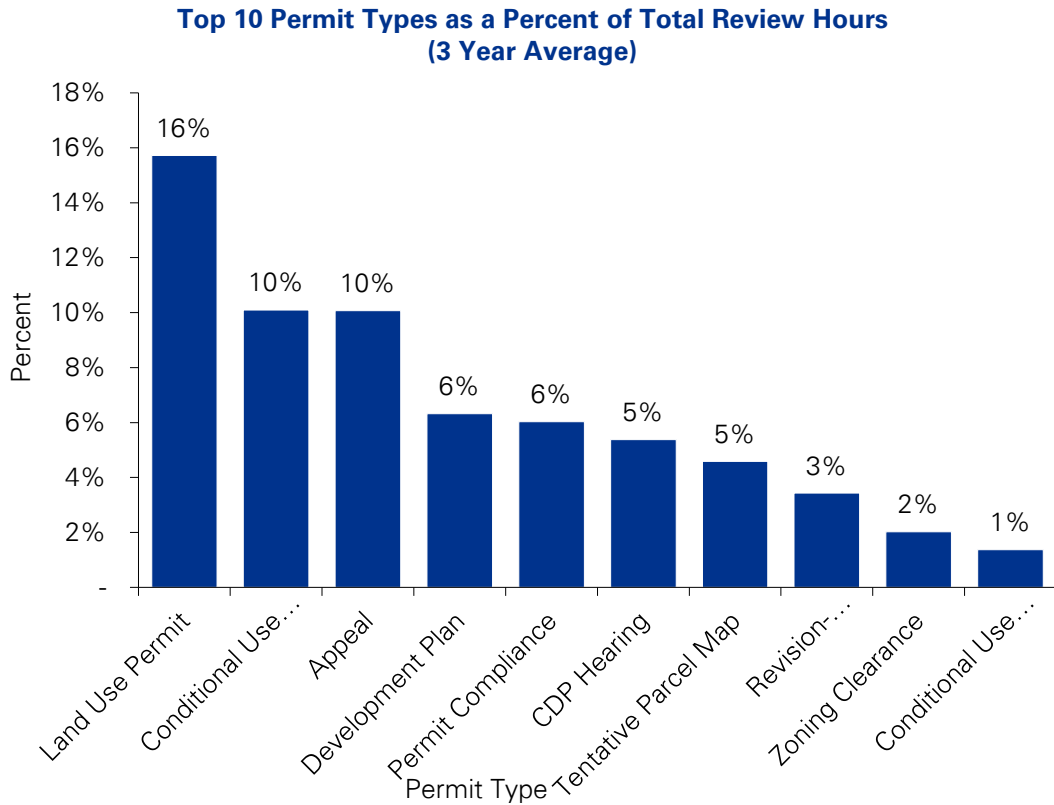


Figure 18 – Source: KPMG Analysis of Accela workflow data

The division currently has an OTC permitting process. Despite this existing process, OTC permitting is currently limited in scope with only 93 OTC permits issued in the current year representing only 3.28 percent of total case volume as the division does not promote the process internally or externally. Additionally, there is significant variation across North and South County in utilizing the OTC application. Based on conversations with leadership and staff, the hesitancy to promote OTC permitting stems from a historic ordinance structure and a history of OTC applications being appealed. The division should consider the following to develop a more robust OTC process that properly addresses the lack of internal promotion of the process stemming from

external headwinds in the OTC process related to the ordinance structure and may require an ordinance amendment.

- Identify LUP permits that could be done OTC based on the following parameters:
 - Average start to finish cycle time
 - Number of departments with input
 - Average number of touchpoints
 - Historic appeal frequency of that permit type
 - The risk profile of the permit to the community or environment based on the nature of the proposed work
 - Development Code, Comprehensive Plan, and Community Plan requirements
 - Leverage other county and city OTC and same-day permitting lists as a best practice reference and starting point. Figure 19 below shows common examples of same day or OTC permits for other counties in addition to items identified during staff interviews.

Area	Permit Type
Residential	Single story additions <500 Sq. feet, Accessory Structures, Seismic Upgrades, Interior Alterations, HVAC, Generators, Carports, and Decks
Commercial	HVAC Units, Minor Interior Alterations, in Business Occupied Buildings,

Figure 19 – Source: LA County, Santa Clara County, and Napa County websites in addition to primary research generated during staff interviews

- Establish OTC approval parameters based on the matrix of ease and frequency developed above:
 - Develop processes and an OTC checklist to determine when OTC approval is justified for the application or if a standard process should apply. The checklist should be comprehensive enough to develop a risk profile of an OTC application and determine if full review is necessary. Current application checklists should also be leveraged in this process.

- Standardize OTC requirements and processes across North and South County with consideration for any local requirements in regard to ordinances or nuances due to case types or geography. Based on Figure 20 below, North County accounts for 86 percent of OTC approvals over the last six years with significant reduction in use over recent years. During staff interviews, it was noted that in prior years, employees were incorrectly classifying permits as OTC, which helps explain the current-year reduction in OTC applications after staff was retrained on the process. However, North County still represents the lion's share in the new process environment with over 90 percent of the total OTC cases.

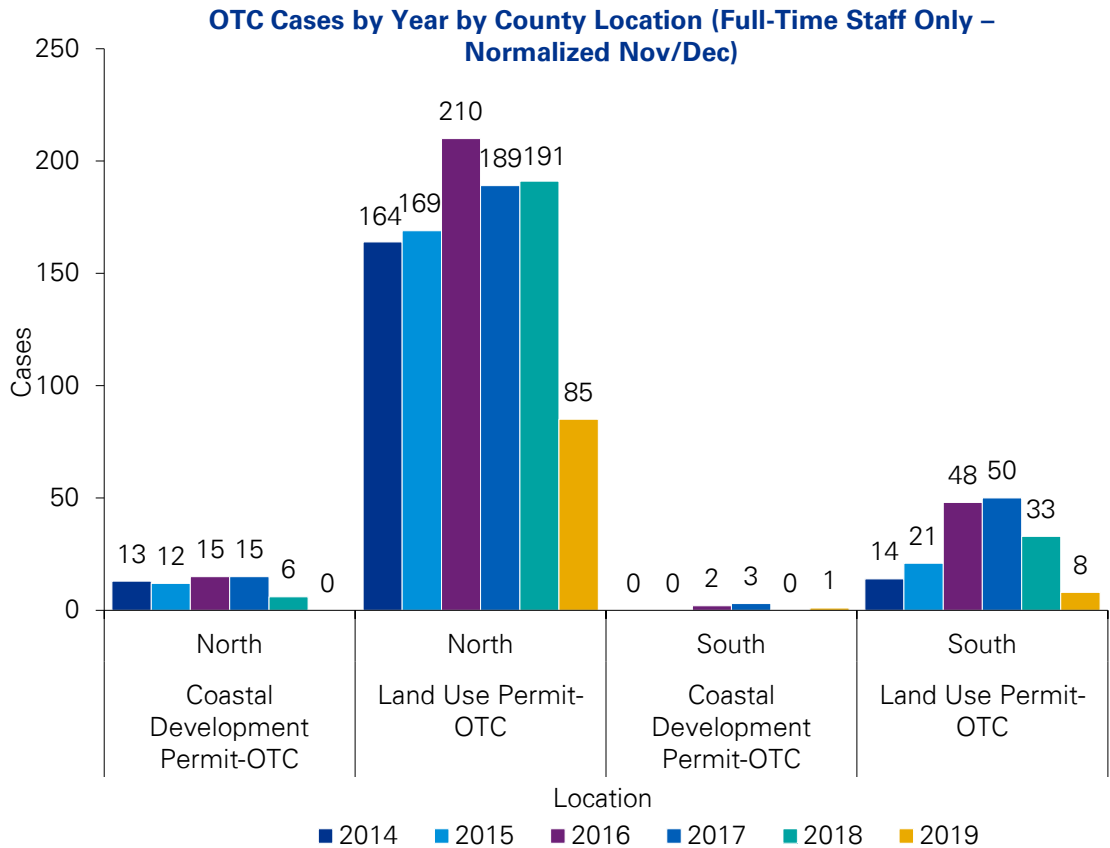


Figure 20 – Source: KPMG Analysis of Accela Data

- Implement the new OTC process into existing frameworks:
 - Existing staff should be retrained on the new OTC processes and a class should be integrated into the planner onboarding and development framework.
 - The OTC approval process should be consistently reviewed to help ensure the process is relevant and effective. Pursuant to Department Recommendation 5, reviews of the OTC framework could be incorporated into the Leadership Development series to drive periodic process improvement.
- Improve the communication of OTC and same-day approval requirements:
 - Develop more robust and clear preappointment checklists to ensure customers gather all relevant OTC information prior to a walk-in. The development and implementation of OTC preappointment checklists should be addressed concurrently with other permit types as outlined in Recommendation 7.1.
 - Add a same-day or OTC permitting section to the Planning and Development website to increase customer awareness. The best practice research Counties referenced in this recommendation all have clear areas on their website outlining necessary project qualifications for same-day or OTC approval. Some counties, such as Santa Clara, provide a PDF guide for evaluating and submitting OTC applications, which is included in Appendix B.⁵
- Consider implementing a pilot program for ministerial exclusions:
 - The Department should identify certain ministerial LUPs that could be considered exemption types that cannot be appealed and do not require noticing as their impact is negligible to other residents or the environment, noting that this would require an ordinance amendment.
 - The Department should analyze its workflow data to identify two to three LUPs with the lowest appeal rate for pilot consideration. Additionally, during interviews, staff indicated that permits for generators, HVAC units, and car ports are possible considerations for this initial ministerial exemption pilot.
 - Based on the pilot results, i.e., customer feedback, department feedback, workload impact, etc., the Department should consider whether expanding the program to other LUP types would be effective and appropriate in reducing overall cycle times and driving increased permitting volume.

⁵ <https://www.sccgov.org/sites/dpd/lwantto/Build/Pages/OverTheCounterPermits.aspx>

Anticipated impact

Developing a more effective and better-communicated OTC process should allow the division to reduce the workload involved in reviewing ministerial Land Use cases and significantly increase the speed at which customers can get approved for minor Land Use cases.

7.4 Standardize policies and procedures across North and South County locations

Observation and analysis

The regulatory nature of Development Review both necessitates and promotes review standardization. There are differences, however, in regard to the business processes surrounding these regulatory-based reviews across North and South County. Some of these difference will be justifiable from the lens of enhancing the customer experience. For example, the North County counter will have clients that are representing themselves or planning on performing the work themselves, whereas the South County counter will experience people who are representing a client.

For example, discretionary permits are walk-in only in South County while they require an appointment in North County, with the timing of the appointment varying and, anecdotally, not typically being long enough. The North County staffing model only recently includes counter-rotations for planners due to a staff member retiring despite the model's use as an effective development tool in South County. OTC permitting, as outlined in Recommendation 7.3, is not consistently used and promoted across county locations.

Based on staff interviews, these differences can lead to, and have led to, inconsistent application of review standards across locations. Staff communicated instances of applicants leveraging these differences to shop their application based on which location had a less cumbersome review process. In addition to technical review risk, these differences act as barriers to creating a more cohesive department culture and underscore the lack of structured communication across the division.

— Standardize processes:

- Decide on standard operating policies, such as the use of OTC applications, between locations with input from supervisors and program managers from both the Santa Barbara and Santa Maria offices to standardize customer experience and reduce the ability for applicants to “shop” their permit between locations. This should take into consideration any local ordinance or geographic considerations that require certain processes to remain specific to the office in reviewing permit applications.
- Start rotating planners into the counter staff in North County to improve front-to-back office functional knowledge.
- Standardize the permit intake process by requiring appointments for discretionary permits in South County. Mandating appointments for discretionary permits may add time to the intake process, but it should reduce the total review time on the back end by ensuring

that all relevant materials and customer expectations are fully communicated at the beginning of the case review.

- Solidify standardized processes through operational change:
 - Standard fluctuations of workload based on temporal and business cycle factors, as outlined in Figure 21, can be alleviated by assigning work to planners across County locations. Implementing and utilizing the online permitting functionality outlined in Recommendation 2 will enable the division to assign work agnostic of location.

Dev Rev Case Hours by County Location by Year (Nov/Dec Normalized)

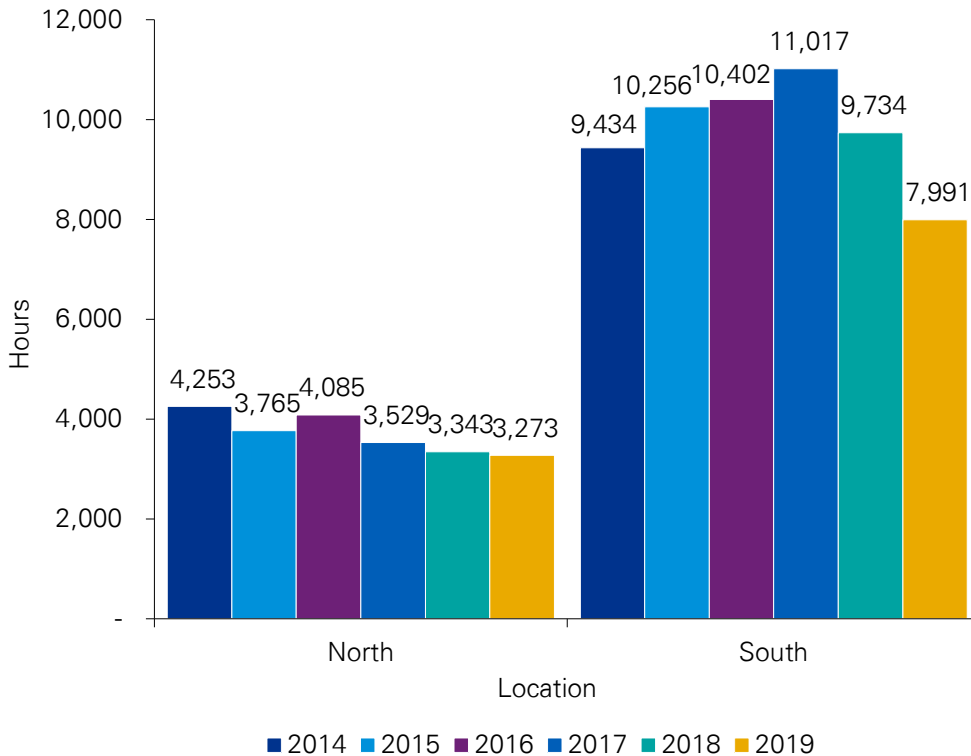


Figure 21 – Source: KPMG LLP analysis of Accela data

- Cross-location teaming with standardized processes will promote the sharing of best practices through increased collaboration. The division should also develop a bimonthly or quarterly “best practice” meeting to discuss the impact and interpretation of new legislation and operational best practices or initiatives.
- Sharing workload across the County will help create a more cohesive department culture. However, it is important to notice that some permits will need to be specific to the geographical offices. Having said that, there can be increased cohesion through the following mechanisms:
 - Helping balance seasonal or turnover-based workload fluctuations
 - Developing professional relationships between staff across locations
 - Providing staff the opportunity to work with different types of customers and gain exposure to projects that have are more common outside of their region

Anticipated impact

Standardizing processes across County locations and promoting increased collaboration in a digital review environment will help standardize customer experience and case review standards, and promote the dissemination of best practices and learned knowledge among staff.



8.1 Implement electronic plan submittal functionality and processes

Observation and analysis

Although the Department has taken a forward-thinking stance on digital plan submission by procuring Bluebeam and combining it with Box to establish a tool for analysis and a repository for data to assist in digital plan review, there have been limited policies or procedures developed, with minimal documentation on how those two products integrate with current work streams, creating confusion among the public and staff. In some instances, it was observed that digital plans had been submitted to the Box account with the application attached creating confusion between the employee and the customer as to whether or not the plan was formally “accepted” and when the “completeness” timer started. Moreover, the Box account is not being fully utilized by staff nor is there a cohesive message being communicated to the customer on how and when to use the Box account.

With digital plan submission and review, there is also an opportunity to frontload the work associated with the review of a plan to minimize total touchpoints on the case for the plan checker. There were observations made, accompanied with employee anecdotes, around the quality of plans accepted and conveyed to the plan checker. With digital plan submission, there is an added benefit of increased collaboration, between the counter staff and the plan checkers, without being in front of the client, to ensure higher quality and more complete submissions.

The first step in implementing electronic plan submittal is to **develop a structured implementation approach** that is based on the notion that digital permit application and plan submission is a tool, and not a solution in and of itself. Counties and cities who have had the most success in online enablement first took a step back to evaluate current processes and identify areas to develop processes in the new environment, train staff on new expectations, consolidate processes, and communicate the changes effectively to the public.

The next step should be the **creation of the processes involved with digital application and plan submission**. Recognizing that this is a tool prompts the following questions:

- Where is this tool most effectively used in the current processes?

Observation and analysis

The Building and Safety division consists of both a permitting and inspection function that encompasses the design and construction of buildings and structures once a land use permit has been issued. The division has fully adopted Accela; however, there has not been a focus on streamlining processes or training in the use of the in-field data entry capabilities by inspection staff.

In the grading inspection side of Building and Safety, there is a split between staff in the way they enter information into Accela. Some enter the data in the field, while others write down their notes and enter them at the end of the day by going back to the office. With this inconsistency, there is an inability to accurately track the administrative time of data entry, leading to gaps in performance and process tracking. Moreover, by entering data at the end of the day there is a risk of inaccurate or missing information when updating the case. Below is a graph demonstrating the wide variability in the time in which information is being entered into Accela after an inspection has been performed.

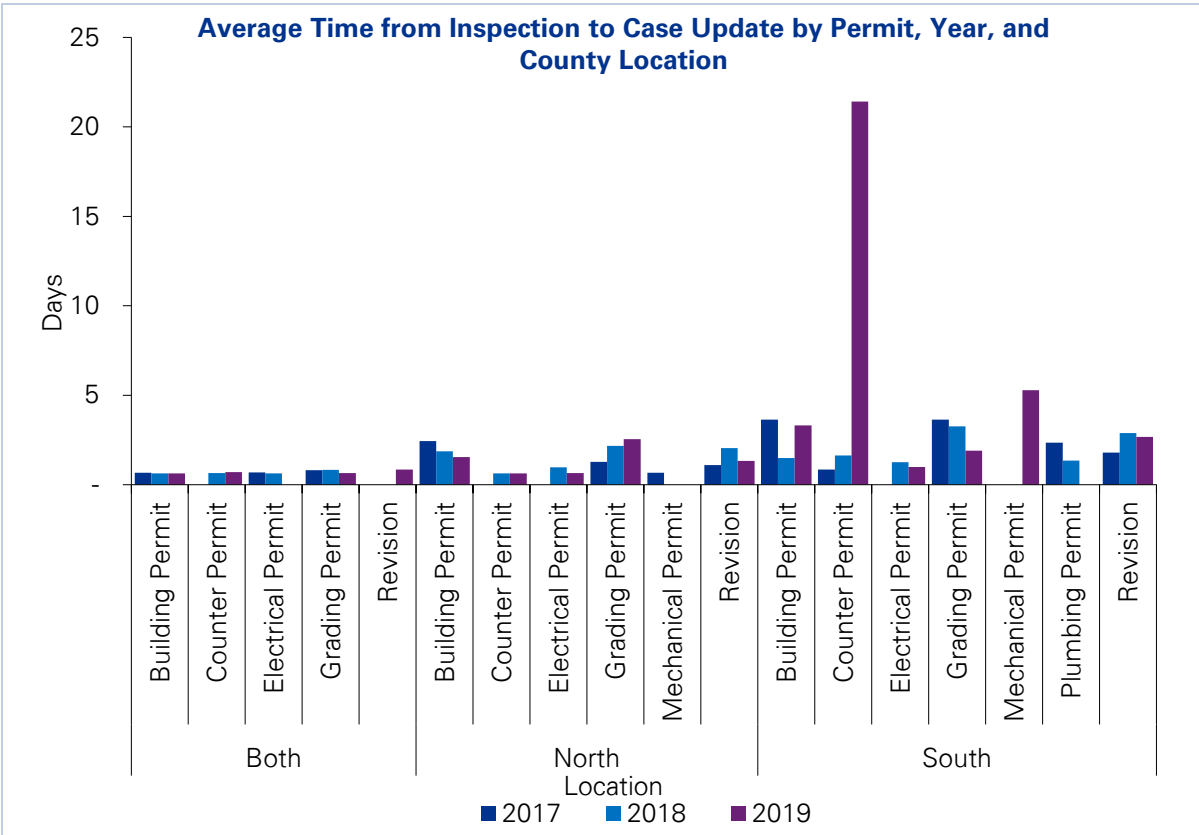


Figure 23 – Source: KPMG LLP analysis of Accela data

As enumerated in Department Recommendation 2, the Department has software with overlapping functionality. Accela and Bluebeam both have the capability for digital review of plans with notes being taken directly into the digital environment. Irrespective of whether the Department chooses Accela or Bluebeam for digital plan review, there should be a deliberate plan put in place for use of that software by all employees. These types of software open up the possibility of the use of digital plans at the work site, completely eliminating the need for paper plans at the site. This process, by its nature, is currently paper heavy, and focuses on translating written notes into digital format. There are, admittedly, potential limitations to the adoption of digital plan usage at the work site; however, there should be an effort to launch a pilot to identify the feasibility of this process. One of the most notable potential limitations is the size of the digital

plan viewing device, and its inability to help fully view the large plans associated with building construction and inspection.

In all instances of in-field work in the Building and Safety division, the inspectors schedule their work via email or phone call. This is an administratively heavy process that requires a mandatory start of the work day in the office, as customers will leave voice mails to schedule those inspections. This process also requires detailed coordination, geographically and temporally, based on the fact that not all work is conveniently located in proximity to itself. Moreover, the wide variation in the types of inspections being performed necessitates flexibility based on the type of work needed to be performed. For example, an inspection related to plumbing does not have the same time and weather dependencies as the inspection related to pouring a concrete slab. There is currently no way to track the amount of administrative time being spent coordinating appointments, checking emails, or fielding phone calls related to inspections.

Counties and cities fully utilizing remote inspection capabilities and workload management practices see significant improvements in customer service while reducing staff workload requirements:

- The City of Houston Telework Inspection Program was designed for the Building Inspection Division of the Public Works & Engineering Department inspectors to receive their daily assignments via a handheld device each morning, also allowing for results to be updated while in the field. It also allowed for the ad hoc assignment of work while in-field in the event of an emergency of geographical proximity.⁶
 - Instantaneous inspection results for customers
 - Reduction in commute time staff and increased work flexibility
 - Elimination of duplicative data entry effort (i.e., entering information in real time rather than translating later after a paper version)
- Los Angeles City reviewed and streamlined their building regulator process and applied information technology to its operation saving millions of dollars for the city and its customers by⁷:
 - Reduced inspection wait times from four to five days to less than 24 hours
 - Automated scheduling through interactive employee maps

⁶ <https://www.iasonline.org/wp-content/uploads/2017/08/2017-Best-Practices-Lessons-Learned-from-the-Building-Department-Accreditation-for-web.pdf>

⁷ https://www.huduser.gov/Publications/pdf/Bldg_Reg_Process.pdf

- Handling an 88 percent increase in construction volume with only a 1.5 percent increase in staff.

The first step should be the **full adoption of the Accela online citizens' portal for inspection scheduling**. The current process for scheduling an inspection is typically a phone call or email between the contractor and the inspector. By not utilizing this available feature and relying on a phone conversation, there is an inability to track the average amount of time it takes to schedule and perform an inspection from the initial customer outreach. Moreover, this feature in Accela also allows for the automatic assignment of inspections based on expertise and location in the County, opening the opportunity to balance workload and for employees to minimize office time.

The division should then **determine the level at which they fully adopt digital use in the field**. There is an opportunity to immediately begin entering notes fully in the field. All inspection employees have cell phones that can be currently used to run Accela Mobile Office (AMO) and enter their notes once the inspection is completed. The Department currently has a total of 19 AMO licenses in use, although there is not full adoption by employees for use with their daily routine. However, there should be consideration around the technology needed to fully adopt the use of digital plan review during on-site inspection. Anecdotally, there were concerns among staff that without a large tablet, it would be difficult to review the plans. Of note is that as of the drafting of this report, the Department has a plan for a partial rollout of a drop-down menu selection for in-field use by the end of 2020.

Anticipated impact

By fully adopting and implementing available technology in the field, the Department will be positioning itself to not only have enhanced performance and workload tracking for each employee, it will also be equipping employees to provide more accurate and timely updates to the customer.

Observation and analysis

As noted in multiple recommendations in this report, it is critically important to manage and balance the workloads of employees. This is important to ensure that there is an equitable distribution of work, opportunity for employee cross-training, and an overall improved experience for the customer by minimizing wait time. Equally important to focusing on sharing workloads is to understand the best way in which workloads can be monitored and shared. During the interview phase of this engagement, there were many ways in which supervisors would monitor and allocate work to their employees. In some instances, supervisors were tracking by utilizing Microsoft Outlook's calendar feature and putting work on an employee's calendar, some were managing workload via verbal conversation, and some are not managing the workload at all.

Accela has the ability to not only track case allocations, but also allows for the tracking of estimated hours for completion of a permit, allowing for a complete and accurate view of caseload and case complexity. During the data analysis phase, it was determined that there was significant variance in hours worked between both inspection staff and plan checking staff in the Building and Safety group, see figures 24 and 25 below..

- In the analysis of inspection staff hours worked, it was noted that the highest utilized field staff employee worked 1,572 hours with the next at 1,190.

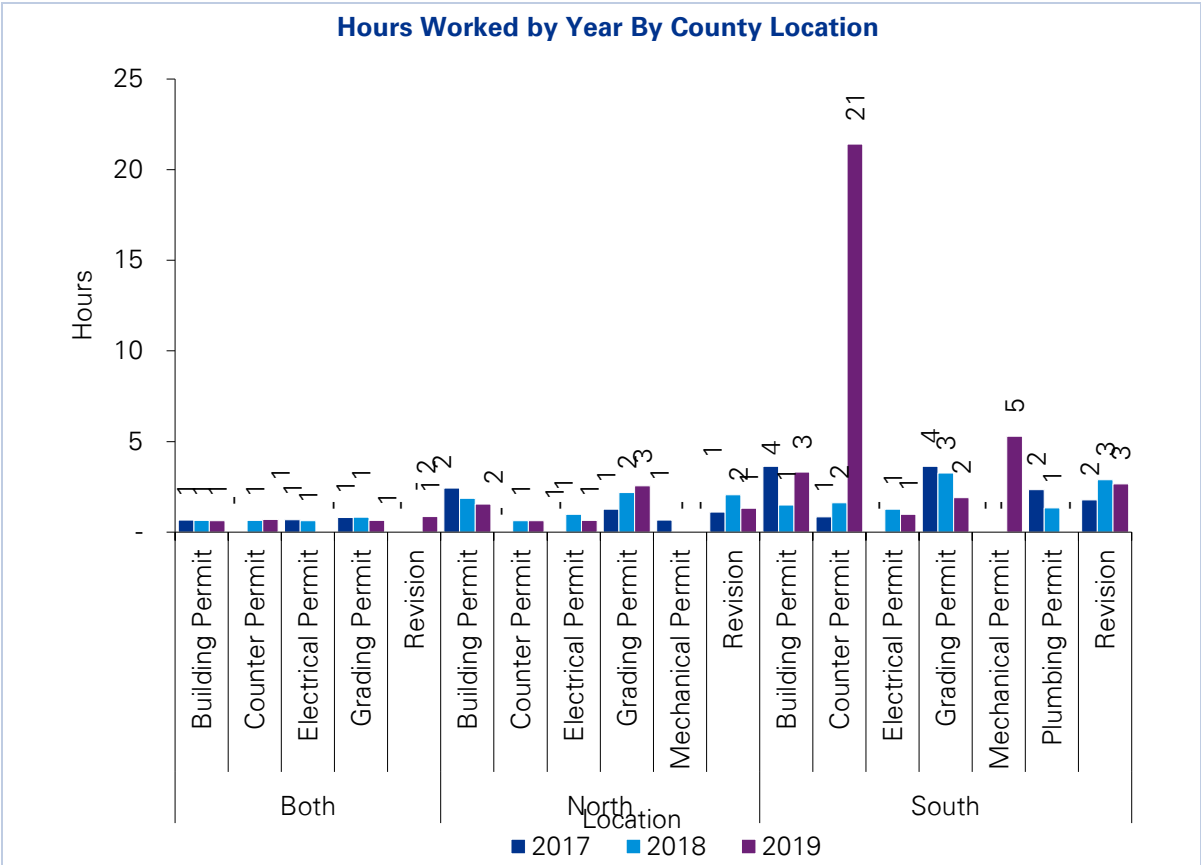


Figure 24 – Source: KPMG LLP analysis of Accela data

— In the permit review staff, it was noted that the highest utilized permit staff had 1,547 hours with the next at 1,163. In some instances staff may work in multiple roles, and that may explain some of the variance.

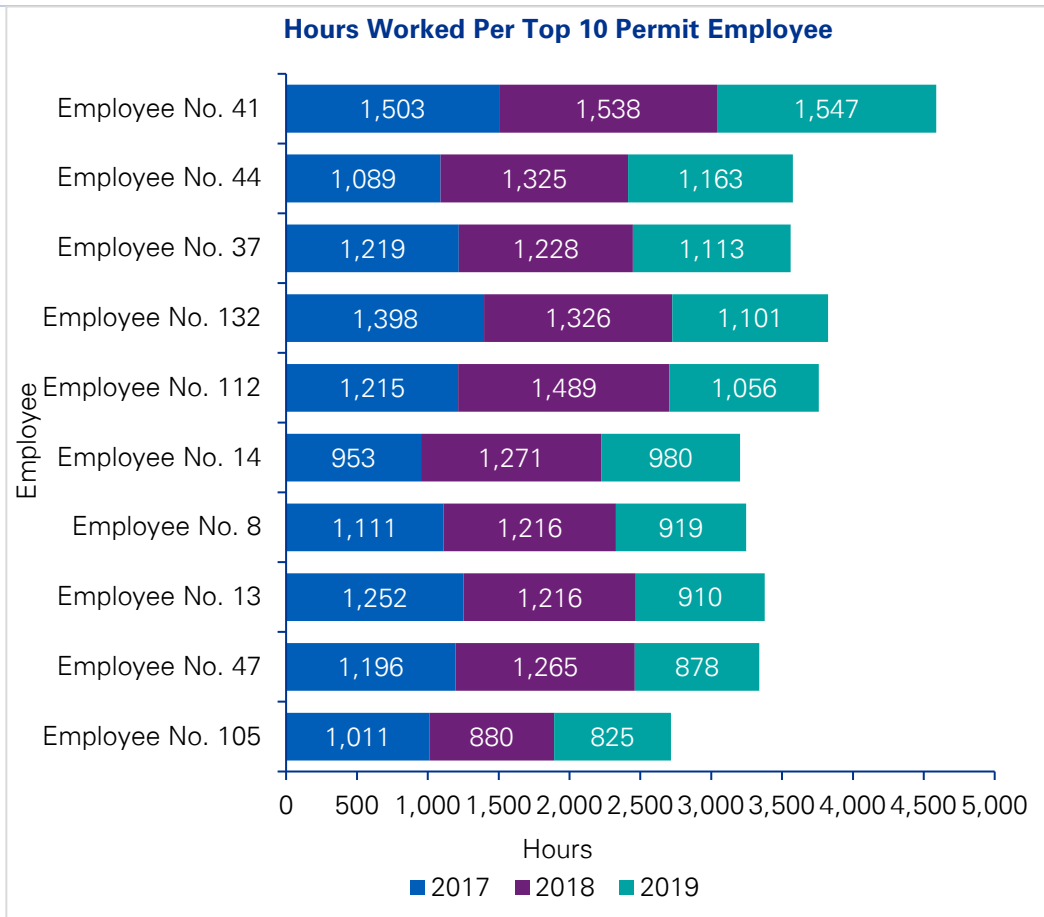


Figure 25 – Source: KPMG LLP analysis of Accela data

The Building and Safety division should **adopt Accela as the tool to track and allocate caseloads** with a focus on hours, complexity, and capacity. There must also be a focus on tracking the forecasted number of hours spent on a case against the actual number of hours to ensure there is the appropriate balance between caseload and workload, which cannot be accomplished through Microsoft Outlook. With each case created in Accela, there is a requirement to estimate the amount of labor to be expended, and there is a coinciding report that helps to track that information. When establishing a reoccurring set of collaborative supervisor meetings, as discussed in Division Recommendation 8.2, there should be a particular focus to run these

meetings, as well as day-to-day supervisory work, from the report titled *“Plan Review Activity Workload Report.”* This report provides a list of cases assigned to an employee with the project name and a summary of the labor expended, among other things, allowing a robust understanding of capacity and complexity.

Anticipated impact

By utilizing Accela as the tool to track workload and case complexity when assigning caseload, there will be a more accurate understanding of employee work, which will lead to an equitable distribution of work and ultimately affect cycle times.

8.4

Create a standard set of processes for managing intake and allocation of permits across North and South County

Observation and analysis

There are currently different processes for both intake and allocation of permits between the North and South County Building and Safety division. In some instances, it was observed that there was variation in the way in which intake was managed. In the Santa Barbara office, building inspectors are expected to allocate 50 percent of their time to helping staff on the intake counter due to the limited number of counter staff, while in the Santa Maria office there are enough counter employees to work the intake counter. Separately, by addressing the inconsistency in which workload is assigned, as discussed in Recommendation 8.3, and by establishing processes and procedures around digital permit application and plan submission, as discussed in Department Recommendation 1, there is an opportunity to not only better understand workload, but to envision a more robust sharing of permit workload between the Santa Maria and Santa Barbara offices. Below is a year-over-year breakout of a distinct count of permits and where the person who first touched the permit is assigned.

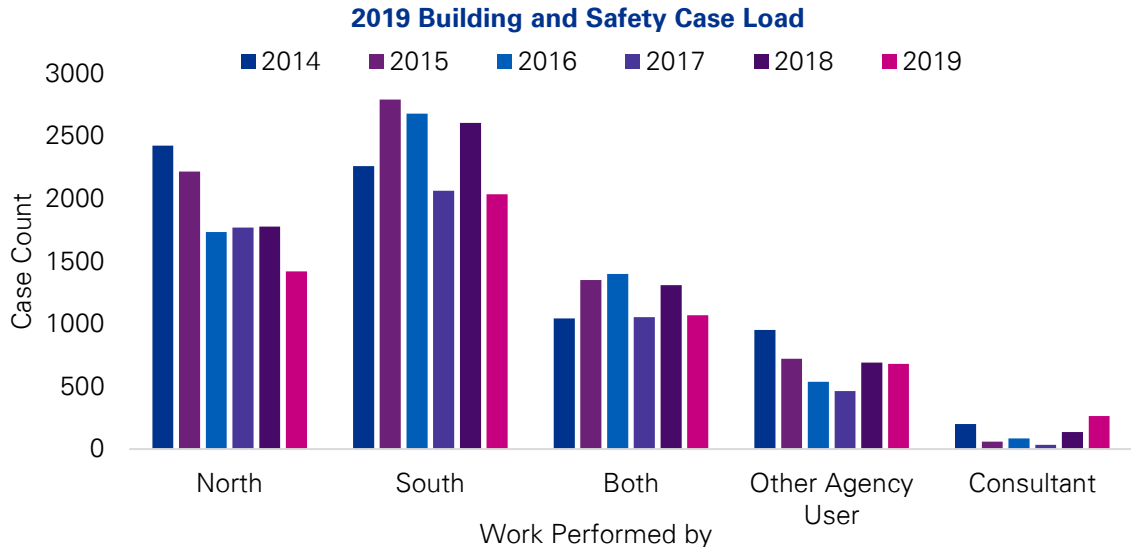


Figure 26 – Source: KPMG LLP analysis of Accela data

The first step to this implementation is to **understand the variation of processes during permit intake between the Santa Maria and Santa Barbara offices**. Unlike Development Review, there is no variation in the way in which Building and Safety receives permits; there are only walk-ins. However, due to an imbalance in staffing between the two intake counters, there is a different experience for the customer in Santa Maria versus Santa Barbara. Coupled with the fact that some customers will go to the office they believe will give them the quickest turnaround, there is a potential for staff to be ill equipped to handle an unforeseen spike in demand. By cataloguing the differences in processes, the division will be better positioned to make quick changes that positively affect employees and customers. Some of the observed differences in processes included how and by whom the counter is staffed, the way in which supervisors are understanding staff workload and allocating new work, and how workload is tracked. With the adoption of online permit applications and digital plan submission, as enumerated in Recommendation 2, there will be an ability for the Santa Barbara and Santa Maria supervisors to share permit workloads irrespective of geographical location.

There should then be a focus on establishing a reoccurring, weekly meeting between supervisors in which they identify opportunities to share workloads and discuss employee utilization. As noted in Department Recommendation 1, there is a wide variation in employee workload utilization in the Building and Safety group that can be addressed with an active, collaborative set of reoccurring meetings between supervisors. An added benefit of this type of meeting and collaboration will be the improved cross-training of employees due to the removal of the geographical restrictions.

Anticipated impact

Establishing consistently followed processes, especially in regard to the geographical divide of Santa Barbara County operations, is critical to creating an equitable set of expectations for employees and a consistent, positive experience for the customer.

Long Range Planning



9.1 Increase accuracy of work plan forecasts by utilizing historical budget to actual variances

Observation and analysis

The Long Range Planning division is in a unique budgetary position, as they are the only division in the Planning and Development department that is expected to present their division-level budget to the BoS. This is largely driven by the fact that their work is reviewed and approved by the BoS.

During the budget presentation, the head of the division presents a “work plan” that incorporates past and present requests of the BoS for planning-based, policy-related projects. This plan is developed internally to include the known projects, estimated time to complete the project or time needed to be worked in the fiscal year based on the estimations of the division leadership, and then rolls the budgetary number into an FTE count.

A consistent concern raised by all levels of leadership and staff is the inability to predict if the BoS will add or remove work from the divisions’ purview in the middle of a fiscal year. During the course of the year, if the BoS adds work to the division that is outside of the approved fiscal year budget, there is not a guarantee that the additional work will be funded. Separately, there has been a year-over-year increase in the budget of the office with wide swings in accuracy, as demonstrated in the graphic below. In FY16 there was an actuals variance of -2.4 percent; however, in FY17 the division went over budget by 5.9 percent. Separately, the FTE count has largely stayed the same in the office, meaning that as more work is assigned to the division, there is the same number of employees available to perform the work. This wide variation year over year in budget versus actuals is problematic on its own; however, there have been anecdotes shared in which the Supervisors have felt that projects in their districts were deprioritized over others.

Long Range Planning Budget with Variance

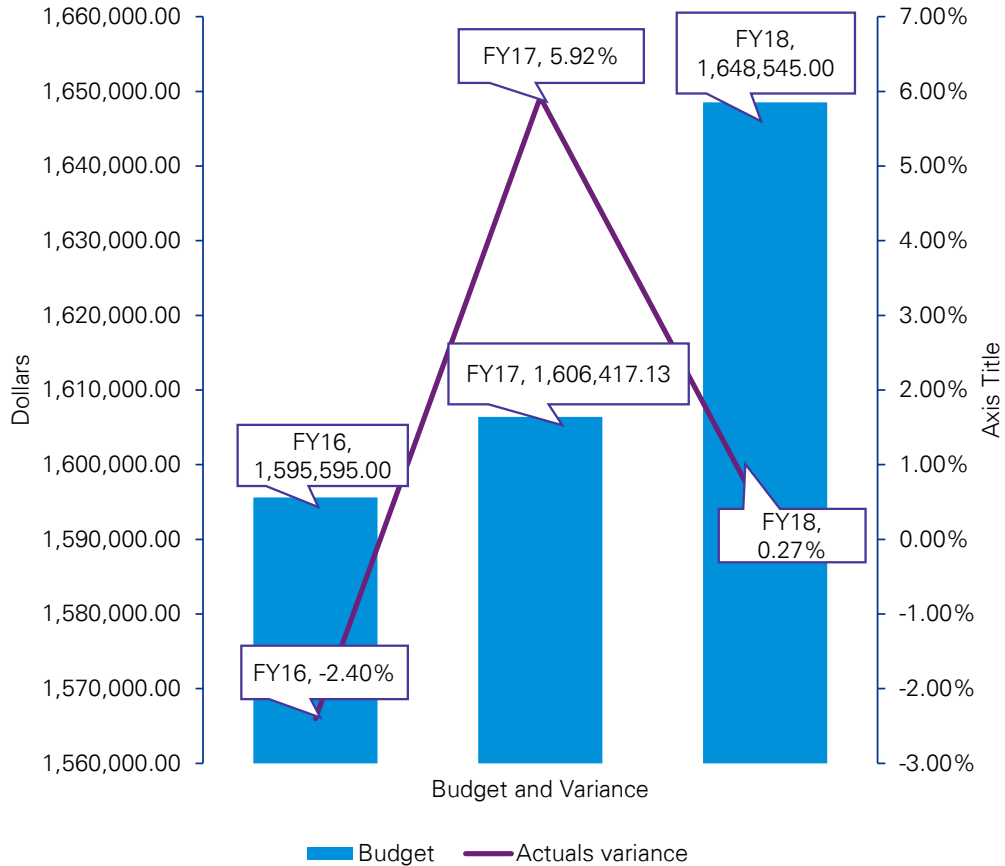


Figure 27 – Source: KPMG LLP analysis of budgetary data provided by Long Range Planning

Another impact to the ability of the division to accurately predict their work plan is the variability of the number of public meetings and engagement. Although the division leadership always assumes there will be public meetings held, those predictions are not always accurate. As the number of

public meetings increases, this can lead to a cascading effect on other projects in the work plan, increasing the length of time needed to spend on projects.

Although the Long Range Planning Division has a structured and consistent process for predicting the amount of hours needed to accomplish the work required, there is not an appropriate level of frequency of monitoring of the budget to ensure the budget is adjusted and managed appropriately to the changing nature of projects. There is a periodic memo to the BoS that gives a status update three to four times a year—this is an opportunity to highlight the impact of the board adding additional requests without making budgetary adjustments. **The Long Range Planning division should develop a strategy and process for updating the BoS on the status of ongoing projects and the additional workload associated with requests made during the year.** The update should focus on strategic categorization and prioritization of the projects based on factors that include but are not limited to state mandates and Board objectives. The purpose of the updates are to not only give an update to the BoS on the status of known projects, but also highlight the projects that are being delayed to accommodate the new projects assigned to the queue.

Coupling this transparency and impact to increase of workload, there should be a coinciding adoption of Department Recommendation 1 focusing on workload sharing and cross-training to ensure the most effective use of staff time.

Finally, the division needs to collaborate with the CEO and BoS to take the complexity categorization of projects and set a workload threshold related to public engagement and commentary. As the accuracy of the work plan relies on accurately predicting the hours spent by staff on work, public engagement requirements can significantly drive up those hours and costs. As such, the division should have a guided exercise with the CEO for presentation to the BoS that develops an acceptable level of public meetings, commission meetings, and public status updates for projects based on their complexity ranking. This complexity categorization and meeting structure will not be used to minimize public discourse, but to ensure that staff time is appropriately allocated and the public has a reasonable amount of time to provide input.

Anticipated impact

By taking the current structure of the work plan and developing a set of reoccurring updates that define the fiscal and temporal impact of added, removed, prioritized, or deprioritized work, the division will be able to provide higher accuracy in the work plan.

Observation and analysis

Approximately two years ago, Long Range Planning recognized a need to adopt a process that manages projects and caseloads beyond a weekly verbal conversation. Long Range Planning was unable to utilize the Accela platform as it did not fit the specific needs of the division. As such, the division procured a subscription to Monday.com, attempting to utilize it as a project and caseload management platform. Immediately after Monday.com was procured, there was full adoption by all levels of staff but has tapered off since the initial rollout. Although this is a tool that is built to manage projects, it is no longer utilized or integrated into the day-to-day operations of staff, nor is it used as a tool by the supervisors to manage the projects under their supervision. The weekly verbal updates are still being largely used as their project management tool.

The division should **integrate Monday.com as its project management tool and customize it to ensure full utilization**. As this division is unique in that its budget is singularly scrutinized, defined, and approved by the BoS, managing that budget is critical. To successfully do that, the division should tightly manage employees' work output through discreet and continuous goals, milestones, and tasks. There is already an employee in the division who has been designated the lead for managing Monday.com as a tool, and this employee should be tasked with developing all of the project management capabilities of Monday.com. Key to the success of this recommendation is for the supervisors to set expectations of their employees and themselves to manage from this tool.

Anticipated impact

Managing projects, workloads, and performance is critical to the success of any organization. This division is unique in that the enterprise system that addresses the majority of work performed by the Department does not fit the need of this group. By fully utilizing a project management system, this group will be able to appropriately track the work of the employees in this division and minimize the delay of projects as compared to the work plan.

9.3 Develop a strategy and approach for Comprehensive/community plan consolidation

Observation and analysis

The Long Range Planning division is tasked with policy development around new land use ordinances, as well as maintaining and updating the County's Comprehensive Plan, Local Coastal Plan, and community and area plans. Over the past 28 years, there have been 10 community plans presented to the BoS, 9 of which were adopted. Additionally, it was discussed during interviews that there were numerous additional studies performed to develop an understanding as to whether or not a certain community would need a plan. Each of these plans requires a significant amount of staff-level research, County leadership engagement, and public input. Also discovered during the interview process was that these plans were created iteratively and independent of each other. This has created instances in which plans might have conflicting, similar, or identical language in the plan itself. Projects are required to be consistent with the community plan in their area and the Comprehensive Plan, which also has all of the required general plan elements. This requires duplication of effort to read, comprehend, and interpret for both the staff and residents of Santa Barbara County. Below is a timeline demonstrating when community plans were adopted or presented to the BoS.

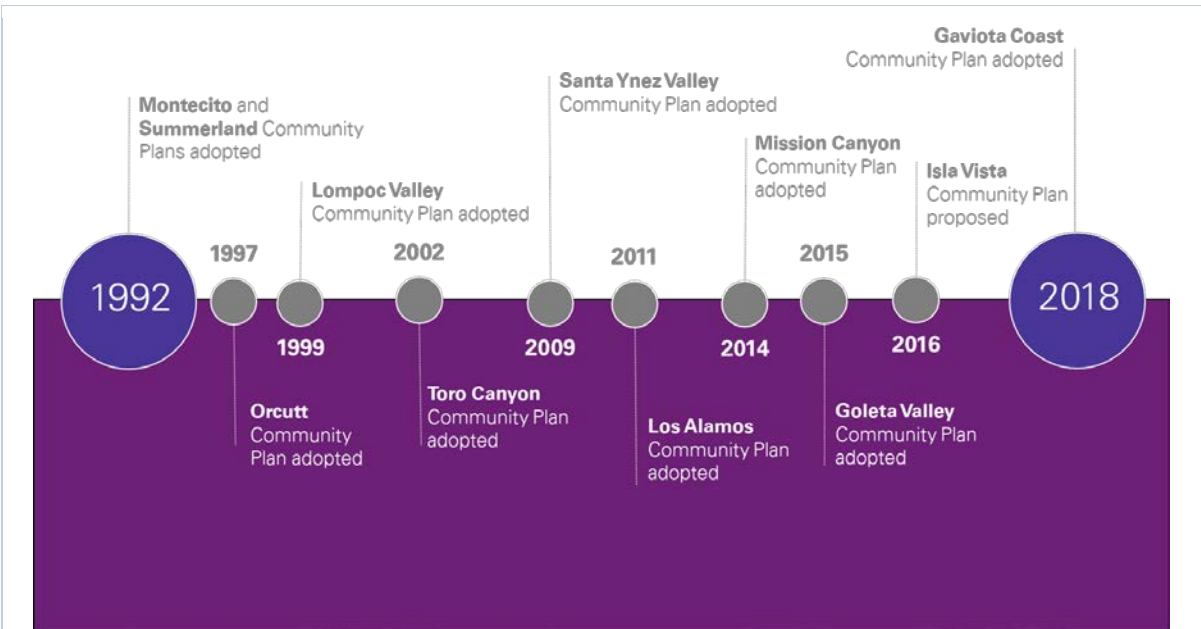


Figure 28 – Source: KPMG LLP

Many of the plans listed above have been amended over the years without an effort to consolidate across the plans. As such, the Long Range Planning division should develop a comprehensive understanding of the Comprehensive Plan and all community plans and where there are similarities or duplication of language and requirements. This process should develop a document that clearly enumerates the similarities and differences in all of the plans. This exercise will also, undoubtedly, identify conflicting policies that should be prioritized for resolution.

The Long Range Planning division should then **develop a strategy for consolidating the Comprehensive Plan and all of the community plans into a single document.** This exercise will take a considerable amount of time and effort, and will eventually require public input. However, it is critical to begin this process with a high-level briefing of the CEO and the BoS to establish guidelines, timelines, and budgets. This process should be highly structured, iterative, transparent, and should adhere to communities' land use preferences as established in the original community plans. There are many legislative vehicles in which this exercise could be accomplished; however, the priority for selecting the structure of the future document should be ease of understanding requirements across the county and preserving unique policies for each community. Staff is required to move between a dozen or more multipage, highly technical

documents when drafting County policy, creating a strain on resources and increasing the potential for error while slowing down policy development or permitting processes.

Anticipated impact

Creating a consolidated community plan will allow for a single point information when understanding how each community chooses to define land use. This will allow for easier understanding and consumption by the public, and will allow staff to minimize their research time and focus on other efforts in the work plan.



10.1 Realign the business units to better reflect the core functions of the divisions

Observation and analysis

The Energy, Minerals, and Compliance division has two supervisor FTEs. One supervisor oversees petroleum permitting, mine permitting, permit compliance, and code enforcement, and the other supervisor is responsible for the unit that performs the inspections of petroleum-related facilities across the county. Recently, the supervisor that managed the petroleum unit has moved to oversee permitting in North County, leaving an open supervisor FTE.

Permit Compliance and Code Enforcement are functions that are not exclusive to petroleum permitting and site inspection processes, but support the larger Development Review division as a whole. Permit Compliance is triggered by the planners who are performing plan checks. There have been anecdotal concerns from the Permit Compliance inspectors that there is inconsistency in the types of cases they are assigned by the plan checkers, leading to unnecessary work and inconsistent application of ordinances. Code Enforcement, however, is work that is largely complaint driven by the residents of Santa Barbara County.

To better align work processes and supervision of the units, an option for organizational structure changes is outlined below. This is one option and will be up to the discretion of the department to determine which organizational structure is most appropriate.

The Petroleum unit should be moved into Energy Permitting group as they are the regulatory and inspection team for oil and gas permits issued by the County. Although the Petroleum unit is strictly a field-based team, aligning them to this division will allow for natural, subject-matter collaboration.

The Permit Compliance unit should be moved into the Development Review Plan Review division of the Planning department. Their role is to work with Development Review plan checkers by going out to perform permit compliance checks on permits flagged as notably complex on behalf of the plan checkers.

The Code Enforcement unit should also be moved into the Development Review Plan Review division; however, they should act as a convener between the Development Review and Building and Safety divisions when identifying code enforcement violations that fall under the purview of Building and Safety. Moreover, this group is in a unique position to also act as a convener with other departments that have responsibility for building safety (public works, fire, etc.) By reorganizing this division, there will be better alignment of supervision, and in the case of the Petroleum inspectors, there will be a full-time supervisor and an integration and streamlining of colleagues who work in the same field.

Current-state versus Future-state Organization Charts

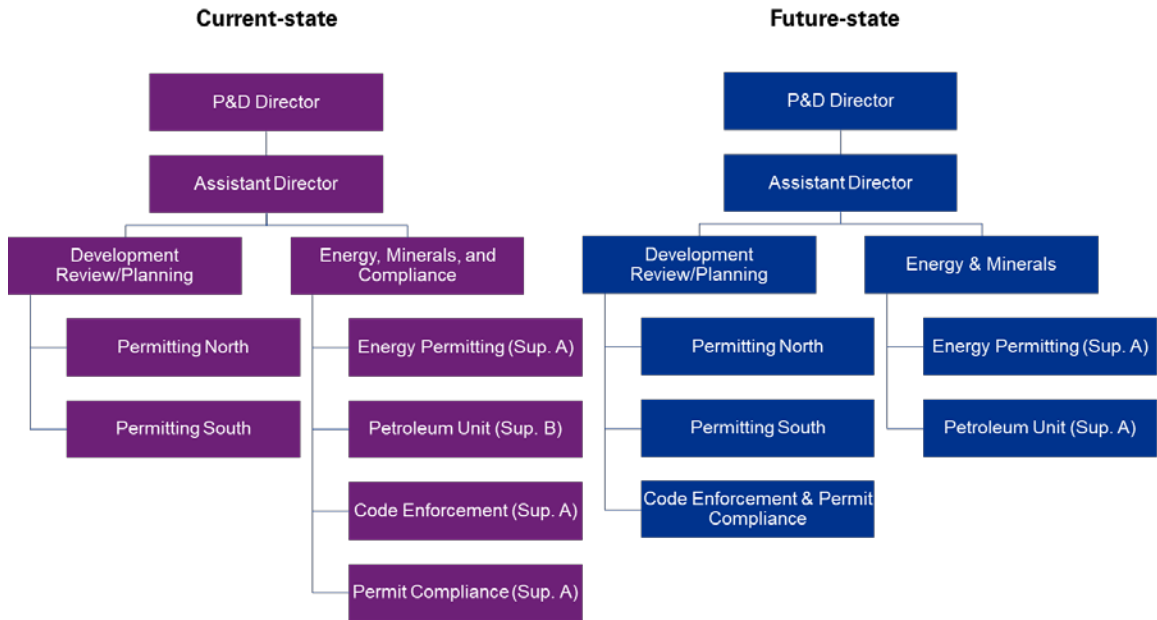


Figure 29– Source: KPMG LLP

Anticipated impact

By reorganizing this division, there will be an opportunity to align all functions in each group. The Petroleum Inspection unit will be responsible for the inspection of the sites that are permitting by the Energy Permitting unit, and the Code Enforcement and Permit Compliance units will be inspecting sites that are permitted by the Development Review units.

10.2 Automate the creation and allocation of code enforcement complaints

Observation and analysis

Code Enforcement is largely a complaint-driven, reactionary function of the Planning and Development department. Complaints will typically come from residents calling into a hotline and leaving a voice mail, or filling out a form currently hosted on SurveyMonkey. This is a very manual process that requires the division supervisor to listen to voice mails, write down the complaint, determine the complaint veracity, create a case in Accela, and then assign the work to an employee in North County or South County. This work is done on a daily basis, but is not tracked in a structured way. There is an opportunity to automate and streamline the code enforcement case creation process through the integration of Accela into the intake and routing process. This will reduce the time spent on administrative work currently being performed by a supervisor, and will improve case management visibility of the employees conducting the inspections.

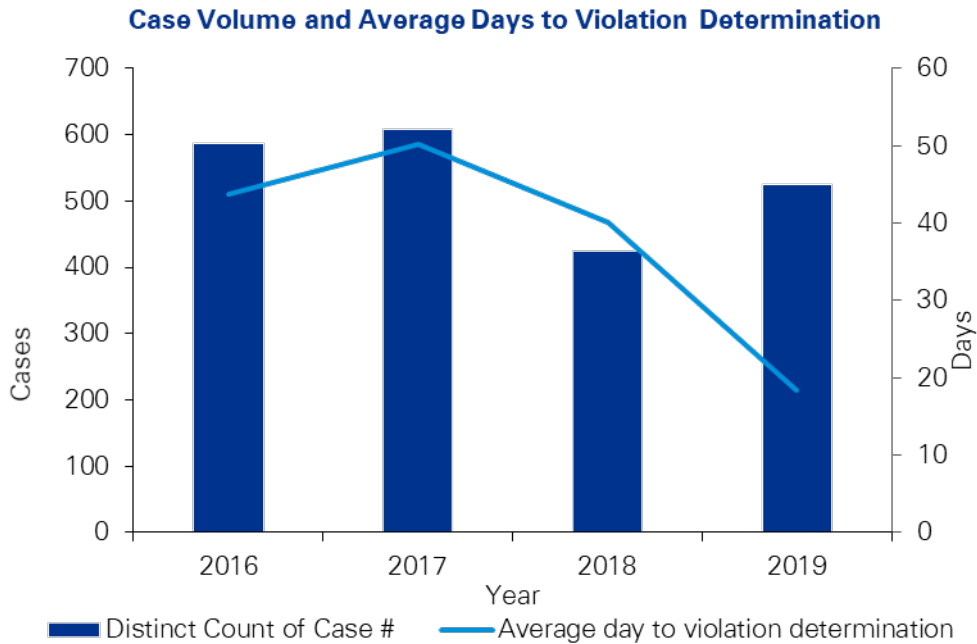


Figure 30 – Accela data transfer; KPMG LLP, 2019

Incorporate the Online Citizen Portal Code Enforcement complaint feature. This feature, as shown in figure 31 below, allows for the creation of code enforcement cases by directly integrating with Accela data sets and parcel information, which rapidly creates cases by citizens, and also allows for the quick routing of cases to code enforcement officers. Moreover, by integrating this feature there is an opportunity to automate processes that are currently being performed manually, such as case assignment and case communications, and it also allows for the elimination of duplicate complaint creation. This will be supplemental to hotline complaints; however, it is important to try to streamline the process and release staff capacity.

Figure 31 – Source: KPMG LLP Accela online portal

Anticipated impact

By automating the process by which resident complaints are received and assigned, there will be more time for the supervisor, fewer duplicate cases called in and created, and quicker turnaround for investigations.

10.3 Integrate GIS into the allocation and prioritization of work

Observation and analysis

The Petroleum Unit is a three-employee unit that is tasked with performing semiannual, annual, and multiyear inspections of all onshore oil and gas facilities and wells. This includes onshore wells, facilities, pipelines, and other equipment used throughout oil production leases.

The unit consists of two inspectors who are mostly in-field and are responsible for the inspection of 2,700 wells per year, and 126 facilities. There is also an administrative support staff that helps to coordinate and manually schedule the inspections throughout the year.

Although the group utilizes Accela to track, schedule, and resolve the inspections while in-field, they do not coordinate the large grouping of wells by utilizing GIS software to maximize their time and efficiency, nor do they utilize the online features available via Accela for self-service scheduling and automated routing for well inspections. This leads to a large amount of administrative time dedicated to manual GPS routine, and phone call and email coordination with the oil and gas facility and well operators. Figure 32 below demonstrates the high variability of inspections from month-to-month.

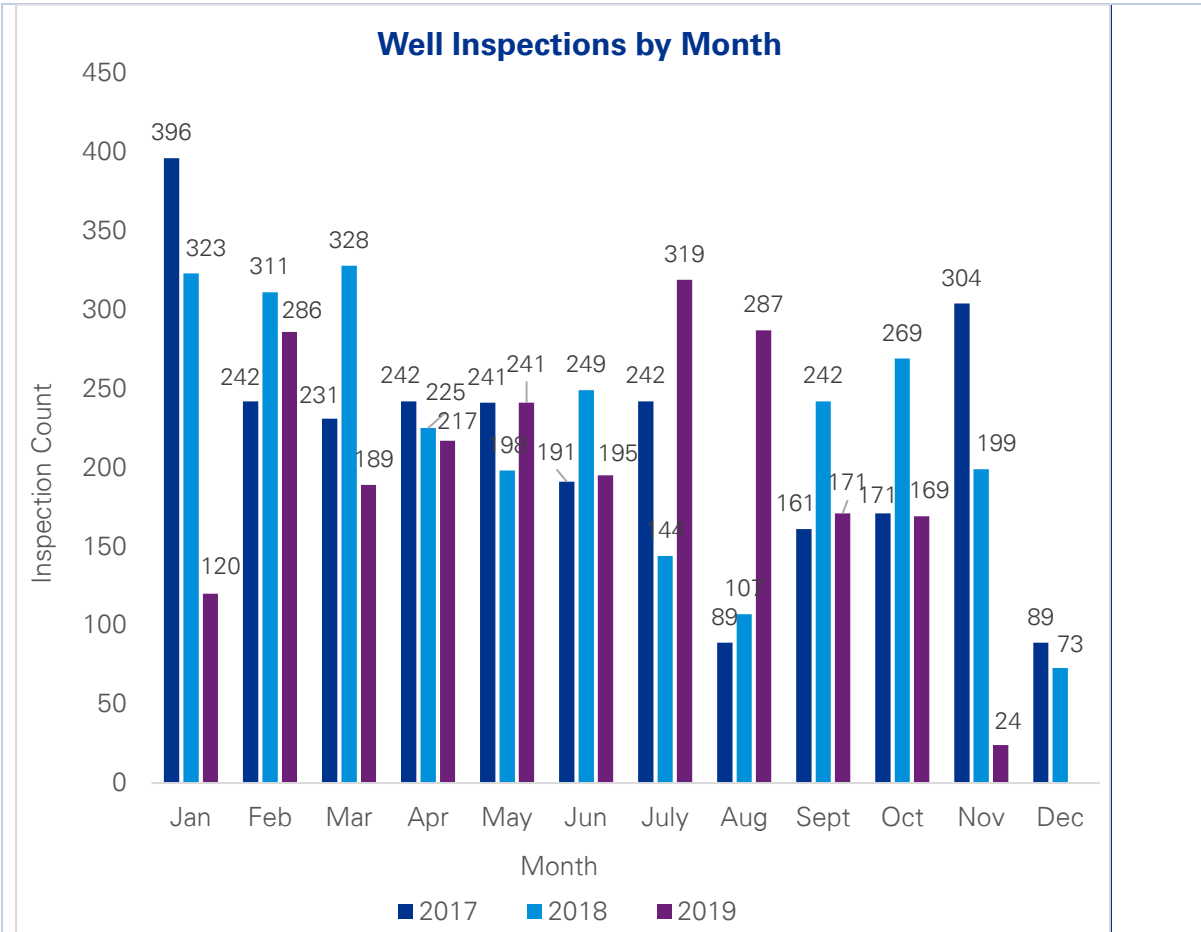


Figure 32 – Source: KPMG LLP analysis of Accela data

Coordinate with Planning and Development IT to determine the feasibility of integrating GIS into the scheduling and routing processes, ideally, within the Accela environment. The Planning and Development department currently has an in-house GIS expert that can assist in geolocating all of the wells in the county, as well as assist the group in determining the most efficient routes for getting to those wells. However, Accela also has the functionality to integrate GIS mapping and routing directly into the already used Accela mobile environment. This

recommendation is a specific use-case and application of Department Recommendation 2, noting that there may be limitations on facilities that do not have street addresses.

Anticipated impact

Integrating GIS and automated routing will free up administrative time for the inspectors as well as the administrative staff member. Moreover, if the Accela GIS environment is utilized, there will be an enhanced level of workflow integration with Accela.



Implementation Tear sheets

The implementation roadmap is accompanied by a detailed tear sheet for each Department recommendation outlined in the roadmap, and for each division recommendation that would have the most impact or is anticipated to be the most difficult to implement. 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. 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.



Streamline the reimbursement process

The Administration division, in collaboration with the Auditor-Controller, has a high volume of outstanding reimbursements to customers of excess case deposit amounts as outlined in Recommendation 6.1. However, this process could be improved in the near term through improved collaboration with the Auditor-Controller to streamline processes and increased management of the process. Improving this process is imperative to ensure that the County is not holding public capital for an undue amount of time.

Key Activities:

- Map reimbursement processes with the Auditor-Controller:
 - The division and Auditor-Controller should collaborate and map all of the processes involved with the reimbursement cycle.
- Identify process improvement areas:
 - Based on the mapping performed above, the division should work with the Auditor-Controller to identify which processes could be consolidated or improved. Below are a few areas of consideration.
 - Vendor ID creation
 - Validation process
 - Areas that could receive concurrent review through earlier communication of information
- Implement changes and manage performance:
 - As outlined in Recommendation 6.1, the Auditor-Controller and Administration division need to develop a set of shared SLAs that set expectations on the updated processes established above.

- There should be a standing meeting each quarter with the ACEO, Auditor-Controller, and Administration division Assistant Director to manage performance against agreed-upon expectations.

Resources		Deliverables
<ul style="list-style-type: none"> — Auditor-Controller, ACEO, Assistant Director over Administration division, Administration Business Manager, Accounting Staff 		<ul style="list-style-type: none"> — Current-state and future-state process maps — SLA agreement documentation — Ongoing performance management dashboards
Level of Impact	Level of Effort	Duration
High impact as this will directly affect day-to-day operations and customer satisfaction.	Medium effort as this requires developing new and reducing existing process requirements across multiple departments.	Development: Three to six months Management: Ongoing

Development Review



Increase approved over-the-counter (OTC) land use permitting (LUP) and improve customer communication to reduce cycle times and employee workload

The Development Review division enables OTC permitting, but, as outlined in 7.2, its use is quite limited. A main issue driving low utilization of this permitting process is a lack of official guidelines and parameters for OTC applications. The division should clearly outline the parameters for OTC as currently developed as a first step in increasing its use. This will also provide a working document to add to as the division considers aspects of Recommendation 7.2.

Key Activities:

- Use historical data to identify OTC permit types that have been approved:
 - The business has historically done OTC approvals for pools, small accessory structures, minor additions, ADUs, and for permits that have been analyzed via a prior discretionary process.
- Develop official requirement and process guidelines for customers and staff:
 - Based on the identified permits that the business currently approves, build out formal application guidelines and requirements for customers. Reference Appendix B for an example of Santa Clara County's customer-facing guideline.
 - The division should develop additional internal trainings that address official OTC permitting types so that staff members are clear as to the requirements for OTC permits. Counter Staff should be trained on issuing these permit types and empowered in utilizing them.

Resources	Deliverables
<ul style="list-style-type: none">— Development Review Assistant Director, Counter Supervisor, Counter Staff	<ul style="list-style-type: none">— OTC permitting guide for customers— OTC permitting guide for staff— Staff Trainings

Level of Impact	Level of Effort	Duration
Medium impact as this will effect operations on an irregular basis based on customer applications	Medium effort as this requires developing new and reducing existing process requirements across multiple departments.	Development: Six to nine months Management: Ongoing



Establish a process and training around in-field use of Accela and Bluebeam for data entry

The Building and Safety division has a large number of inspectors that are expected to spend most of their day in the field. Whether it is grading, building, electrical, plumbing, or the many other types of inspections performed, they are utilizing information created and assigned in Accela. There are currently 19 licenses procured for use of the Accela Mobile Office platform that allow for use of Accela on a phone or table, with most licenses allocated to building inspectors. However, there is an inconsistent use of the Accela Mobile Platform in-field, with some inspectors' still entering information at their computer at the end of the day.

Key Activities:

- **Understand the current in-field use of the Accela Mobile Office** and document the strengths and challenges of use. As important as it is to begin tracking the realized benefits of using this module, it is also equally important to document the challenges realized by the end user. In some staff interviews, there were concerns about searching through the queue for the next assignment, and in others, it was the inability to schedule through the portal. Challenges should be documented and relayed to the developer, but more importantly, there should be a comprehensive understanding of how it is currently being used by staff.
- **Develop minimum requirements for use.** It is important to adopt technology when there is a clear benefit to the user and customer; however, in some cases there will be little efficiency gained from use. There should be a full understanding of what can be performed via the Accela Mobile Office, and a determination of those capabilities need to be classified as required or optional. For example, the updating of notes via the mobile office might be required, whereas the viewing of digital plans might be optional.
- **Create a training and manual around use** for quick access. As with all new things, using the mobile office might not come naturally to everybody. It is important to have clear documentation available to staff as a quick reference when they have a question or need assistance. Moreover, there should also be a training course developed for new employees that come into the group.

- **Understand the feasibility and capital cost to utilize Bluebeam in the field.** There is an opportunity to utilize Bluebeam in the field for the purposes of data entry and plan review, mitigating the need for paper plans at the site. However, there is concern from staff around the ability to view large plans on a small device. There should be a pilot program run in which this is tested, and there should be a cost analysis done as well.

Resources		Deliverables
<ul style="list-style-type: none"> — Planning and Development leadership — Building and Safety division inspection-based employees — Development Review division inspection-based employees — Human Resources (optional) 		<ul style="list-style-type: none"> — Training module — Use manual
Level of Impact	Level of Effort	Duration
Medium	Low	12 months

Long Range Planning



Increase accuracy of work plan forecasts by utilizing historical budget to actual variances

The Long Range Planning division is the only division that is required to present their budget to the BoS. They make this presentation annually, with semiannual updates to the BoS for projects. There has been concern around the delay of projects and the varying budget; however, those concerns do not take into consideration that projects are added midyear, altering the workload of the division.

Key Activities:

- **Develop an enhanced memo that is delivered to the Board** with a clear outline of what projects were not planned for and what budgetary impacts those projects have. Moreover, there should be a concerted effort to suggest projects that would need to be delayed to accommodate the new projects added.
- **Produce a summary page to accompany the work plan** during budget season that summarizes the number of projects, cost associated, and FTEs assigned, and also includes detailed information around whether or not projects are delayed, on time, or at risk based on BoS action.

Resources		Deliverables
— Long Range Planning division		— Enhance budget and project status report
Level of Impact	Level of Effort	Duration
Medium	Low	Three to six months

Energy, Minerals, and Compliance



Automate the creation and allocation of code enforcement complaints

With the Code Enforcement unit's work being largely complaint driven, it is important to have an easy-to-use service that residents can use. The division has created a hotline that residents can call, and utilizes a SurveyMonkey website to which residents can submit complaints. While both of these tools are very convenient for the resident, they aren't the most convenient for the staff.

Key Activities:

- **Integrate the code enforcement 'case create' module into the online citizens' portal.**
This module is already owned by the Department and is currently not being used. Once this is turned on, the SurveyMonkey page will need to be shut down and redirected to the online portal. There should also be a large informational push on the Planning and Development website, as well as with the elected officials of the County, to highlight this new portal and attempt to steer people away from filing their complaints over the phone.

Resources		Deliverables
— Energy, Minerals, and Compliance		— Accela Code Enforcement Online Portal
Level of Impact	Level of Effort	Duration
Medium	Low	Nine months

Appendix A: Benchmark comparisons

Benchmark comparisons were conducted with the recommended eight benchmark Counties and additional counties identified by KPMG and department management as having similar planning and development operational requirements in terms of geography, population, or budget. It should be noted that not all County budgets present information on budget and staffing at the division level. This limitation drove what information is presented in the following division level benchmarking tables. Counties with zero values for either FTE or budget have not been included in the averaging and are grayed out to indicate as such.

		Budgets in \$'000	Santa Barbara County	Average	Placer	SLO	Solano	Sonoma	Ventura
Actual 2017	P&D Admin Budget	\$2,622	\$2,663	\$1,712	\$3,710	\$1,926	\$0	\$3,303	
	Percent of Enterprise	0.2%	0.29%	0.19%	0.62%	0.18%	0.00%	0.15%	
	P&D Admin FTE	14.68	22.50	39.00	21.50	7.00	0.00	0.00	
	Percent of Enterprise	0.39%	0.78%	1.34%	0.77%	0.23%	0.00%	0.00%	
Actual 2018	P&D Admin Budget	\$2,824	\$4,285	\$2,328	\$0	\$1,955	\$9,211	\$3,648	
	Percent of Enterprise	0.27%	0.28%	0.24%	0.00%	0.18%	0.54%	0.16%	
	P&D Admin FTE	16.13	27.00	42.00	0.00	7.00	35.00	24.00	
	Percent of Enterprise	0.42%	0.74%	1.58%	0.00%	0.23%	0.86%	0.27%	
Adopted 2019	P&D Admin Budget	\$2,814	\$4,805	\$2,608	\$0	\$2,081	\$10,749	\$3,782	
	Percent of Enterprise	0.25%	0.30%	0.25%	0.00%	0.19%	0.60%	0.16%	
	P&D Admin FTE	16.14	27.50	44.00	0.00	7.00	35.00	24.00	
	Percent of Enterprise	0.38%	0.75%	1.65%	0.00%	0.23%	0.86%	0.27%	

Figure 34 - Source: KPMG LLP

Santa Barbara's Administration division operates with fewer employees and lower budget on average as compared with available benchmark divisions in absolute value and as compared to a percent of enterprise in fiscal year 2019. Sonoma County is significantly higher and represents an outlier due to increased expenditures related to disaster recovery. Among the other Counties, Santa Barbara's budget is less than Ventura but greater than Placer and Solano Counties in Fiscal 2019.

		Budgets in \$'000	Santa Barbara County	Average	Monterey	Placer	SLO	Sonoma	Kern	Ventura	Stanislaus	El Dorado
Actual 2017	Permitting Budget	\$10,004	\$8,110	\$7,164	\$4,901	\$7,233	\$17,178	\$7,017	\$7,957	\$4,759	\$8,672	
	Percent of Enterprise	0.9%	0.7%	0.42%	0.55%	1.20%	1.07%	0.33%	0.37%	0.38%	1.28%	
	Permitting FTE	57.09	34.06	53.00	23.00	46.50	60.00	0.00	0.00	35.00	55.00	
	Percent of Enterprise	1.50%	1.08%	1.00%	0.79%	1.67%	1.45%	0.00%	0.00%	0.78%	2.95%	
Actual 2018	Permitting Budget	\$14,496	\$8,676	\$6,429	\$5,451	\$8,843	\$17,048	\$7,179	\$10,076	\$5,366	\$9,017	
	Percent of Enterprise	1.37%	0.73%	0.44%	0.56%	1.49%	1.01%	0.25%	0.45%	0.39%	1.22%	
	Permitting FTE	63.60	44.66	52.00	24.00	58.75	64.00	0.00	67.00	35.00	56.50	
	Percent of Enterprise	1.67%	1.27%	0.99%	0.90%	2.11%	1.58%	0.00%	0.75%	0.78%	3.02%	
Adopted 2019	Permitting Budget	\$15,530	\$8,590	\$0	\$6,284	\$10,400	\$22,554	\$10,647	\$9,749	\$0	\$9,083	
	Percent of Enterprise	1.36%	0.66%	0.00%	0.61%	1.60%	1.26%	0.36%	0.42%	0.00%	1.06%	
	Permitting FTE	65.44	46.34	54.00	25.00	65.75	64.00	0.00	69.00	35.00	58.00	
	Percent of Enterprise	1.54%	1.31%	1.01%	0.94%	2.35%	1.58%	0.00%	0.77%	0.78%	3.08%	

Figure 35 - Source: KPMG LLP

Santa Barbara’s Permitting division operates with significantly more employees and budget on average as compared to other benchmark Counties in both absolute and percent of enterprise terms in Fiscal 2019. The division employs more permitting staff than all but Ventura and San Luis Obispo Counties and operates with a larger budget than all but San Luis Obispo, Kern, and Sonoma County. It is important to note that not all comparisons above can be taken directly. For example, Monterey County includes Code Enforcement FTE and budget in their Permitting budget, while Stanislaus County includes Long Range Planning FTE and budget in their Permitting division budget.

		Budgets in \$'000	Santa Barbara County	Average	Marin	Placer	Solano	Kern	Yolo	El Dorado
Actual 2017	Code Enforcement Budget	\$345	\$890	\$0	\$0	\$372	\$2,104	\$1,308	\$668	
	Percent of Enterprise	0.0%	0.10%	0.00%	0.00%	0.04%	0.10%	0.36%	0.10%	
	Code Enforcement FTE	2.25	3.56	4.25	5.00	1.00	0.00	0.00	4.00	
	Percent of Enterprise	0.06%	0.15%	0.18%	0.17%	0.03%	0.00%	0.00%	0.21%	
Actual 2018	Code Enforcement Budget	\$941	\$900	\$0	\$0	\$400	\$1,812	\$1,671	\$619	
	Percent of Enterprise	0.09%	0.10%	0.00%	0.00%	0.04%	0.06%	0.33%	0.08%	
	Code Enforcement FTE	6.21	3.56	4.25	5.00	1.00	0.00	0.00	4.00	
	Percent of Enterprise	0.16%	0.15%	0.18%	0.19%	0.03%	0.00%	0.00%	0.21%	
Adopted 2019	Code Enforcement Budget	\$930	\$1,022	\$0	\$0	\$453	\$1,668	\$1,797	\$1,192	
	Percent of Enterprise	0.08%	0.11%	0.00%	0.00%	0.04%	0.06%	0.32%	0.14%	
	Code Enforcement FTE	6.17	4.31	4.25	5.00	2.00	0.00	0.00	6.00	
	Percent of Enterprise	0.15%	0.19%	0.18%	0.19%	0.06%	0.00%	0.00%	0.32%	

Figure 36 - Source: KPMG LLP

Santa Barbara’s Code Enforcement division operates with similar FTEs and budget on average as compared to other available benchmark Counties in both absolute and percent of enterprise terms in Fiscal 2019. The Code Enforcement division employed more FTEs than all benchmark Counties that disclosed division-level staffing. However, it should be noted that Kern and Yolo do not disclose code-enforcement-specific FTEs but have significantly higher budgets than all other comparison Counties. Thus, the average FTE value for Code Enforcement may be higher among comparison Counties if more specific division level data were available.

		Santa Barbara County	Average	Marin	Monterey	Placer	SLO	Solano	Sonoma	Kern	Ventura	Yolo	El Dorado
		Budgets in \$'000											
Actual 2017	Long Range Planning Budget	\$2,303	\$5,102	\$0	\$5,530	\$7,930	\$4,323	\$2,132	\$9,629	\$8,991	\$1,186	\$1,733	\$4,466
	Percent of Enterprise	0.2%	0.48%	0.00%	0.32%	0.89%	0.72%	0.20%	0.60%	0.42%	0.06%	0.47%	0.66%
	Long Range Planning FTE	10.72	25.72	26.45	20.00	21.00	38.50	8.00	32.00	49.00	0.00	0.00	10.80
	Percent of Enterprise	0.28%	0.73%	1.15%	0.38%	0.72%	1.38%	0.26%	0.77%	0.63%	0.00%	0.00%	0.58%
Actual 2018	Long Range Planning Budget	\$2,812	\$5,069	\$0	\$4,439	\$8,937	\$6,146	\$2,558	\$7,628	\$9,117	\$1,194	\$1,774	\$3,832
	Percent of Enterprise	0.26%	0.47%	0.00%	0.30%	0.92%	1.03%	0.24%	0.45%	0.32%	0.05%	0.36%	0.52%
	Long Range Planning FTE	12.19	25.19	26.45	20.00	22.00	42.75	8.00	36.00	54.00	9.00	0.00	8.50
	Percent of Enterprise	0.32%	0.70%	1.15%	0.38%	0.83%	1.53%	0.26%	0.89%	0.68%	0.10%	0.00%	0.45%
Adopted 2019	Long Range Planning Budget	\$3,523	\$6,753	\$0	\$0	\$10,714	\$5,408	\$2,605	\$12,585	\$14,554	\$1,452	\$2,535	\$4,174
	Percent of Enterprise	0.31%	0.54%	0.00%	0.00%	1.04%	0.83%	0.24%	0.70%	0.50%	0.06%	0.46%	0.48%
	Long Range Planning FTE	12.39	24.91	26.45	20.00	22.00	38.75	8.00	36.00	56.00	7.00	0.00	10.00
	Percent of Enterprise	0.29%	0.69%	1.14%	0.37%	0.82%	1.39%	0.26%	0.89%	0.69%	0.08%	0.00%	0.53%

Figure 37 - Source: KPMG LLP

Santa Barbara’s Long Range Planning division operates with significantly less employees and lower budget on average as compared to other available benchmark Counties in both absolute and percent of enterprise terms in Fiscal 2019. The division employs less Long Range Planning staff than all but Solano, Yolo, and El Dorado Counties.

Appendix B: Santa Clara Over-the-Counter Customer PDF Guide

The below guide is an extract of Santa Clara's Over-the-Counter permitting guide. It outlines the requirements for assessing and applying for an over-the-counter land use permit. The below link takes you to Santa Clara's-Over the-Counter permitting webpage:

<https://www.sccgov.org/sites/dpd/lwantto/Build/Pages/OverTheCounterPermits.aspx>

What are Over-the-Counter Plan Check?

Over-the-Counter Permitting is a process in which the Building Office and Planning Office review your plans on the same day.

Projects eligible for Over-the-Counter Plan Check

Residential: Single Family Dwellings: (Only conventional light wood frame construction per 2016 California Residential Code)

- Single-story additions less than 500 square feet; or
- Single-story deck, patio cover, patio enclosure, trellis (greater than 50% open), less than 500 square feet; or
- Interior alteration (remodel) or repair of minor fire damage (amount of estimated contract price required); or
- Roof pitch change, new roof structure, siding, fence over 6' high; or
- Garage conversion less than 500 square feet; or
- Detached accessory structures: garage, carport, storage building, barn stable, greenhouse (1 story, less than 500 square feet).

• See *exclusions*.

Commercial (non-residential): (All submittals require amount of estimated contract price)

- Non-electric signs (with ASA approval from Planning Office); or
- Minor interior alterations of office (B occupancy) or retail space (M occupancy), with no change of occupancy, exiting or structural systems; or
- Minor handicapped accessibility upgrades

Exclusions (projects not eligible for Over-the-Counter Plan Check)

- Violations or work started prior to permit issuance
- Storage or use of hazardous materials in any amount
- Detached building with more than 2 plumbing fixtures
- Secondary or new dwellings
- Second story additions or construction
- Revisions to plans or projects which are under construction
- Structures with fire sprinkler systems
- Retaining Walls
- Photovoltaic systems
- Solar water heating systems
- Swimming pools and spas
- Buildings located in Special Flood Hazard Area
- New buildings located in Wildland Urban Interface

Information you will need before your plans are prepared:

For plan requirements refer to the yellow handout, "Building Permit Application Requirements", located at the Building Office counter.

- Planning Office Staff will provide information about zoning, setbacks, design review, architectural review, building site approval, permitted uses, height limitations, site plan requirements and Planning Office fees.
- Building Office Staff will answer questions about requirements for applications, California Building, Electrical, Mechanical and Plumbing Codes, permits, fees, inspections.

Application materials you will need:

Permit Application Information Sheet

- At the Building Office counter, fill out the yellow building permit application information sheet when you submit your plans. Two sets of plans and supporting documents are required for residential projects, 3 or 4 sets for non-residential projects.

Assessor's Parcel Map

- Provide an Assessor's Parcel Map, which may be obtained free of charge from the Assessor's website at www.sccassessor.org/ or from the Assessor's Office on the 5th floor for a fee.

Verification of Sewer Connection

- Bring your tax bill or letter of verification from the sewer provider, which confirms sewer connection. If you do not have this bill, you may obtain a copy from the Tax Information counter on the 6th floor.

OR

Septic System Clearance

- The Department of Environmental Health (DEH) requires that you obtain clearance from the DEH office prior to issuance of the building permit. An inspection of the septic tank and drain field may be necessary to obtain clearance. If required, provide 4 copies of the site plan to the DEH inspector to stamp and sign. The DEH inspector will keep 1 copy. Submit the other 3 copies with your building permit application to the Building Office.

DEH contact information:

1555 Berger Drive, Suite 300
San Jose, CA 95112
(408) 918-3400

www.EHinfo.org

Figure 38 - Source: Santa Clara Planning and Development Website

Appendix C: Data Tracker

This section provides detail on data received throughout the Planning and Development Departmental Review.

Division	Data Item	Data Files
Administration and Finance	Outstanding Refunds	Refund backlog data
Development Review	Development Review Workflow Data	Accela workflow entries 2016-2019
Building and Safety	Building Inspection Workflow Data	Accela workflow entries 2016-2019
Building and Safety	Building Plan Review Workflow Data	Accela workflow entries 2016-2019
Energy Minerals and Compliance	Code Enforcement Workflow Data	Accela workflow entries 2016-2019
Department Level	Disaster Recovery case reports	Accela closed and open caseloads by disaster 2016-2019
Department Level	Lost Time Analysis	Lost Time Reports 2016-2018
Long Range Planning	Historical Budgets	Budget to actual variance analysis 2017-2019

Figure 39 - Source: KPMG LLP

Appendix D: Meeting Tracker

This section provides detail on interviews conducted throughout the Planning and Development Departmental Review.

Meeting Topic	County Attendees	KPMG Attendees	Date
P&D - Director Meeting	Lisa Plowmann	William Zizic, Ryan Duffy, Caoimhe Thornton, Steven David	Oct 17, 2019
P&D - Assitant Director Meeting (Permitting and Review)	Jeff Wilson	Ryan Duffy, Caoimhe Thornton	Oct 21, 2019
P&D - Assitant Director Meeting (Code Enforcement and Administration)	Steve Mason	Ryan Duffy, Caoimhe Thornton, Steven David	Oct 21, 2019
P&D Deputy Meeting (LRP)	Daniel Klemann	Ryan Duffy, Steven David	Oct 23, 2019
P&D - Assitant Director Follow Up	Jeff Wilson	Ryan Duffy, Steven David	Oct 23, 2019
P&D - Deputy Meeting (Development and Review)	Travis Seaward	Ryan Duffy, Steven David	Oct 23, 2019
P&D - Deputy Meeting (Process Planning and IT)	Linda Liu	Ryan Duffy, Steven David	Oct 23, 2019
P&D - Business Manager Meeting (Administrative Office)	David Villalobos	Ryan Duffy, Steven David	Oct 23, 2019
P&D - Business Manager Meeting (Administrative Office)	Crysta Ryder	Ryan Duffy, Steven David	Oct 23, 2019
P&D - Business Manager Meeting (Administrative Office)	Massoud Abolhoda	Ryan Duffy, Steven David	Oct 23, 2019
KPMG meeting with Linda Liu - P&D	Linda Liu	Ryan Duffy, Steven David	Oct 24, 2019
KPMG meeting with David Villalobos - P&D	David Villalobos	Ryan Duffy, Steven David	Oct 24, 2019
KPMG meeting with Crysta Rider - P&D	Crysta Ryder	Ryan Duffy, Steven David	Oct 24, 2019
KPMG meeting with Massoud Abolhoda - P&D	Massoud Abolhoda	Ryan Duffy, Steven David	Oct 24, 2019
Cannabis Process Mapping - Data Request	Linda Liu	Ryan Duffy, Steven David	Oct 29, 2019
KPMG meeting with Brad Crandall - P&D	Bradley Crandall	Ryan Duffy, Steven David	Oct 30, 2019
KPMG Meeting with Jeff and Vanessa - P&D	Jeffrey Brown, Vanessa Escobar	Ryan Duffy, Steven David	Oct 30, 2019
KPMG meeting with David Lackie - P&D	David Lackie	Ryan Duffy, Steven David	Oct 30, 2019
KPMG meeting with Lia and Sharon - P&D	Lia Graham and Sharon Foster	Ryan Duffy, Steven David	Oct 30, 2019

Figure 40 - Source: KPMG LLP

KPMG Meeting with Joseph Dargel - P&D	Joseph Dargel	Ryan Duffy, Steven David	Oct 30, 2019
KPMG meeting with Allen Bell - P&D	Allen Bell	Ryan Duffy, Steven David	Oct 30, 2019
KPMG Meeting with P&D IT Line Staff	Linda Liu	Ryan Duffy, Steven David	Oct 31, 2019
KPMG Meeting with John Zorovich - Energy and Compliance Division Manager	John Zorovich	Ryan Duffy, Steven David	Oct 31, 2019
KPMG Meeting with Joseph Crabtree	Joe Crabtree	Ryan Duffy, Steven David	Oct 31, 2019
KPMG Meeting - P&D LRP Staff	Silvia Evilsizor and Kyle Jordan	Ryan Duffy, Steven David	Nov 04, 2019
KPMG meeting with Alex Tuttle - P&D	Alex Tuttle	Ryan Duffy, Steven David	Nov 04, 2019
KPMG meeting with LRP Staff Julie and Steven	Steven Counts Imara, Julie Harris	Ryan Duffy, Steven David,	Nov 04, 2019
KPMG Meeting with Jose Barajas (Building and Safety permit counter supervisor)	Jose Barajas	Ryan Duffy, Steven David,	Nov 06, 2019
KPMG meeting P&D - Building/Grading	Theresa Sederholm, Ronald Morlatt, Larry Haro, David Vyeniolo,	Ryan Duffy, Steven David	Nov 07, 2019
KPMG meeting P&D - Petroleum Unit	Pam McNulty, Florentino Lopez, Star Hammond	Ryan Duffy, Steven David	Nov 07, 2019
KPMG meeting P&D - Plan Review	Beth Brooke, Thomas Hawkins	Ryan Duffy, Steven David	Nov 07, 2019
KPMG meeting P&D - Counter	Brandy Matthew, Josie Fisher, Angela Villalobos,	Ryan Duffy, Steven David	Nov 07, 2019
KPMG meeting with P&D Plan Check Staff	Bill Dang, Mike Malek	Ryan Duffy, Steven David	Nov 12, 2019
KPMG meeting with Development and Review Staff Alejandro and Kimberley	Alejandro Jimenez, Kimberley McCarthy	Ryan Duffy, Steven David	Nov 12, 2019
KPMG Meeting with P&D - Development and Review Supervisor Petra	Petra Leyva	Ryan Duffy, Steven David	Nov 13, 2019
KPMG meeting with Energy and Compliance Supervisor Errin Briggs	Errin Briggs	Ryan Duffy, Steven David	Nov 13, 2019
KPMG meeting with Development and Review Staff Kara/Nicole	Kara Koenig, Nicole Lieu	Ryan Duffy, Steven David	Nov 14, 2019
Staff process mapping follow up	Petra Leyva	Steven David	Dec 02, 2019
Cost Data Meeting	Crysta Rider	Ryan Duffy, Steven David	Dec 04, 2019
P&D Theme Discussion	Kathie Cisek, Matthew Pontes	Ryan Duffy, Steven David,	Dec 16, 2019
Theme Meeting with P&D Director Lisa Plowman	Lisa Plowman	Ryan Duffy, Caoimhe Thornton, Steven David, William Zizic	Dec 16, 2019
KPMG Follow Up Discussion	Travis Seawards	Ryan Duffy, Steven David	Dec 19, 2019
Call to Discuss OTC Applications and Counter Error Tracking	Joseph Dargel	Ryan Duffy, Steven David	Dec 19, 2019

Figure 41 - Source: KPMG LLP



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