



COUNTY OF SANTA BARBARA

Planning and Development

www.sbcountyplanning.org

Planning and Development CEO Status Report and Department Operations Review

July 12, 2005



Organizational Overview

I. *Department Overview*

- I. Key Services
- II. Organizational Structure
- III. Workforce Characterization

II. Review of Organizational Structure

III. Balanced Scorecard

- I. Focus Areas
- II. Observations and Recommendations

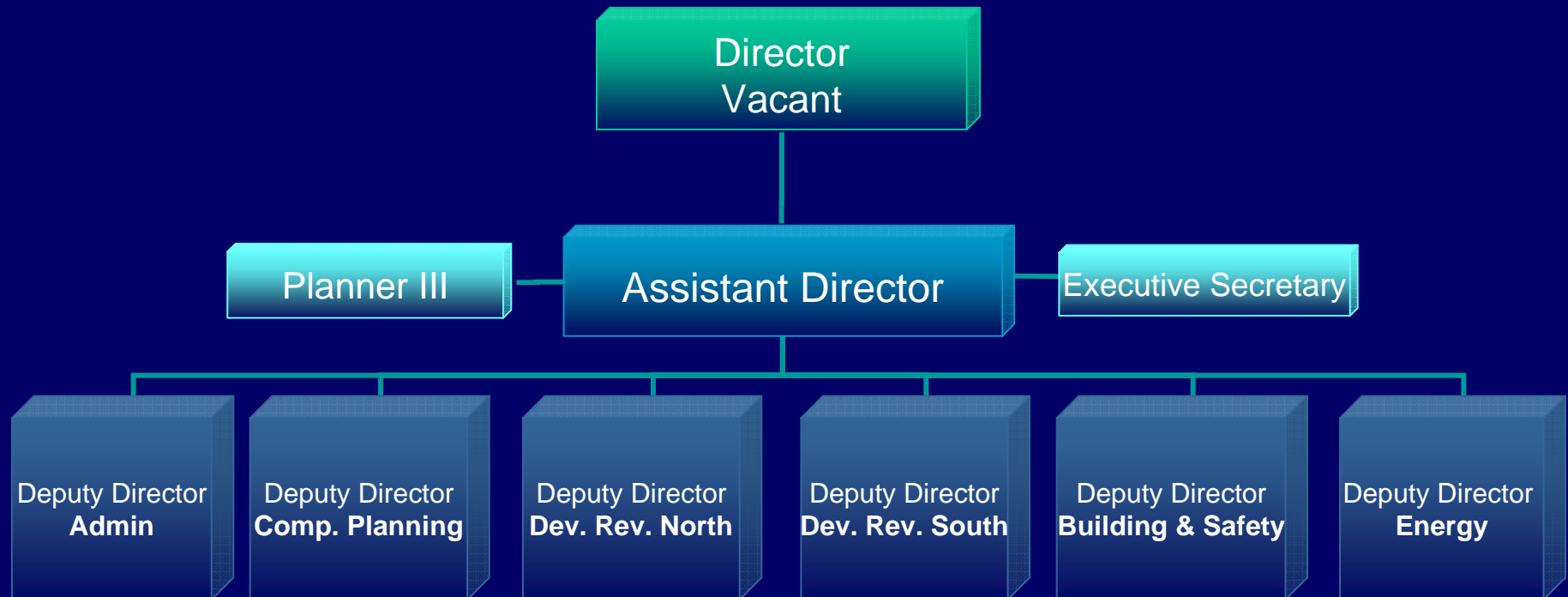


Key Services

- Long Range & Community Planning
- Public Counter Operations
- Development Permitting
- Building Permitting & Construction Inspections
- Oil & Gas Permitting & System Safety Review
- Zoning & Building Code Enforcement
- Permit Compliance Monitoring



Organizational Chart





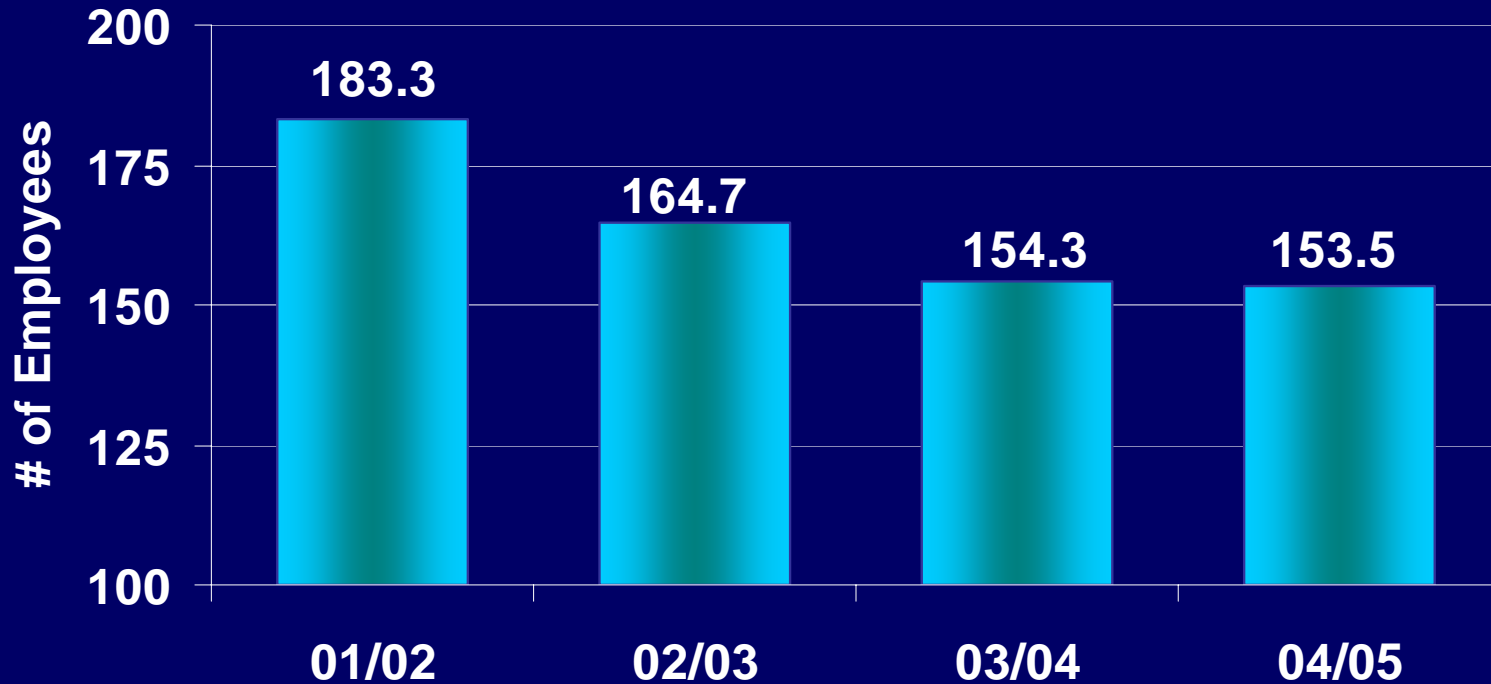
Organizational Chart





Budgeted Positions (FTE's)

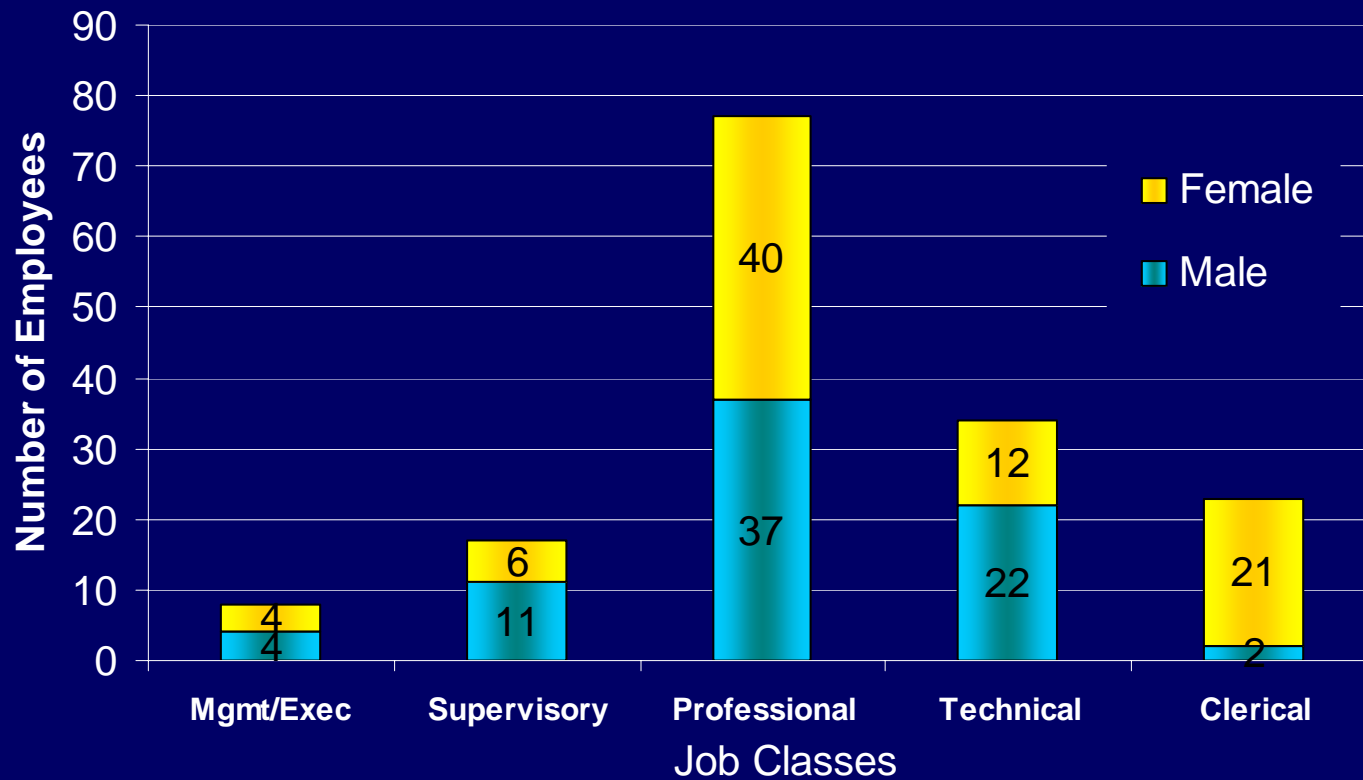
Fiscal Year 05/06 – 151.3





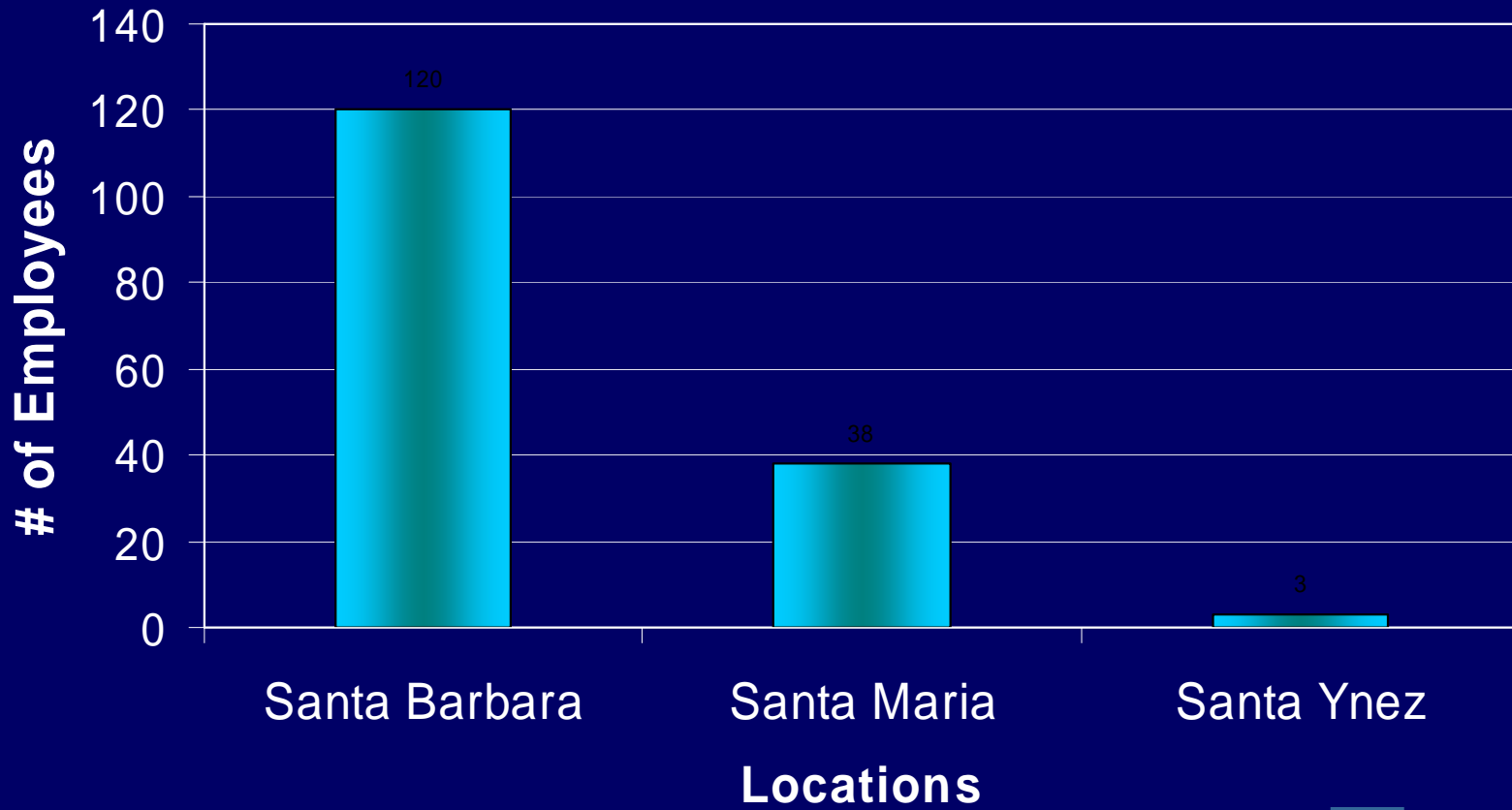
Gender by Job Category

83 Females and 76 Males



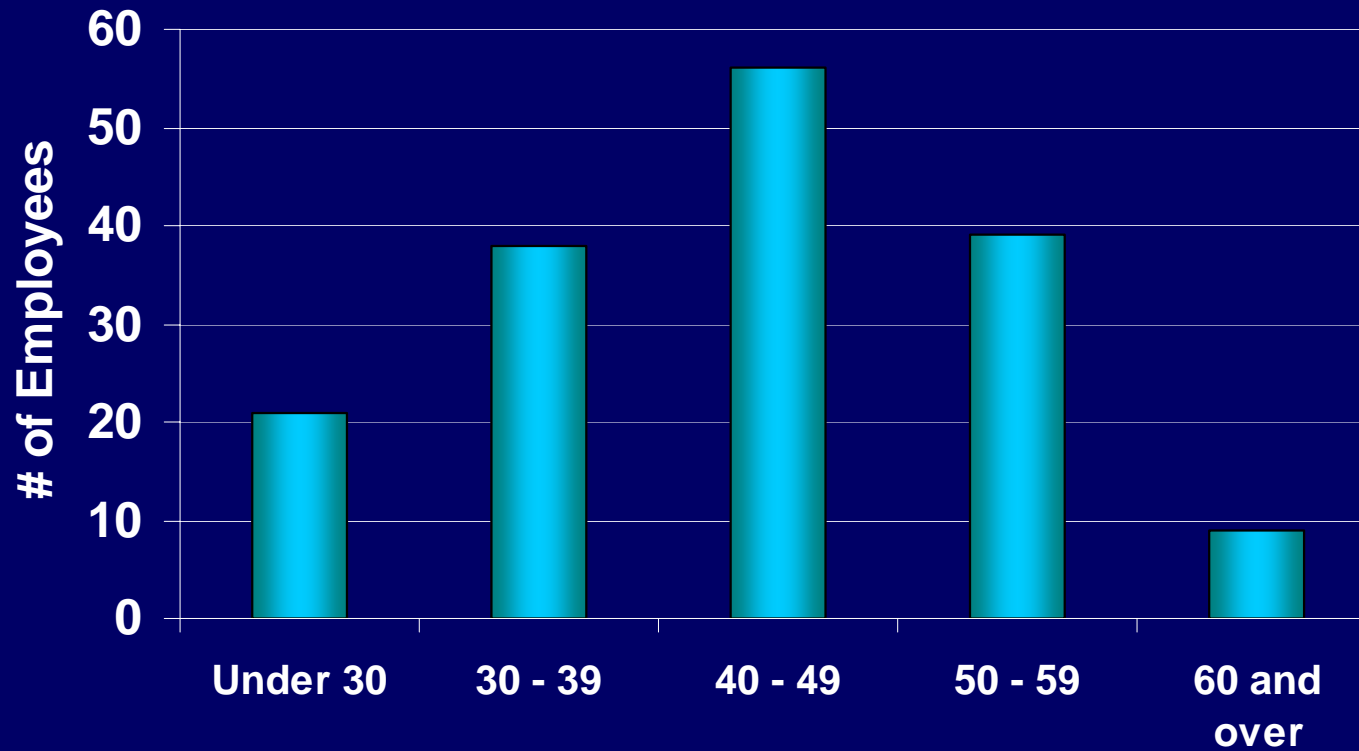


Where We Are Located





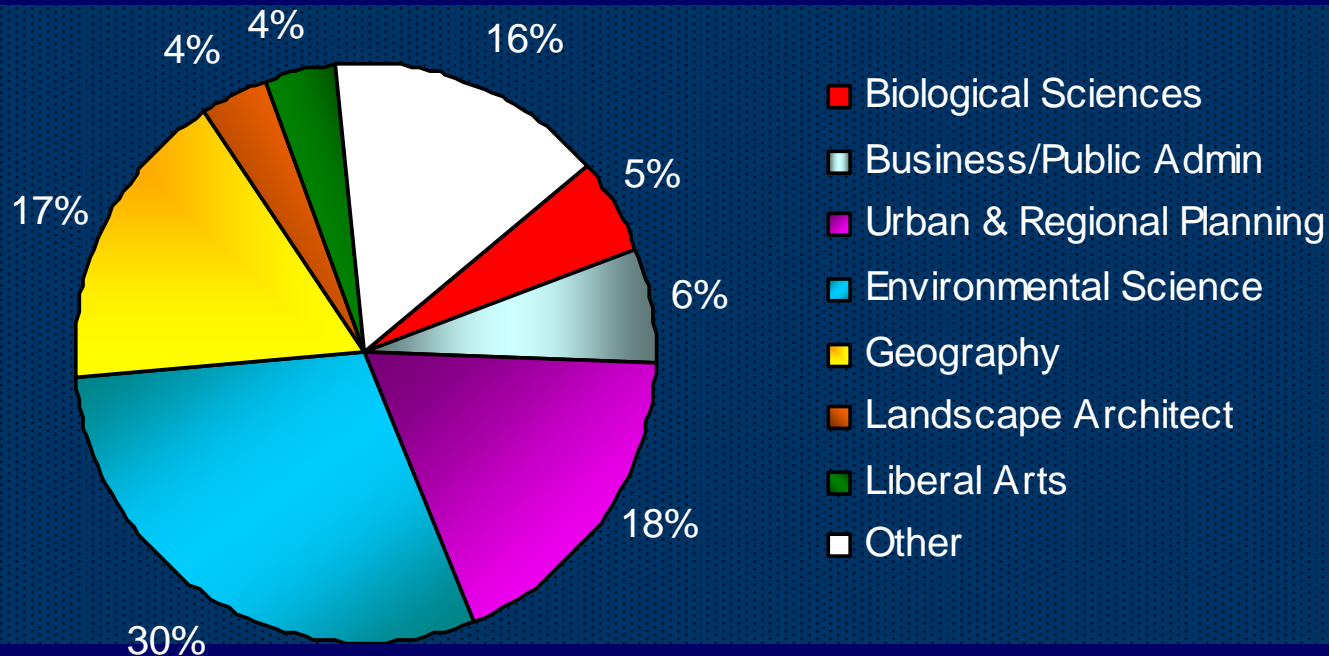
Who We Are... by Age





Planning Professionals

(20% have a masters degree in planning)



* There are currently 80 planners & management staff



Controversy

"The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."

Martin Luther King Jr.



Operations Highlights

- Of 7,500 annual permits: 2,850 or 40% completed in one day; 5,087 or 68% completed in under 30 days.
- 99.9% of 35,000 construction inspections completed in one day.
- 100% of 650 safety conditions on oil and gas projects monitored for compliance
- Old Town Orcutt Ordinance changes completed, facilitating 14 project proposals
- Ellwood-Devereux Open Space Plan adopted by County & City and UCSB



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Review of the Organization





Organizational Observations

- Span of control for Assistant Director is too high.
- Planning Commission and other high profile commissions are not staffed consistently at a high enough level in the organization or by one manager.
- Critical positions are filled with staff new to the position.
- Need for staff to provide additional services in North County:
 - Subdivision Review Committee
 - Zoning Administrator Hearings
 - BARs

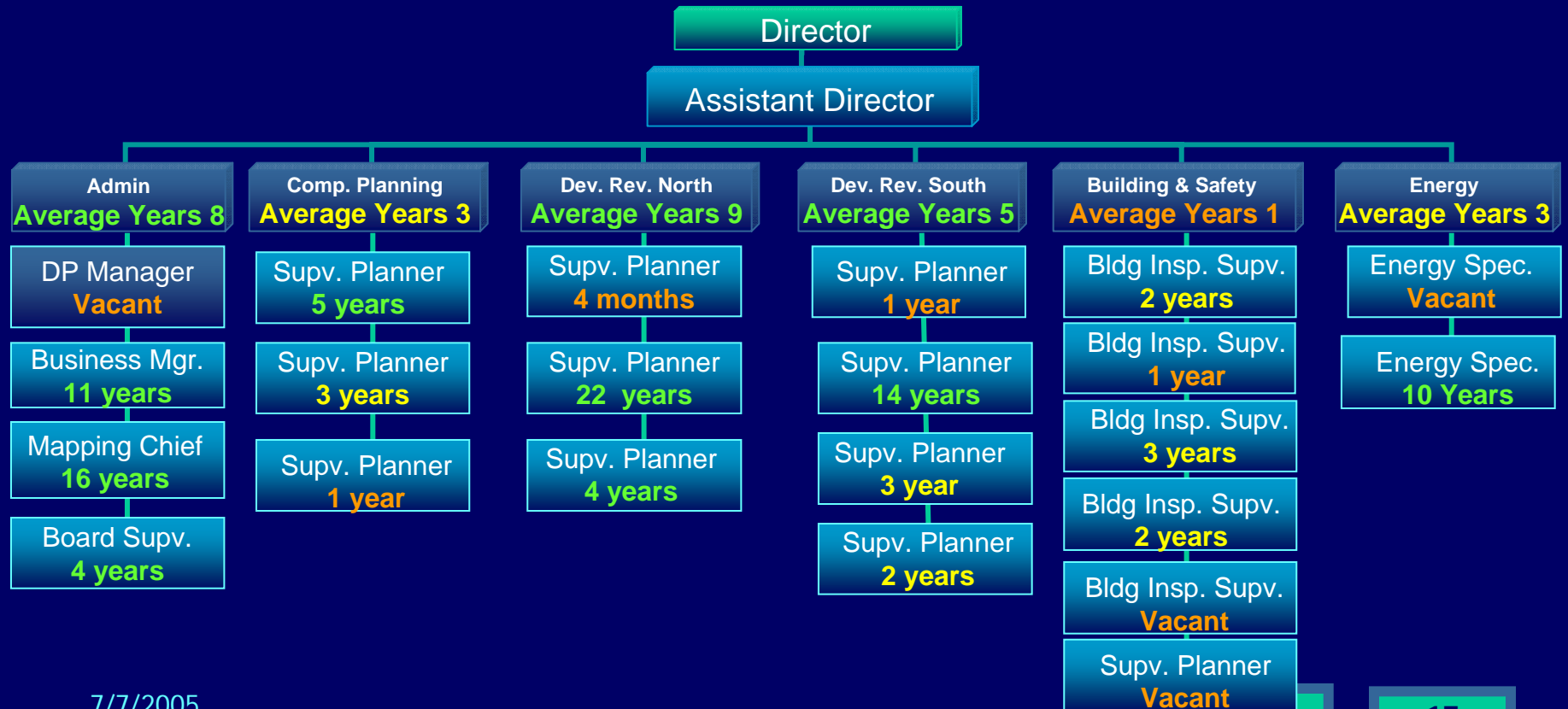


Leadership Team Years in Current Position





Supervisors Years in Current Position





Putting out fires

- Project Management
- Permit Review - Accela
- Process Improvement
- Performance Measures

Director Vacant

Assistant Director

Deputy Director
Comp. Planning

Deputy Director
Admin

Deputy Director
Dev. Rev. North

Deputy Director
Dev. Rev. South

Deputy Director
Building & Safety

Deputy Director
Energy

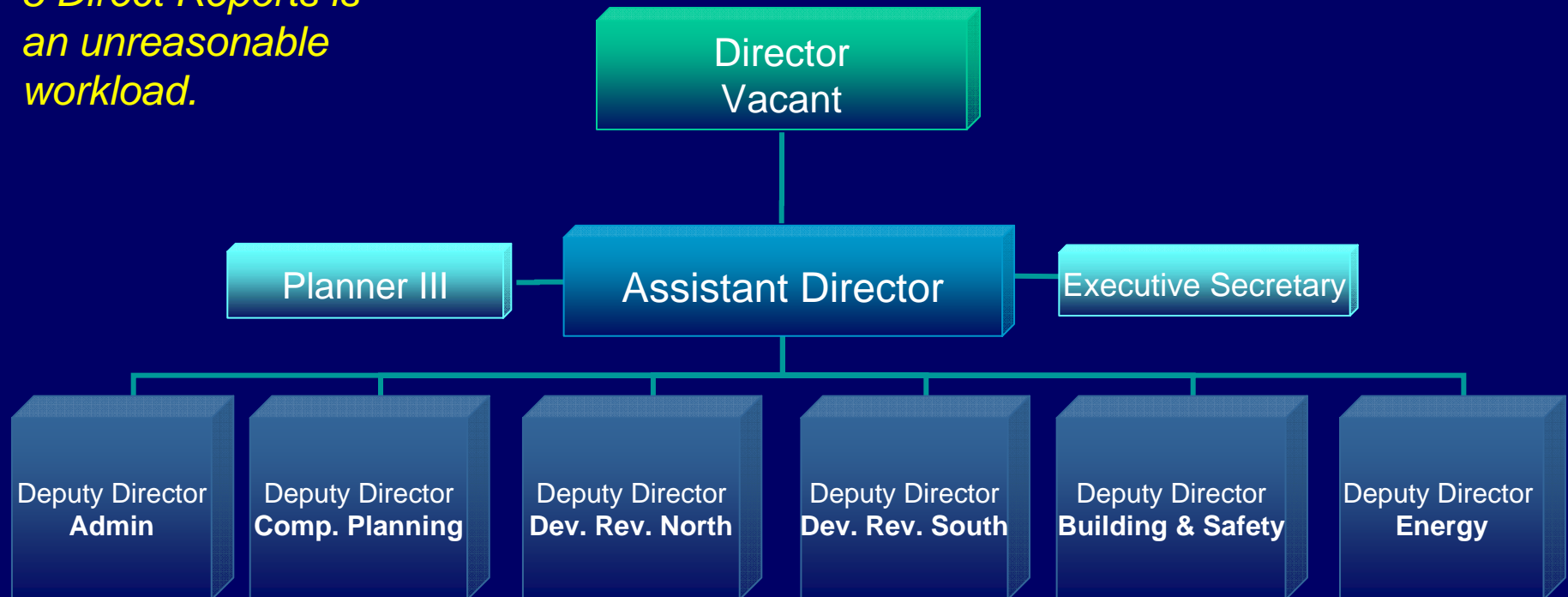


7/7/2005



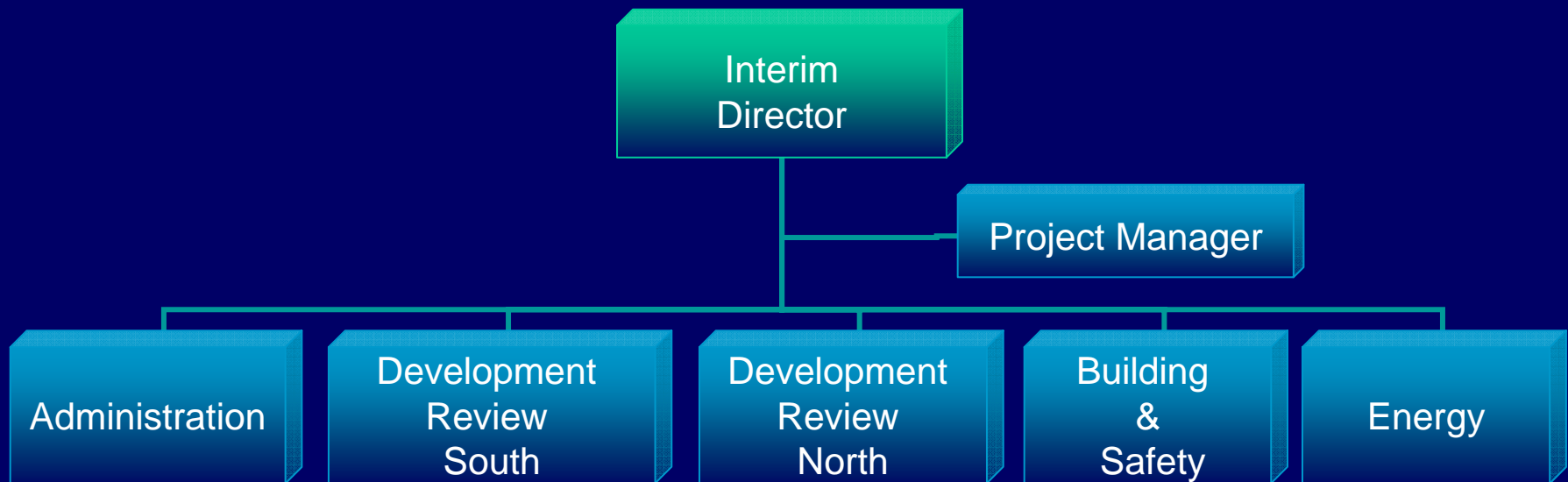
Existing Organizational Chart

8 Direct Reports is an unreasonable workload.





FY05/06 Organizational Chart





Comprehensive Planning



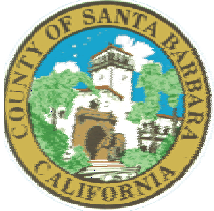


Proposed Organizational Chart FY06/07





Key Service	Location Offered	
	Santa Maria	South Coast
Long Range & Community Planning		X
Public Counter Operations	X	X
Development Permitting	X	X
Building Permitting & Construction Inspections	X	X
Oil & Gas Permitting & System Safety Review		X
Onshore Oil & Gas	X	
Zoning & Building Code Enforcement	X	X
Permit Compliance Monitoring	X	X



Workload Indicators

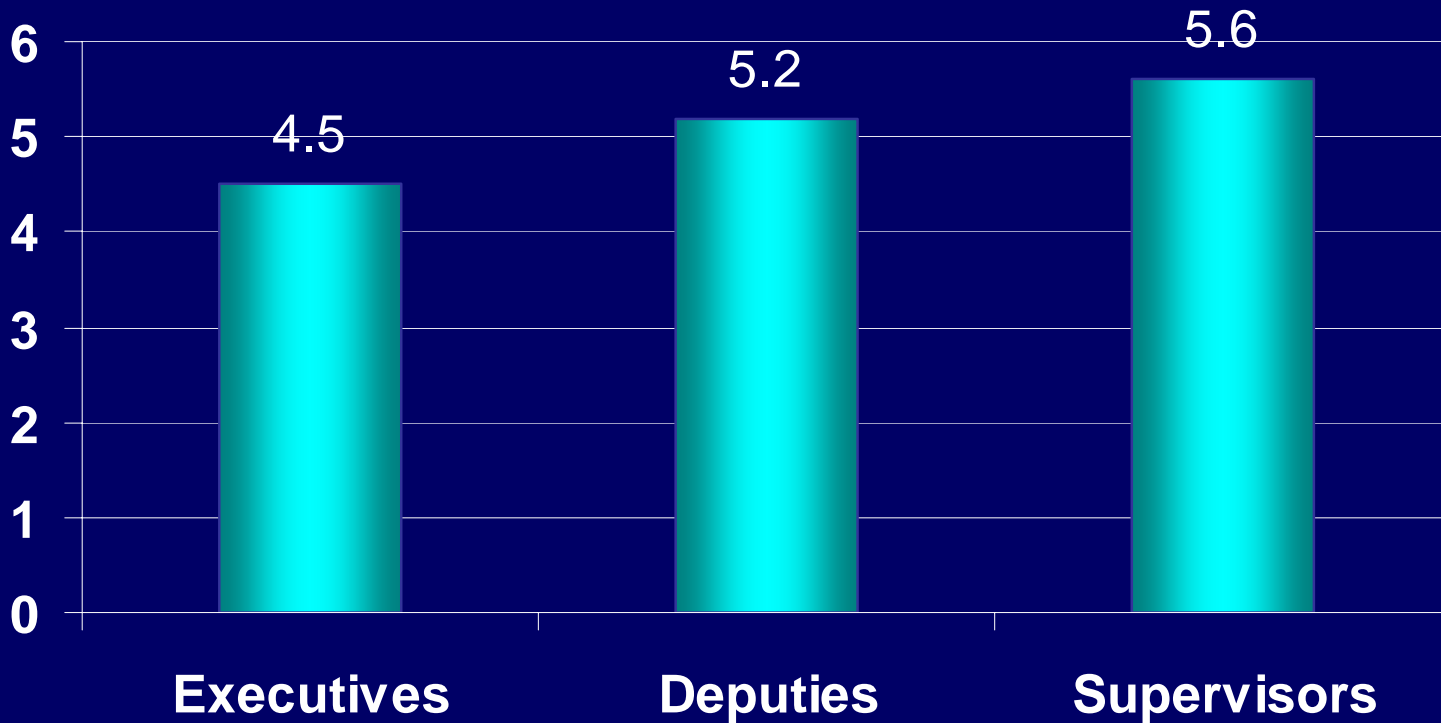
Division	North County (48)			South County (105)		
	Staff at site		# of staff at site	Staff at site		# of staff at site
Development Review	X	Permits Filed 1,324	22	X	Permits Filed 1,920	25
Comp. Planning – (Countywide \$764,000)		\$479,166	0	X	\$164,346	15
Building & Safety	X	Permits Filed 2,279	24	X	Permits Filed 2,740	27
Energy – (Countywide Permit Conditions 110)		Permit Conditions 231	0	X	Permit Conditions 207	13
Administration		Hearings Supported – 19	0	X	Hearings Supported -108 (includes 38 Montecito BAR and PC)	25



Span of Control by Position

FY 05/06 Budgeted Positions – 151.3

of employees supervised





Organizational Recommendations

- In one year, consider moving forward with the proposed organizational chart.
- Examine spans of control for Supervisors.
- Investigate a model of assigning Supervisors to areas of responsibility, e.g. Montecito, Orcutt, Summerland, etc.
- Examine assigning certain Supervisors to large cases.



Organizational Overview

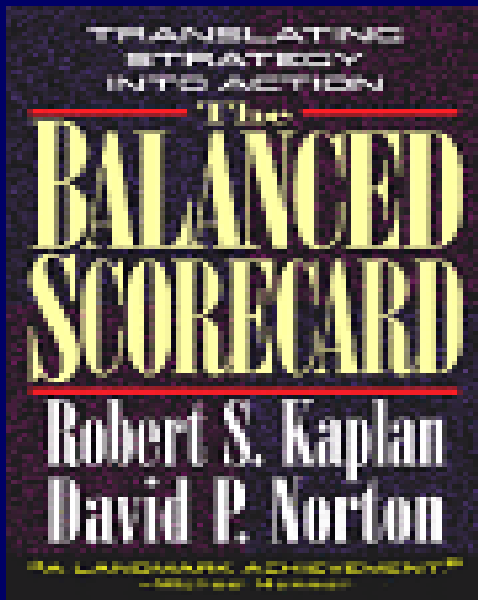
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The Balanced Scorecard Management System



- Harvard Business Review, 1992 "*The Balanced Scorecard – Measures that Drive Performance*"
- The Balanced Scorecard – 1996



Balanced Scorecard

Develop metrics, collect data and analyze it relative to each of these focus areas.

Customer Service

Financial

Process Improvement

Learning & Growth

What must we do to develop employee skills, technology, and the culture to assure long-term success?





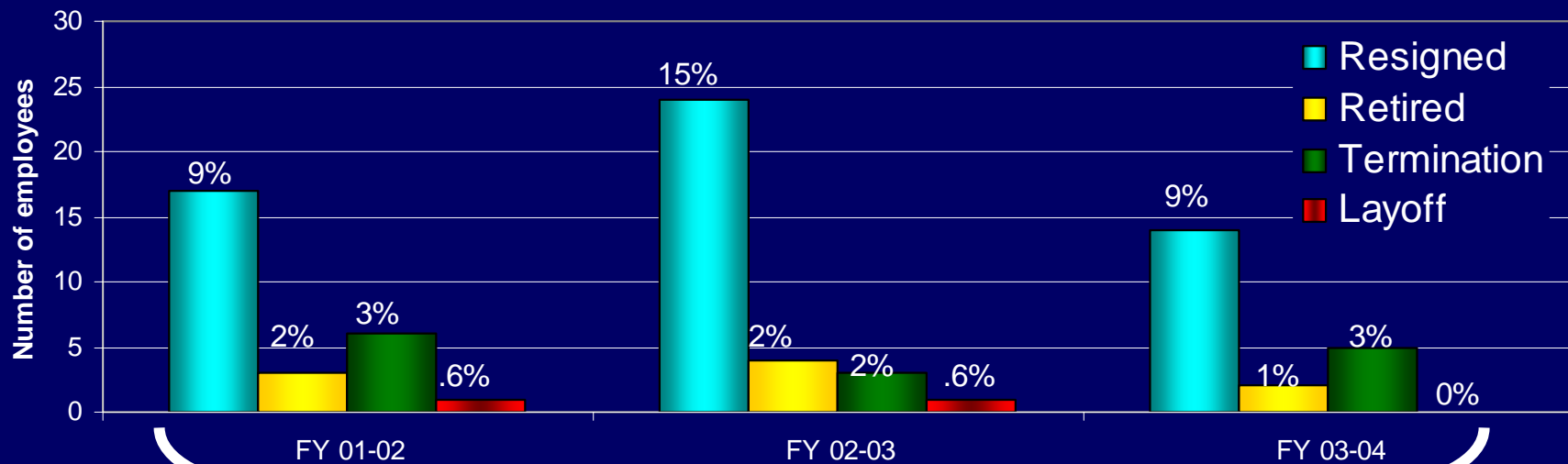
Learning & Growth Observations

- High Turnover Rate
- Space Needs
- There is a need to track and monitor internal morale.



Employee Turnover

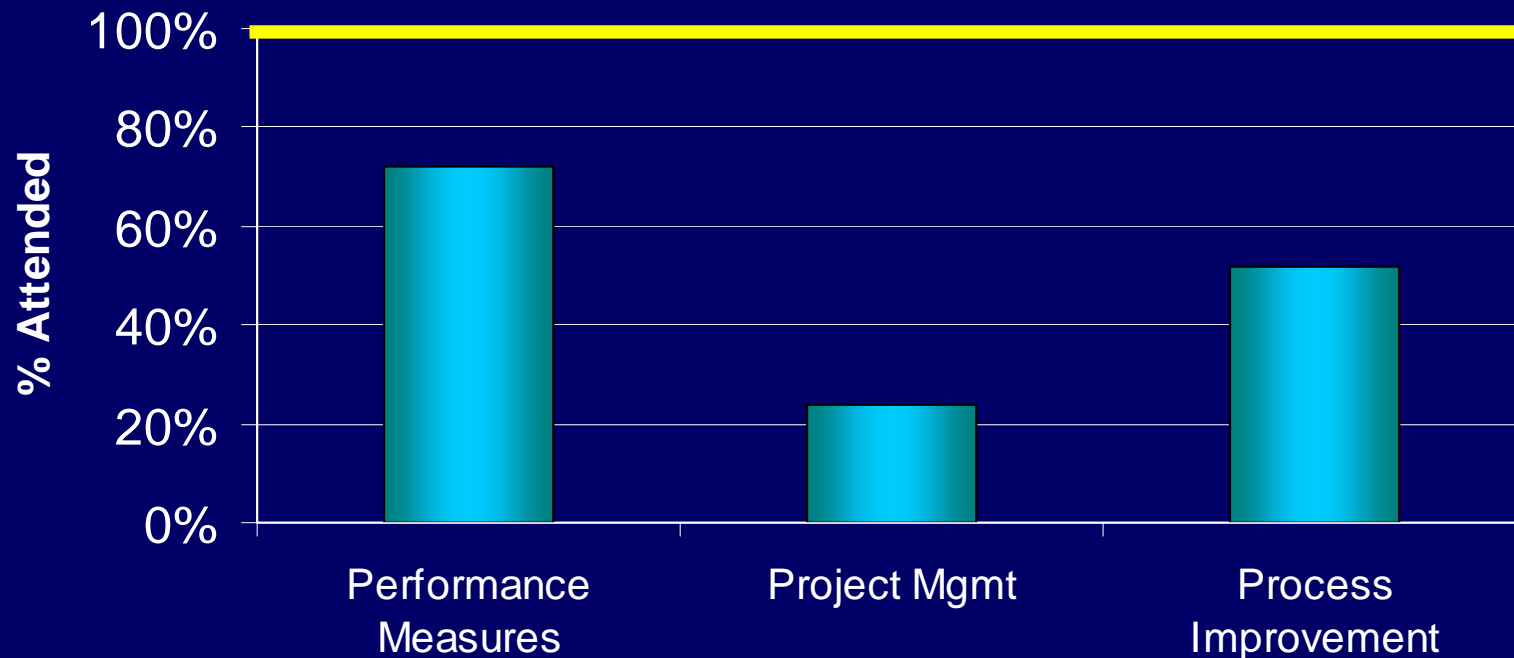
FY 04/05 Estimated Turnover - 17



80 Employees



Core Management Training Execs, Mgmt. & Supervisors 25 Employees



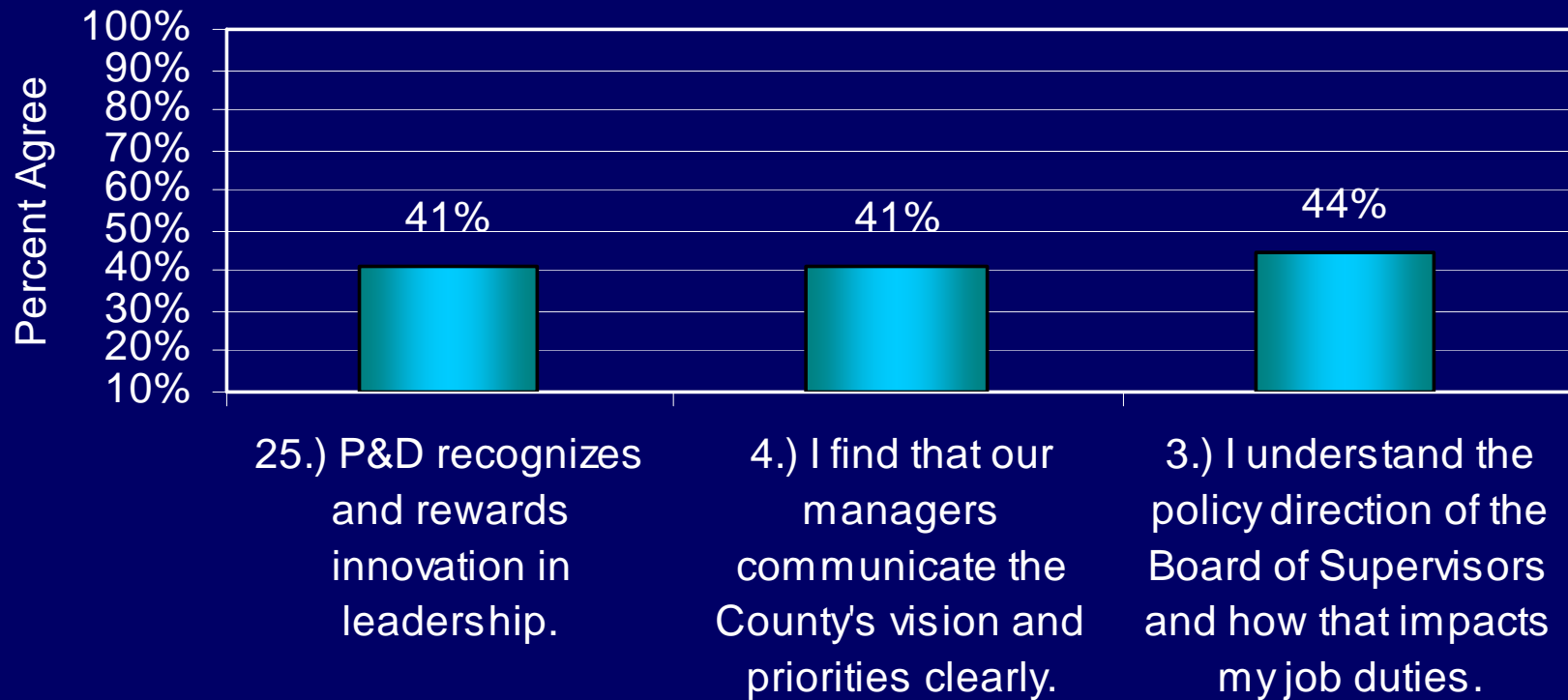


P&D 2005 Employee Survey "Top 3"



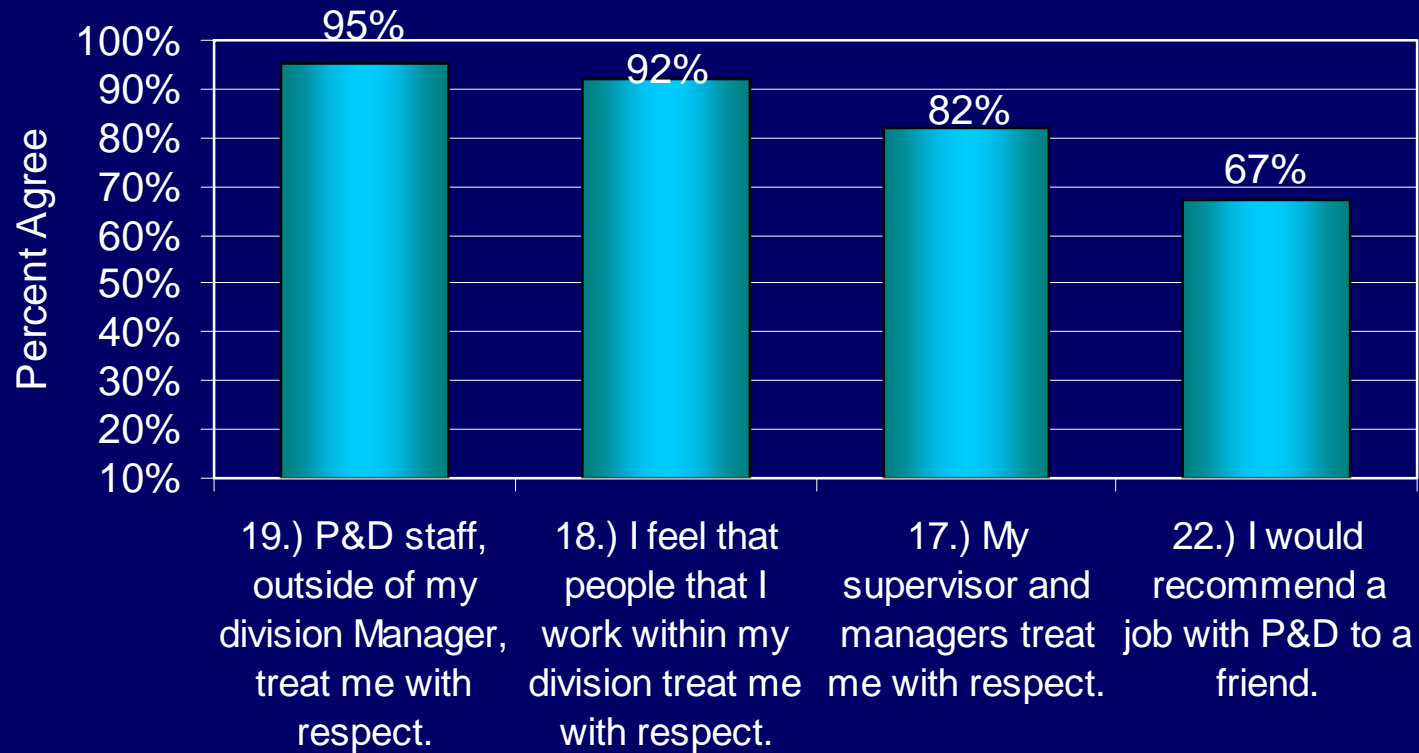


P&D 2005 Employee Survey "Bottom 3"



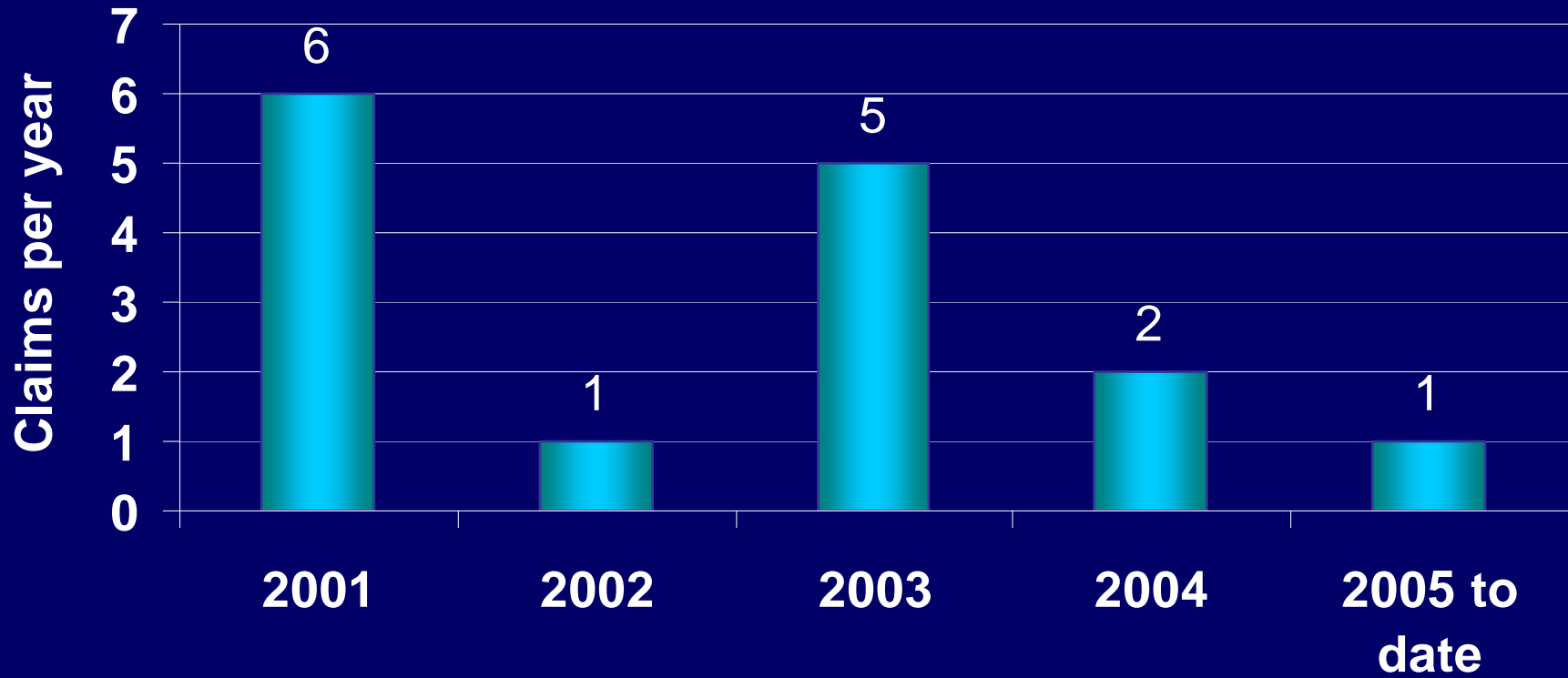


Staff Survey - Morale





P&D Workers' Compensation Injuries



7/7/2005

36



Space Needs

County Space Utilization Report, 2000

	Current Sq. Ft.	Sq. Ft Needs	Sq. Ft. Deficit	Need Types
North County	7,248	8,359	-1,111	Conf. rooms w/ layout tables for plans & maps.
South County	16,700	26,212	-9,512	Storage space for plans and public counter space.



Space Needs



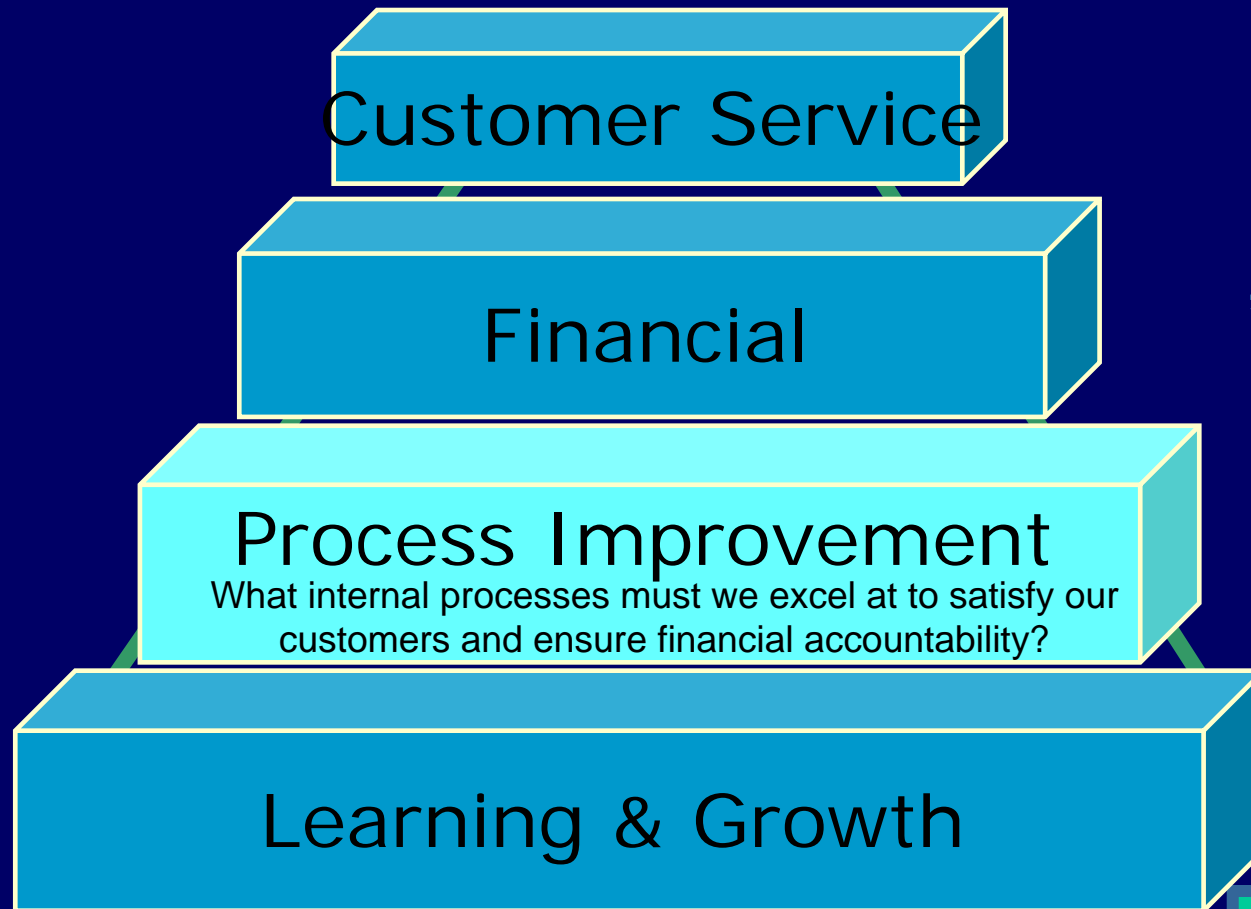


Learning & Growth Recommendations

- Develop a project team to reduce turnover.
- Provide adequate layout and storage space for plans and maps – “One Stop” format.
- Pursue balancing staff between north and south county.
- Review organizational model to provide proper oversight and direction to staff.



Balanced Scorecard





One accurate measurement is better
than a thousand expert opinions.

Admiral Grace Hopper
U.S. Navy



Process Observations

- The process improvement efforts need to be more focused.

- The systems are in place but they are not used consistently or effectively.
 - Project Reporting System
 - Accela
 - Scorecard



Process Improvement Oversight Committee

■ Priorities

- Ministerial Permitting & Appeals
- Agricultural Permitting
- Customer Service
- Zoning Ordinance Reformatting Project



Review of Management Systems

- Planner assignments on cases is not properly tracked.
- Several dozen cases assigned to an unknown planner or a planner that no longer works for the County (32 to unknown).
- Several dozen projects in the Project Review System were not closed dating all the way back to FY1998/1999.



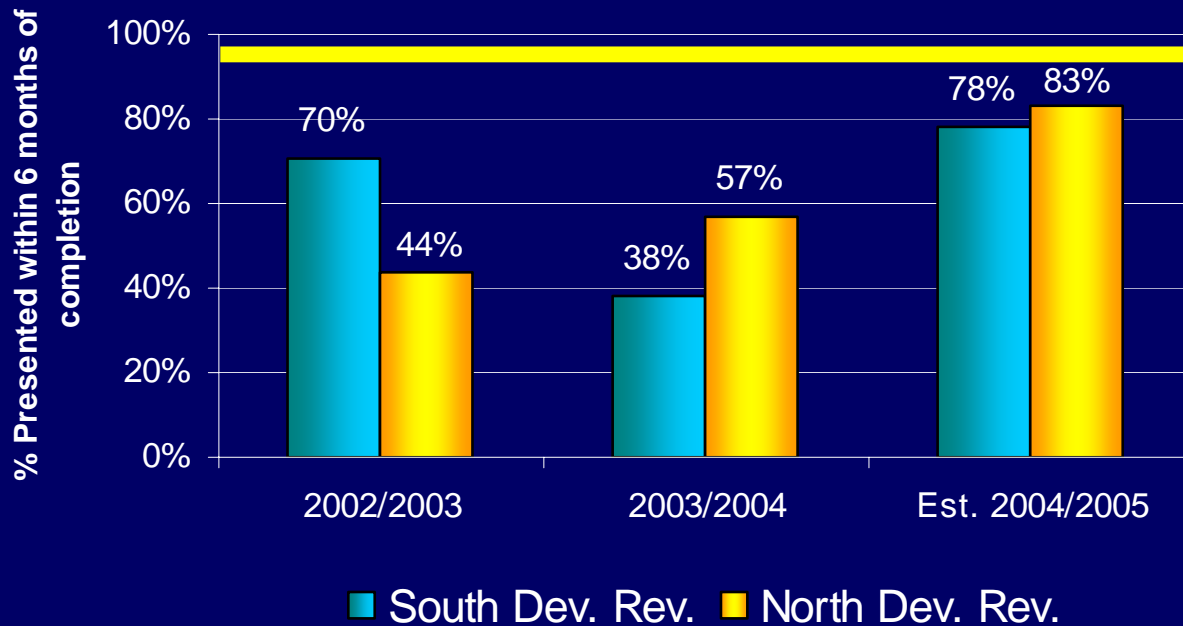
Permit Tracking Database

- Focused on these permit types:
 - Building
 - Land Use
 - BAR
 - Conditional Use
 - Coastal Development
- Cleaned up the database:
 - On 5/5/05 - 476 permits were open over one year.
 - By 6/3/05 – 222 of those permits were closed.



Development Review RPMs

Present to decision maker within 6 months of application completeness 95%
projects requiring a Negative Declaration or addendum to Negative Declaration.

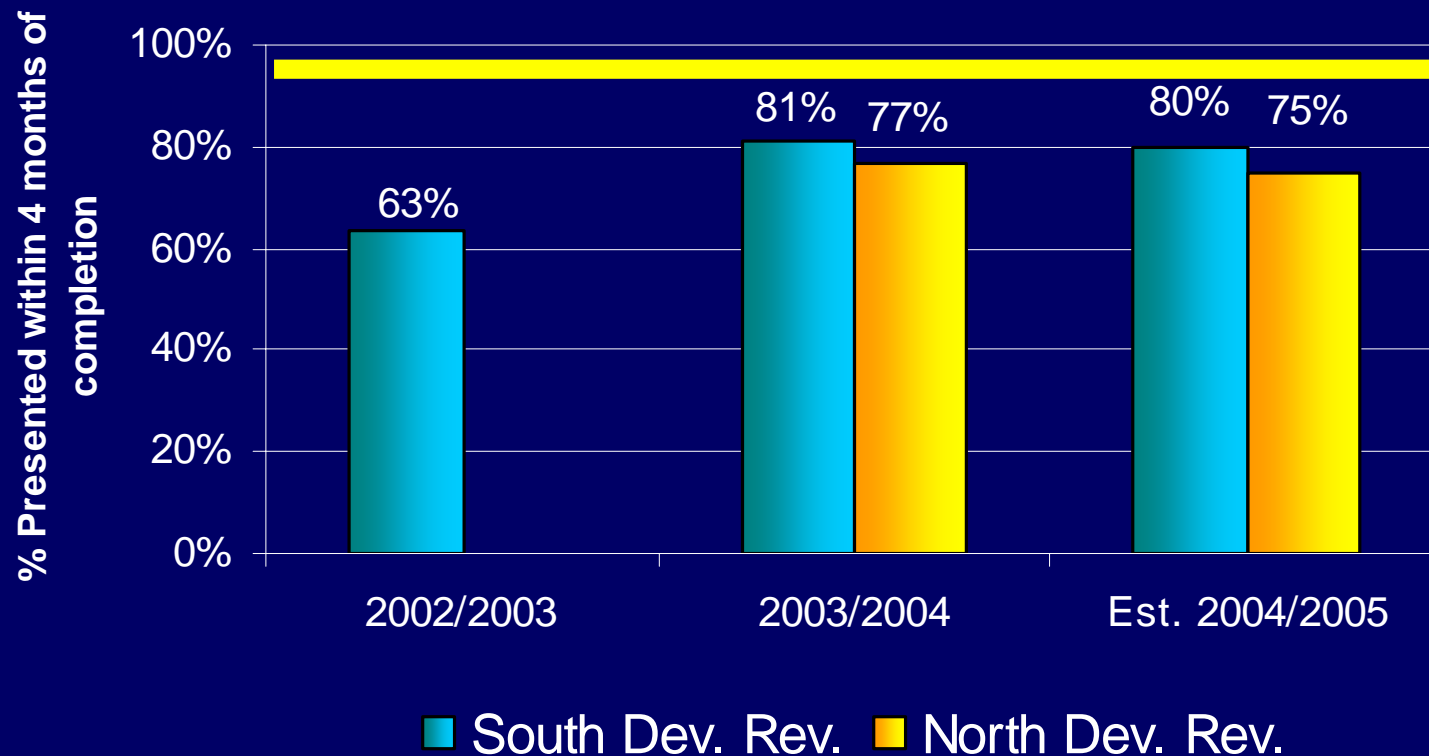


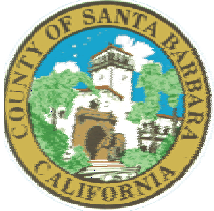
Performance measure based on state law.



Development Review RPMs

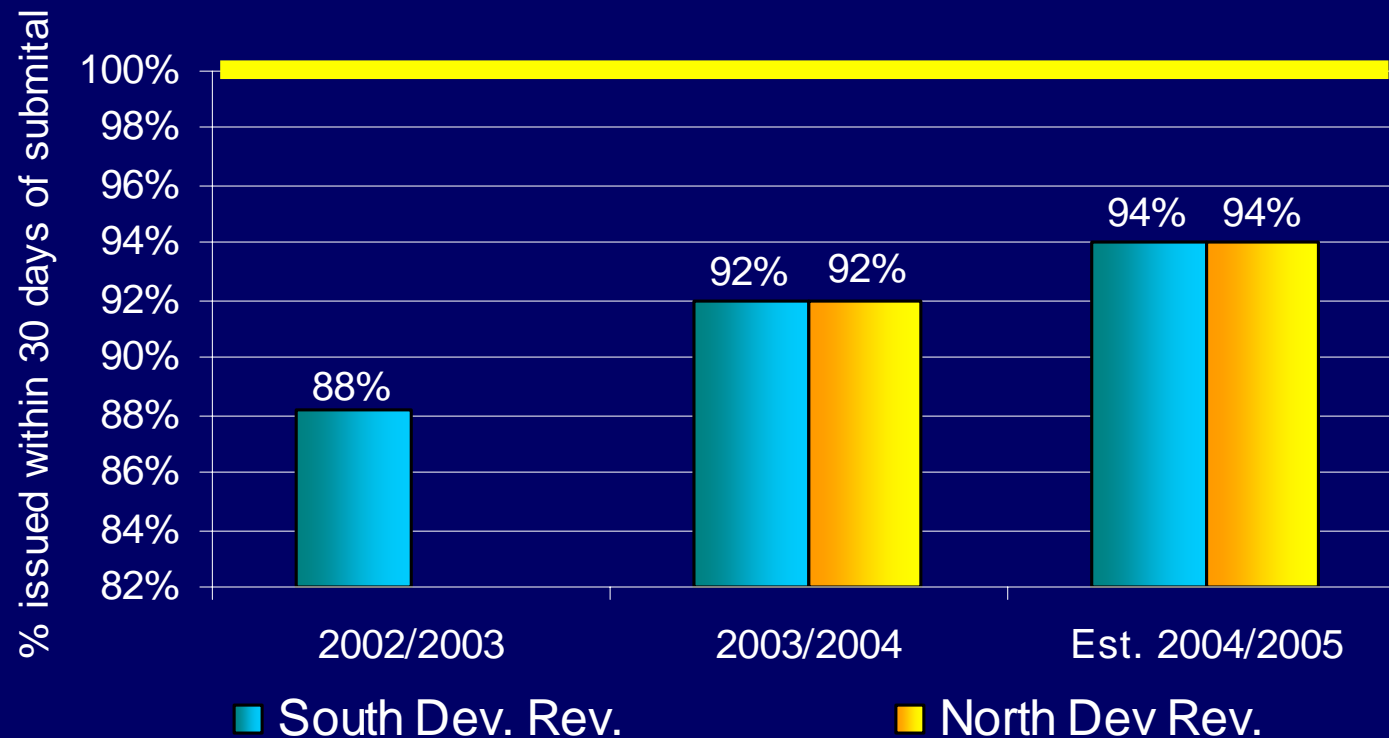
Present to decision maker within 4 months of application completeness
95% of projects that require a CEQA exemption.





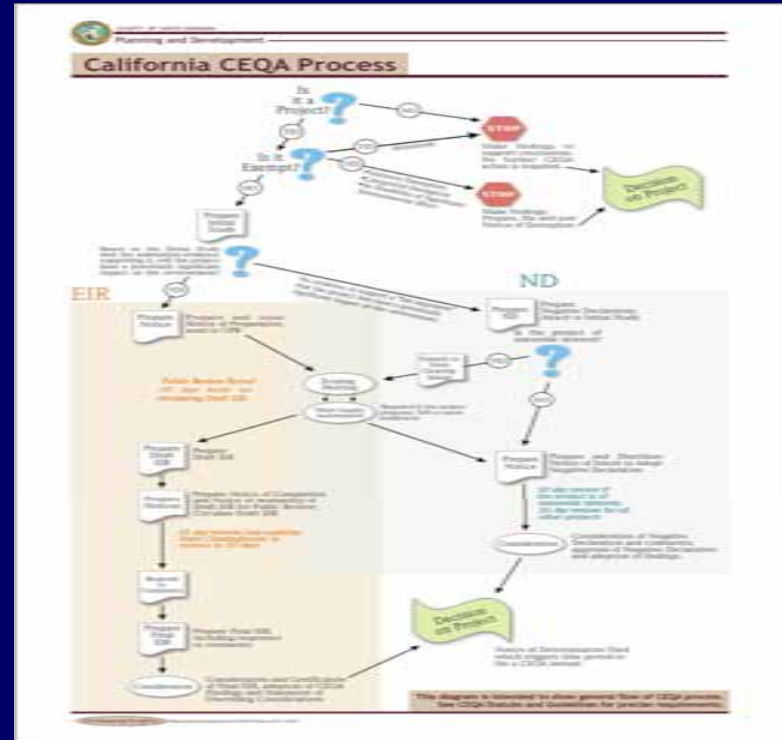
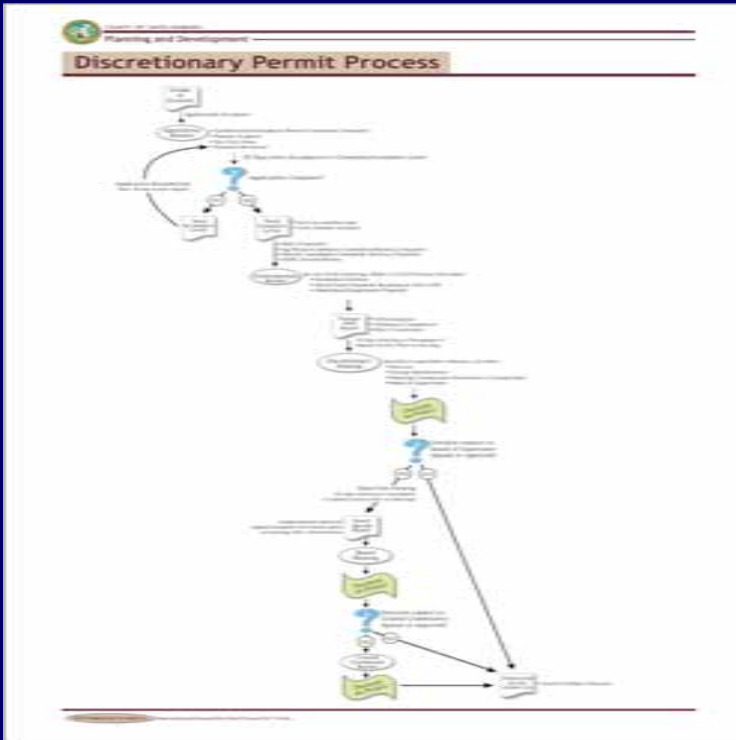
Development Review RPMs

Issue complete or incomplete letter to 100% of annual discretionary Development Review project applicants within 30 days of submittal.





Process Mapping





Case Reassignments

- 26% of cases open 30 days or more, have had more than one planner.
- 82% of cases open more than one year have more than one planner.



New Permit Aging Report

Reports - Microsoft Internet Explorer provided by County of Santa Barbara

File Edit View Favorites Tools Help

Total South County Permits: 1012

South County

Displaying rows 1-18 of 18

PermitType	1 Week to 1 Month	1 to 3 Months	3 to 6 Months	6 Months to 1 Year	Over 1 Year	Total
Planning -- Architectural Review	121	31	19	38	94	303
Building -- Building Permit	69	87	50	39	14	259
Planning -- Coastal Development Permit	13	16	11	18	24	82
Building -- Counter Permit	1	0	0	0	2	3
Building -- Electrical Permit	3	7	1	2	0	13
Planning -- Emergency Permit	0	1	5	0	1	7
Planning -- Exemption	2	0	2	0	0	4
Building -- Film Permit	0	0	4	23	15	42
Building -- Grading Permit	9	25	10	8	13	65
Planning -- Home Occupation	2	0	0	0	0	2
Planning -- Land Use Permit	21	42	31	36	62	192
Planning -- Map Clearance	1	0	1	0	4	6
Planning -- Montecito Points Allocation	0	6	0	0	0	6
Building -- Plumbing Permit	0	1	0	5	0	6



Customer Management Database

View	Project	District	Owner	Date Entered	Projected	Actual
	Evergreen Shopping Center	BOS 4	Abresch,Zoraida	3/23/2005		
	Harp Springs (Keysite #8)	BOS 4	Abresch,Zoraida	4/28/2005		
	Rice Ranch (keysite #12)	BOS 4	Abresch,Zoraida	4/28/2005		
	Ardantz Lot Split Billing	BOS 5	Abresch,Zoraida	3/16/2005		5/3/2005
	Proposed Orcutt Marketplace Shopping Center	BOS 4	Abresch,Zoraida	3/22/2005	3/21/2005	
	Mesa Verde (Keysite #6)	BOS 4	Abresch,Zoraida	3/23/2005		
	Troesh Diamond Rock DEIR Update - Ventucopa Sand and Gravel mining operation	BOS 5	Abresch,Zoraida	4/11/2005		
	Bluffs at Mesa Oaks	BOS 3	Abresch,Zoraida	4/13/2005		
	Ocean Beach Park - Construction of boardwalk into estuary	BOS 4	Abresch,Zoraida	4/13/2005		
	Tom Gibbons, Notice of Violation - Sisquoc	BOS 5	Abresch,Zoraida	4/13/2005		
	Providence Landing	BOS 3	Abresch,Zoraida	4/13/2005		5/3/2005
	Elkhorn Homeowners Association - BAR	BOS 4	Abresch,Zoraida	4/14/2005		
	East Valley Farms Barn	BOS 5	Abresch,Zoraida	4/14/2005		
	Maria Tromp - 1580 Caraway Zoning Violation - Garage setback	BOS 4	Abresch,Zoraida	4/15/2005		5/4/2005
	Signs and the BAR (As built signs Vandenberg Village	BOS 4	Abresch,Zoraida	4/26/2005		



Process Recommendations:

- Incorporate management systems as part of the culture of the organization.
- Systems need to be kept updated.
- Deadlines should be met. If unmet, a process improvement team should examine each one and make suggestions for improvement.
- Improve reports for staff, so they can evaluate their on-going performance.
- Remove Comprehensive Planning from the development review process.



Balanced Scorecard





Finance Observations

- The department is driven by billable hours.
- Some managers do not have a complete understanding of their respective budgets.
- Need to develop greater controls to ensure proper billing of customers.

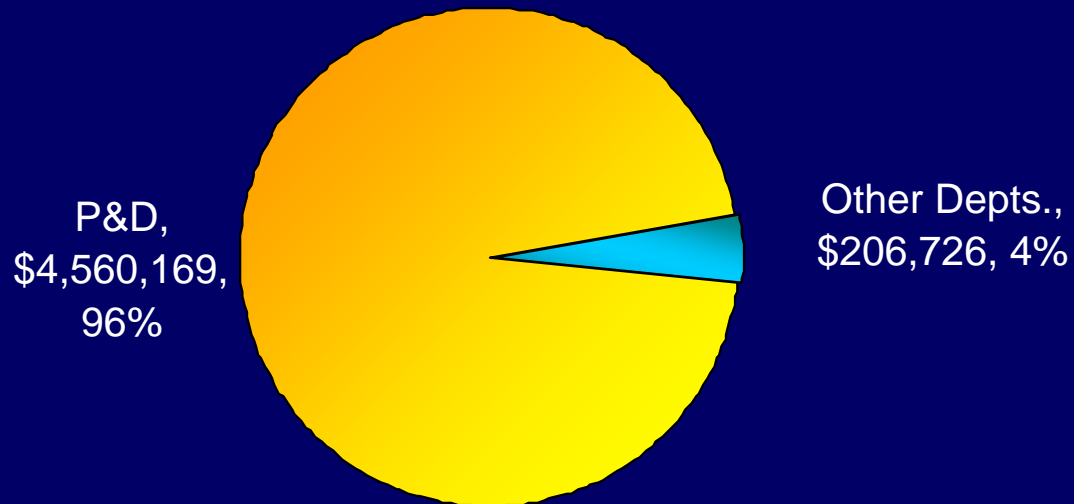


Fee Collection Board Policy

- Board annually reviews P&D fees in accordance with the Board's fee policy and adopted budget principles.
- As a convenience to permit applicants P&D collects fees for all county departments involved in the permit process.

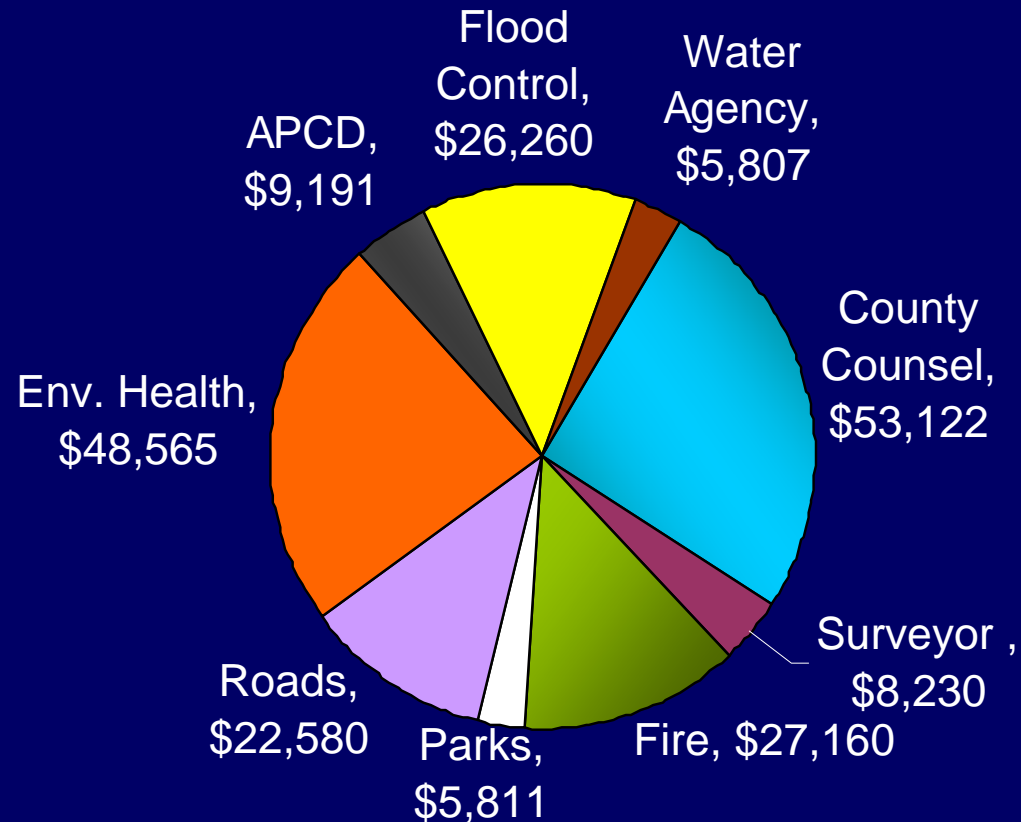


Total Land Development Fees 2004





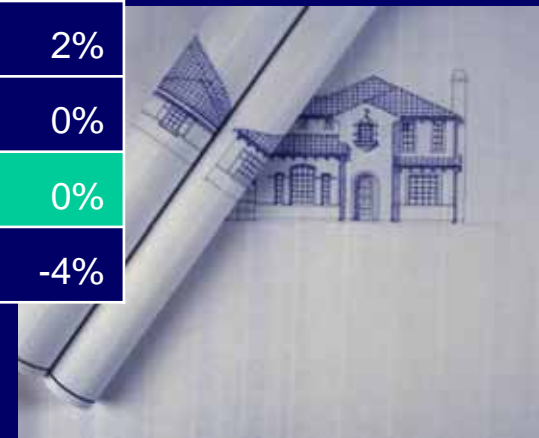
Land Development Fees Collected for County Departments Calendar Year 2004





Building Processing Fees for a New 2,000 Sq. Foot House

	Building Permit	Plan Check	Total	Variance
City of SLO	2,495	2,355	\$ 4,851	63%
City of SB	2,350	2,300	\$ 4,650	56%
County of SLO	1,957	1,060	\$ 3,018	2%
City of Goleta	1,903	1,068	\$ 2,972	0%
County of SB	1,903	1,068	\$ 2,972	0%
City of Santa Maria	1,668	1,174	\$ 2,844	-4%



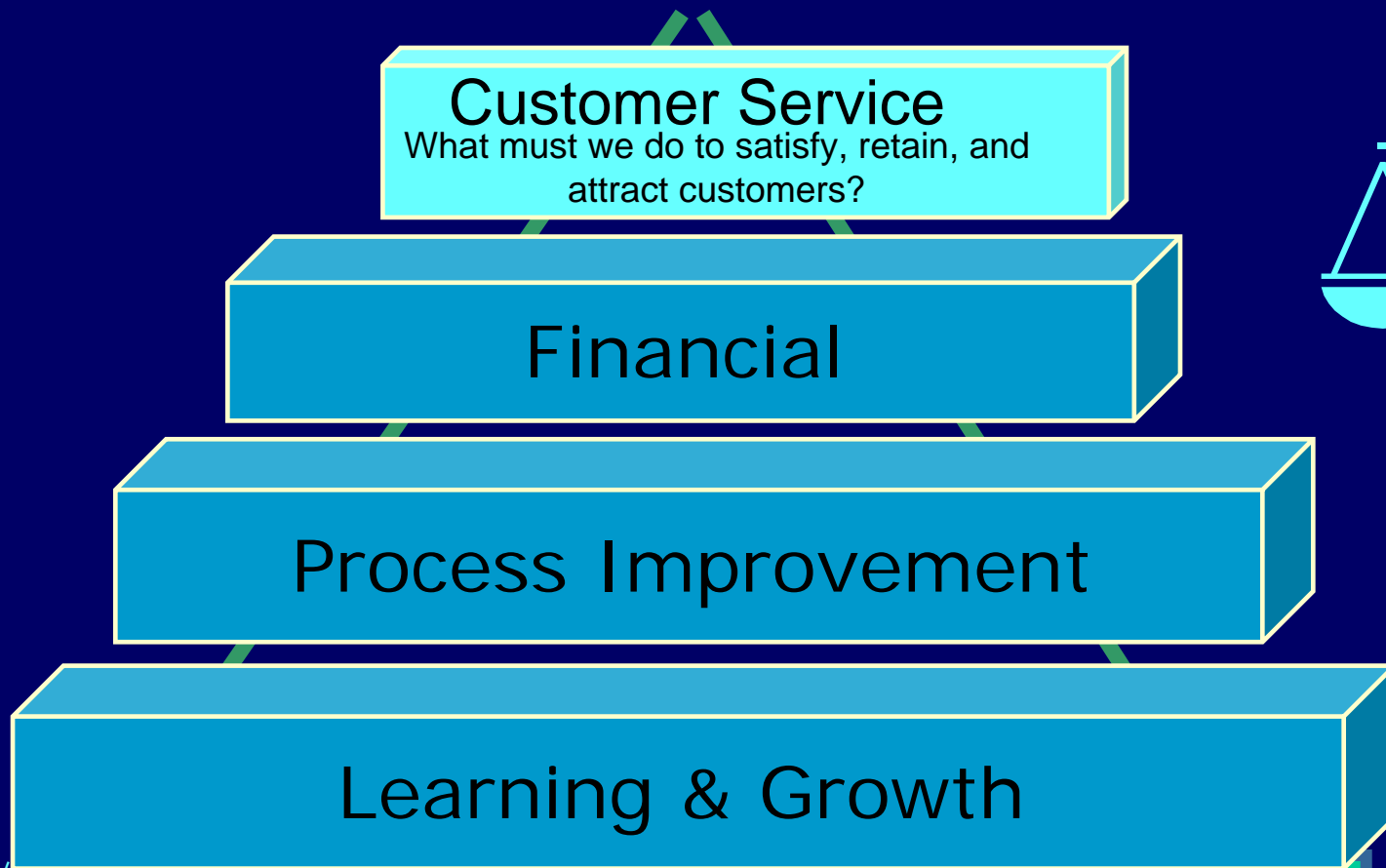


Finance Recommendations

- The BOS should approve the rate methodology utilized to collect fees to ensure they are consistent with Board Policy.
- The Auditor-Controllers Office should audit bill collection procedures.
- CEO's office should work with P&D to determine an appropriate level of billing hours per year.



Balanced Scorecard





“In the end customers really
only care about results”

Anonymous

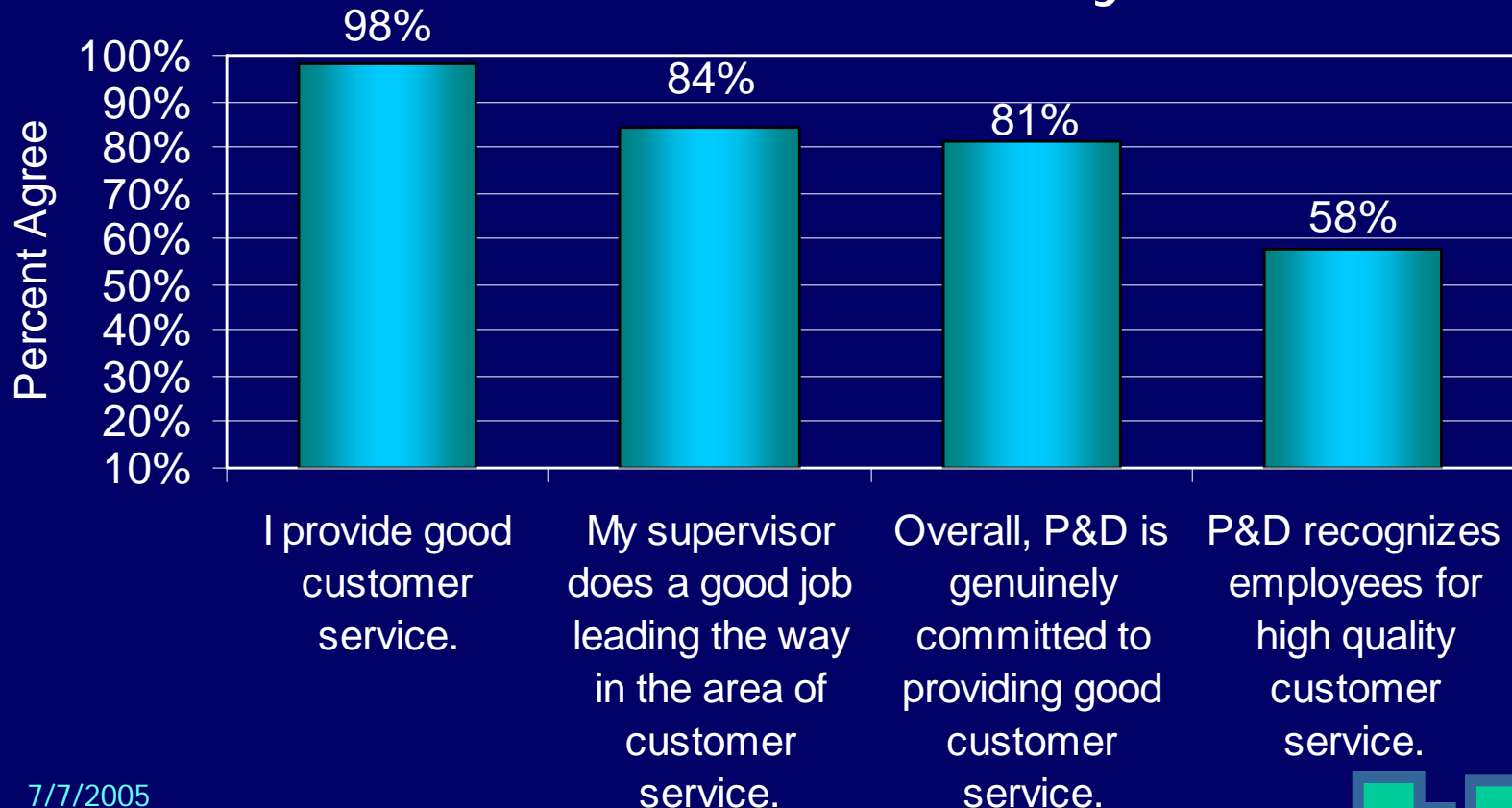


Customer Observations

- Need to define “the customer” and customer service.
- There is a discrepancy between staff and public perceptions on customer service.
- There is an inadequate customer service feedback program.



Customer Service Perceptions Internal Survey





Customer Service Survey

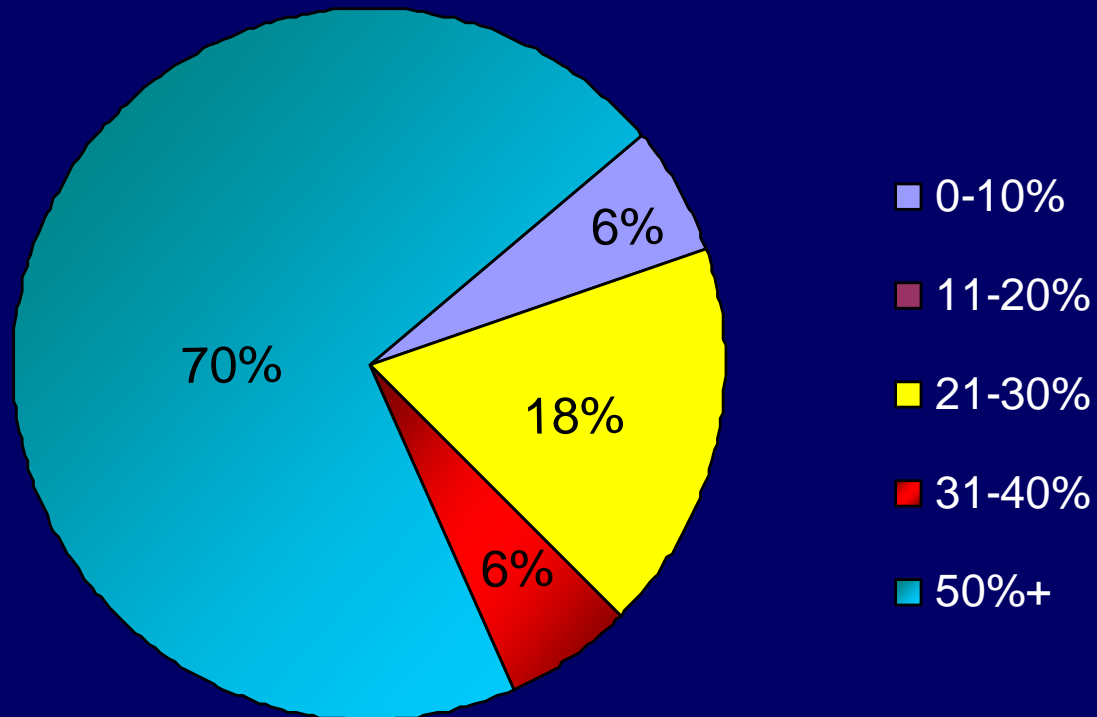
March & April 2005

- This was not a scientific survey.
 - Targeted constituents that had frequent and direct contact with the P&D department.
- 30 surveys distributed to:
 - Five constituents from each Board of Supervisor district
 - County Planning Commission
- 20 surveys were returned



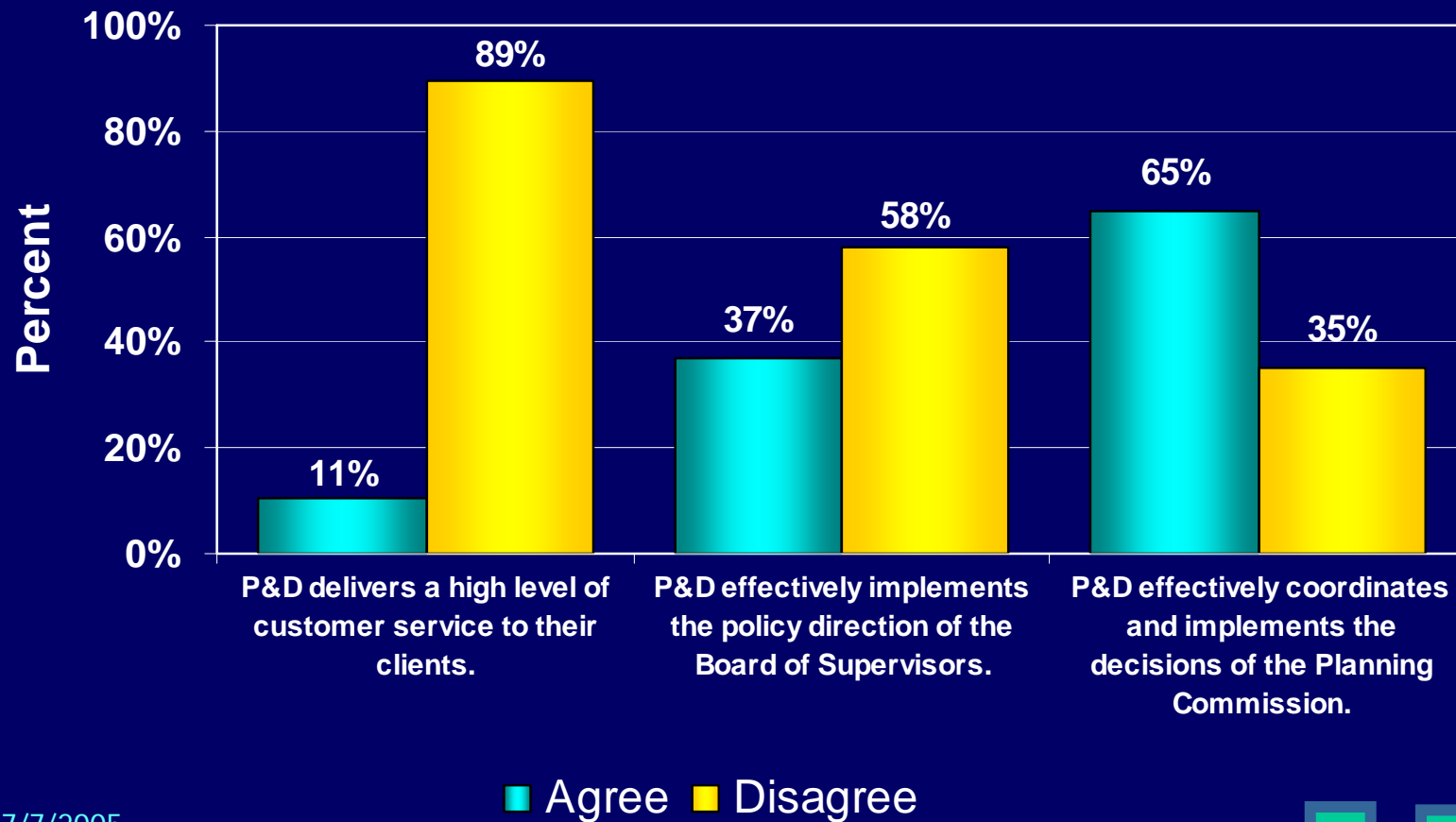
Survey Respondents

Average percent of time spent on P&D matters





Customer Survey





Customer Service Findings Based on Customer and Staff Surveys

- The largest discrepancy between the staff and customers was in the perceived quality of customer service.
- Board Policy Direction
 - 56% of staff do not understand the policy.
 - 58% of customers feel that staff do not implement it.



Customer Recommendations

- Define “the customer” and customer service.
- Improve the strategy for collecting feedback from direct and indirect customers.
- Review the customer survey and develop an action plan for improvement.
- Consider a County-wide scientific survey next fiscal year.



Wrap Up

- Develop an action plan to achieve tasks outlined in the recommendation slides. Provide semi-annual reports.
- Consider a County-wide scientific survey next fiscal year.
- In three months, provide an update to the BOS on observations regarding the performance of each of the Divisions.



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