



### **Overview of the Department:**

The Planning & Development Department has 110.3 FTEs divided between five divisions: Administration, Building & Safety, Development Review, Energy & Compliance, and Long Range Planning. The Department's budget is \$25.6 million. The Department strives to create and maintain great communities, including a quality built and natural environment, through its programs. The Department's responsibilities include:

- Providing information to the public about zoning, building, grading, and petroleum regulations;
- Ensuring safe construction through the review of plans and inspection of buildings throughout construction;
- Responding to public complaints regarding building, grading, petroleum, and zoning issues;
- Reviewing private development projects to ensure consistency with State law, comprehensive plans, and zoning ordinances;
- Ensuring compliance with permit conditions;
- Overseeing oil, gas, and mining development, including permitting facilities and ensuring that they comply with their permits;
- Managing and updating the County's Comprehensive Plan; and
- Researching and developing land use policies, programs, and ordinances at the direction of the Board of Supervisors to foster long range economic, social, cultural, and environmental vitality throughout the County.

### **Overview of KPMG Recommendations:**

In brief summary, the report identifies 23 recommendations with five overarching Departmental recommendations and 18 recommendations that are Division specific. The recommendations are divided into three categories: organizational improvements, process improvements, and technological improvements. These recommendations are summarized below and are discussed more fully in the attached response and implementation table.

#### **1. Organizational Improvements**

There are two recommendations focused on organization changes and they include realigning business units (Permit Compliance, Petroleum, and Code Enforcement) in the Department and the identification of gaps in skill and the development of a training program. The Department disagrees with the recommendation related to the realignment of Permit Compliance and Code Enforcement to Development Review and Petroleum Inspections to Energy and Compliance. These functions were reorganized two years ago to better align core functions and the Department does not believe that such an action would result in better alignment of work units and/or processes.

The Department does agree with the staff development recommendation and has already developed an extensive training program and will continue to hold the Leadership Academy Trainings. The next training is anticipated in FY 2021-22. In addition, the Department will update and initiate a process with HR to update recruitment strategy and specifications to ensure critical skills are included. It is anticipated that this work will be completed in the second quarter of FY 2021-22.

## **2. Process Improvements**

There are 13 recommendations that are geared toward the improvement of existing Departmental processes. The recommendations involve improvements for four divisions and relate to:

- Balancing workload;
- Refreshing procedures and standardizing them across the north and south county offices;
- Improving inter-departmental application review procedures
- Increasing over the counter permits;
- Streamlining processes for hearing support, IT and accounting;
- Improving Long Range work program accuracy and coordination with the Board; and
- Consolidating the Comprehensive Plan/Community Plans.

In general, the Department agrees with these recommendations and many will be initiated in FY 20-21; with some being delayed due to resource limitations and these will be reviewed in the future. In addition, some require coordination with other Departments which could delay initiation. For more detailed information, please refer to the Response and Implementation Plan. (Attachment 4).

## **3. Technological Improvements**

There are eight recommendations that are focused on improving the Department's processes through technological changes and/or upgrades. The key recommendation discusses the expansion of the Department's current permit processing software Accela. The expansion/upgrades would result in an online permitting system with an upgraded citizen's portal that allows the submittal of applications, online payment of fees, digital plan review, case routing, inspection scheduling, and robust property research services. Prior to the KPMG report, the Department had prioritized the conversion to an expanded online permitting system and believes this is critical to creating greater efficiencies and improving public service, as well as achieving Renew '22 goals.

There are several technological improvements that have already been initiated and one is near completion (accepting payments online) while others will require additional resources to realize. If resources are available these improvements could be fully operational in FY 2022-23.

### **Background:**

The Board approved the contract with KPMG for nine departments ("year one" or first phase) which was amended on October 1, 2019. The contract cost is \$1,235,000 for reviews of nine departments. Currently completed reviews include County Executive Office, General Services, Human Resources, and Planning and Development. The review of Public Health is near completion. The next four departments – Sheriff, Public Defender, District Attorney and Probation – are all underway. The County contracted with KPMG in May 2019, following a competitive process, to conduct these operational and performance reviews as part of Renew '22. The Board of Supervisors funded these reviews in order to provide a high-level assessment of departments, identify strengths and opportunities, benchmark financial and operational areas with similar jurisdictions.

**Performance Measures:**

Performance measures will be developed in conjunction with the report recommendations and included in the budget to track progress and cost/benefit of the operational and performance reviews.

**Fiscal and Facilities Impacts:**

The KPMG contract has been budgeted in the current year budget. Most recommendations provided by KPMG do not involve additional resources or budget; and if implemented will likely result in efficiencies of cost, time savings or improved outcomes. Some areas of improvement, however may involve additional resources. Staff will evaluate these requests through the annual budget process. For most of those, KPMG suggests further evaluation and tracking before recommending additional staff or resources.

**Attachments:**

1. Presentation
2. KPMG Report: Improving Performance to Better Serve Our County Residents: Department Review of Planning & Development
3. Planning & Development's Response and Implementation Timeframe

**Fiscal Analysis:**

<b><u>Funding Sources</u></b>	<b><u>Current FY Cost:</u></b>	<b><u>Annualized On-going Cost:</u></b>	<b><u>Total One-Time Project Cost</u></b>
General Fund			
State			
Federal			
Fees			
Other:			
Total	\$ -	\$ -	\$ -

Narrative:

**Key Contract Risks:**

**Staffing Impacts:**

**Legal Positions:**

**FTEs:**

**Special Instructions:**

**Attachments:**

**Authored by:**

**cc:**