



## LAND DEVELOPMENT TEAM OVERSIGHT SUBCOMMITTEE

# ***“HELPING YOU ENHANCE OUR CITY AND BUILD A BETTER COMMUNITY”***

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March 16, 2022

# Call Meeting to Order

## Roll Call

Subcommittee Members:

Eric Friedman, Chair

Alejandra Gutierrez

Mike Jordan

# Meeting Agenda

## II. Preliminary Matters

- A. Announcements
- B. Approval of October 14, 2021 Minutes
- C. General Public Comment: *Items not on the agenda*

## III. Agenda Items

- A. LDT Customer Engagement
- B. Revised Public Counter Operations
- C. Update of Accela Optimization Efforts

# BACKGROUND

In 2020, the City began an assessment of its land development process. The goal was to develop a process that retains valuable steps, identifies improvement areas, and engage staff in developing an implementation plan

2020

Novak Report

2021

Customer Survey  
Focus Groups

2022

Counter Staffing Survey



# FOCUS GROUPS

In December 2021, we conducted 7 focus groups to discuss customer service:

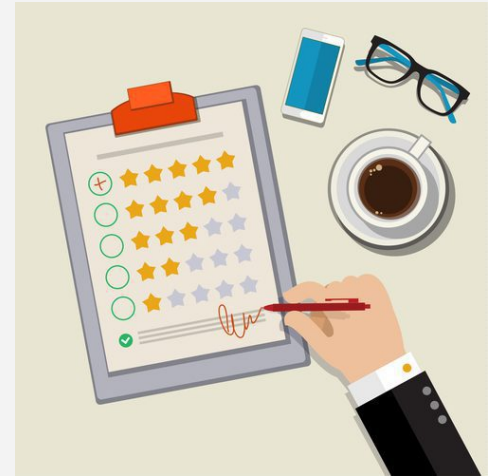
- Design professionals/Planners (x2)
- Homeowners
- LDT staff applicants
- On-demand permits and remote inspections
- Counter services (x 2)



# CUSTOMER FEEDBACK

## Desired Changes to Counter Services

- More staff time/availability/service
- More training/consistency/accountability
- Better staff communication/response
- Better staff attitude/teamwork



# COUNTER STAFF SURVEY

In December/January, LDT counter staff filled out an electronic survey. We identified 5 issue areas affecting customer service: lobby operations, virtual appointments, website/Accela Citizen Access (ACA), staffing, and training.



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# LOBBY & VIRTUAL APPOINTMENTS

Analysis of problems  
and potential solutions

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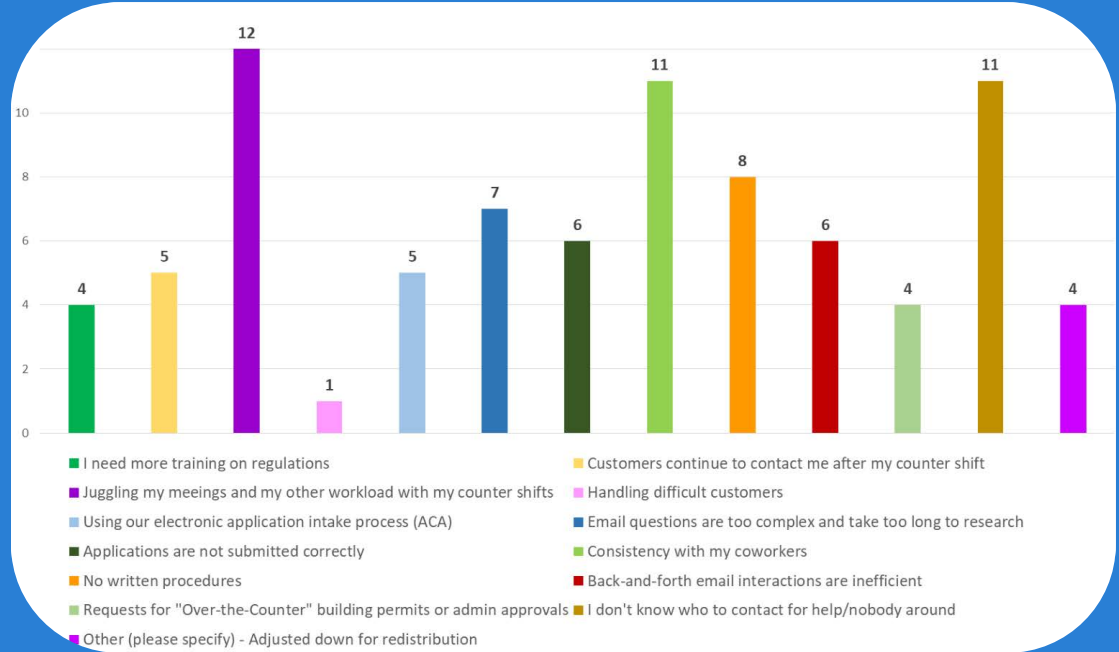
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# CHALLENGES

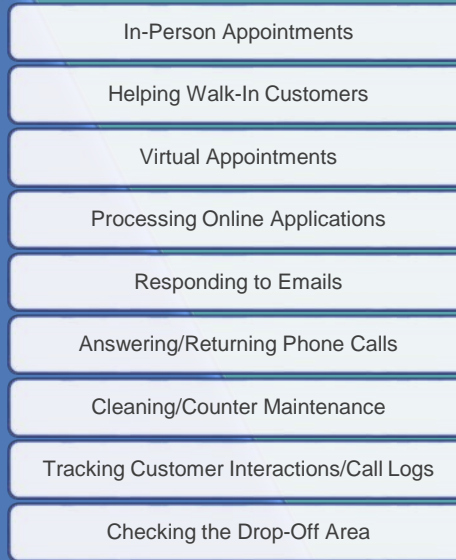
What are the top three challenges with hybrid counter services?



High  
Priority



Low  
Priority



## RANKING

*When the counter is busy,  
and you cannot complete  
all tasks, which tasks do  
you prioritize?*



## Too Much Juggling

Counter staff having trouble juggling multiple types of customer interactions effectively

## Focus on Walk-Ins

Walk-ins take priority over other customers, who may be virtually "waiting in line"

## No Unified Policies

There's no unified LDT customer service policy

# PROBLEM

## THE LOBBY

*Description of the problem and current conditions*



## No Advance Notice

Virtual appointments can be scheduled at the last minute and often conflict with walk-ins

## Check-In Policy

Awkward and inconsistent to require walk-ins to make an appointment or “check-in” online

## Lack of Accommodation

No dedicated space to conduct meetings

# PROBLEM

## VIRTUAL APPOINTMENTS

*Description of the problem and current conditions*



## Keep Hybrid Services

Continue to serve customers via multiple channels: in-person, virtual, phone, email

## Manage Workload

Manage the counter task workload and operations to match **current** staffing levels

## Provide Policies

Present unified LDT customer service policies

# TARGET

## THE LOBBY

*Desired outcomes and success metrics*



## **Adequate Time/Space**

Provide staff with adequate time and space to prepare for virtual appointments

## **Right Staff**

Match the appropriate staff with the related meeting request for the best outcome

## **Set Expectations**

Provide clear expectations for customers

# TARGET

## **VIRTUAL APPOINTMENTS**

*Desired outcomes and  
success metrics*



## **Covid-19**

Overnight transition to virtual counter services was not designed for long-term implementation

## **Outdated Service Model**

Focus on outdated in-person lobby model for service, instead of leveraging technology

## **Who is in Charge?**

Lack of communication from decision-makers

# **ROOT CAUSE**

## **LOBBY & VIRTUAL APPOINTMENTS**

*Digging deeper to find the initial problem*



## Customer Service Vision

Create a unified LDT customer service vision

## Modify Days/Hours

Modified the days and hours open for walk-ins based on Acuity Data and staff input

## Reorganize

Reorganized counter services so different types of customers do not overlap

# SOLUTION

## THE LOBBY

*Ideas for an action plan or counter measures*





## Eliminate Check-In System

Allow walk-ins without appts; with limited hours

## 24-Hour Notice

Virtual appointments scheduled a minimum of 24-hours before the meeting

## Assign Staff / Location

Assigning virtual appointments to appropriate staff and location so customers do not overlap

# SOLUTION

## VIRTUAL

## APPOINTMENTS

*Ideas for an action plan or counter measures*



# Public Counter Services Provided

## Past

**8:30-4:30: Mon - Thu; alt. Fridays**

- Walk-in Customers
- In-Person Appointments
- Virtual Appointments
- Application Intake
- Phone/E-mail

## Current

**8:30-4:30: Mon - Thu; alt. Fridays**

- Virtual Appointments
- Application Intake
- Phone/E-mail

**8:30-12:00: Mon – Thu**

- Walk-in Customers



## Customer Tracking

Collective effort to track # of customers served and types of services requested

## Operations & Staffing

Informing future adjustments as needed

## Customer Service Vision

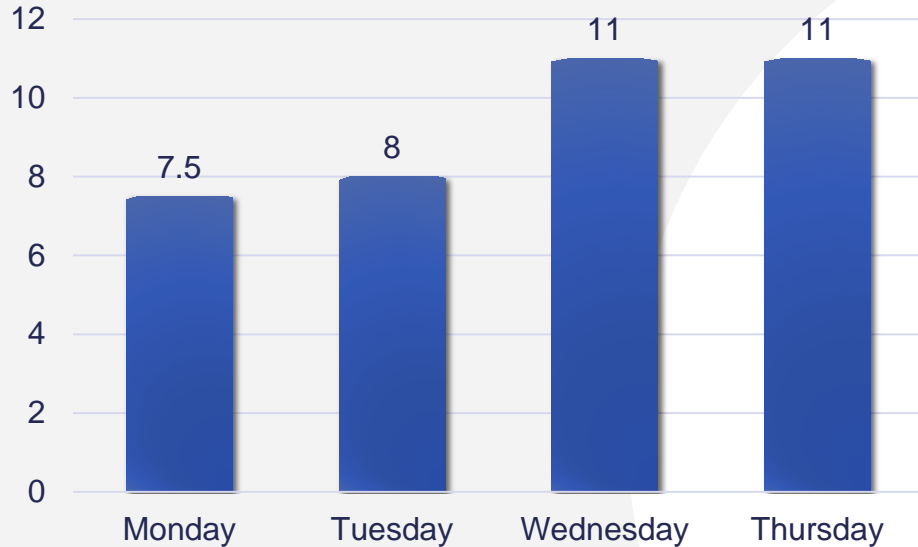
Create a unified LDT customer service strategy following Mission, Vision, Values effort

# FOLLOW UP

## Data Collection & Analysis

*Action plan for next steps*





Average # of Customers Each Day

# PRELIMINARY DATA

## Day/Time of Service

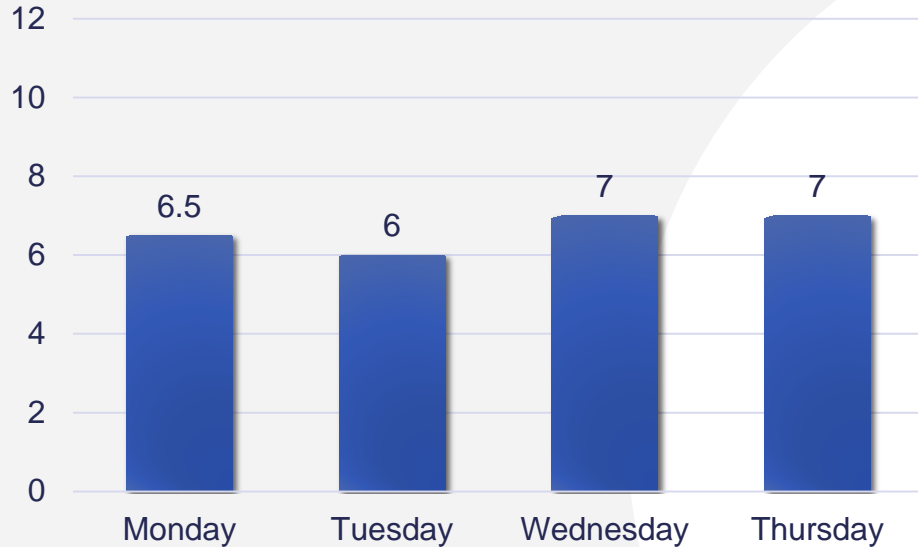
*When are customers visiting the lobby for walk-in service?*



# Building & Safety

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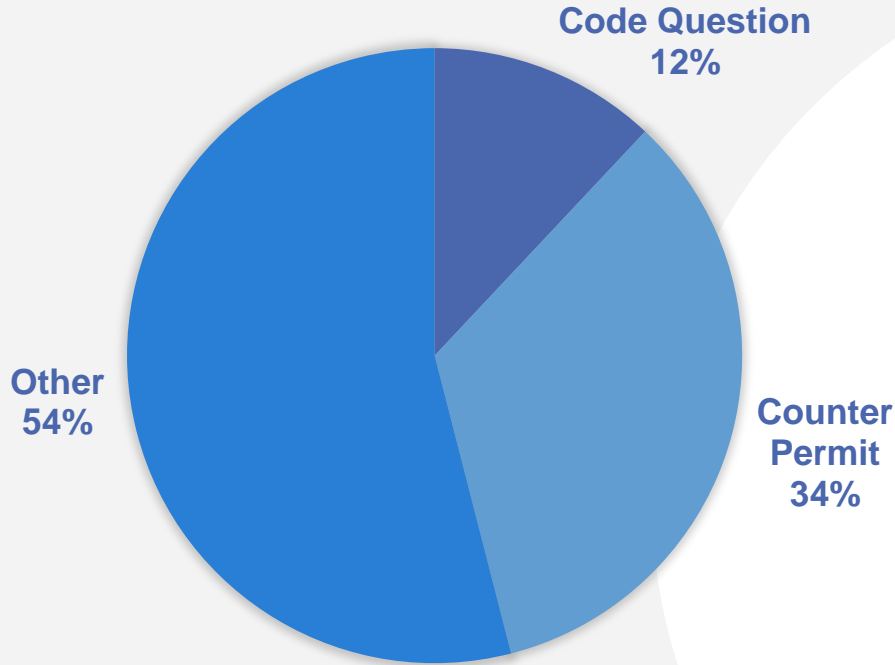
Average # of Customers Each Day

# PRELIMINARY DATA

## Day/Time of Service

*When are customers visiting the lobby for walk-in service?*



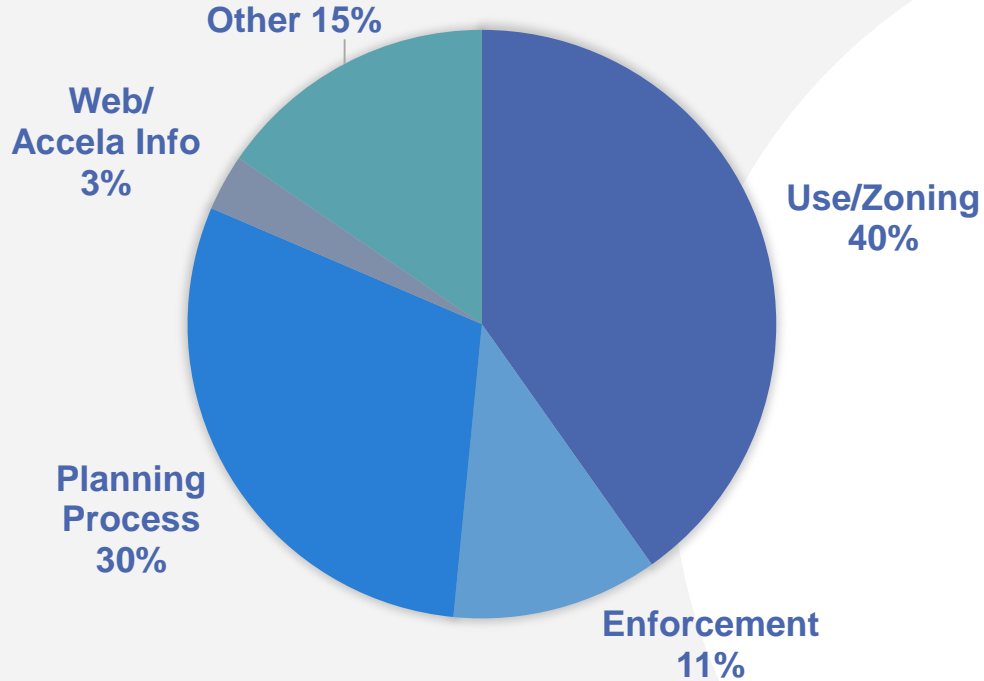


# PRELIMINARY DATA

## Types of Services

*Why are customers visiting the lobby for walk-in service?*





# PRELIMINARY DATA

## Types of Services

*Why are customers visiting the lobby for walk-in service?*

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# Planning

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# COMMITTEE QUESTIONS

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# ACCELA OPTIMIZATION

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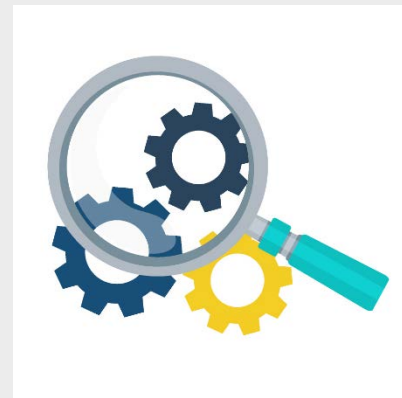
# Accele Optimization

- Accele Citizen Access went live in April 2020
- Business practices quickly changed with digital application submittal and review



# Accela Optimization

- Customer experience not intuitive or consistent
- Customer access to property information and project status not on par with prior system
- Staff performing tasks that should be automated



## Accela Optimization

- \$250,000 in American Rescue Plan Act funds
  - *Increase contract support to address backlog*
  - *Plan for necessary Accela upgrade*
- Increase functionality and improve user experience (internal and external)
- Enhance reporting tools for citizen access and performance measurement

# COMMITTEE QUESTIONS

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# PUBLIC COMMENT

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# NEXT SUBCOMMITTEE MEETING

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