

#	Department Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
1.0	Evaluate and balance current division-level workloads and workload allocation to reduce case review times and improve customer service	<p>Agree with comments.</p> <p>The Department monitors workload for each staff person as well as division wide to ensure proper balancing of work. The disparity in assigned cases identified in the report was caused by tenure and complexity. The Department has experienced a large number of turnovers in recent years resulting in many newly hired staff that would have a lighter case load.</p> <p>While this recommendation addresses permitting in general, it provides specific comments regarding Development Review. We agree with the concept of ranking the complexity of Development Review cases as a way to identify simple cases that can either be processed over the counter or within a shortened timeframe.</p> <p>The Recommendations regarding Building & Safety are addressed in Recommendation 8.3.</p>	We don't anticipate the need for additional resources.	<p>The Department currently monitors workload allocation on an individual, division-wide, and department-wide level. The cases are assigned based on workload, capacity, experience, and case complexity. We will continue to monitor workload using tools provided in Accela, where appropriate for each division and make staffing recommendations as appropriate.</p> <p>Timing of implementation of the complexity ranking system for Development Review cases is Spring of 2021.</p>

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2.0	Develop an online permitting process	<p>Agree with recommendation</p> <p>Online and digital permit processing has been an objective for P&D for a number of years. P&D currently has a fully implemented permitting system for intake, cashiering, case assignment, review, issuance, compliance monitoring, and inspection tracking on planning, building and code enforcement permits/cases. The Department's goal is to implement a customer portal for online digital submittals, progress tracking, responding to Department requests for additional information, and managing permits by customers/applicants. This will be a multi-phase project.</p>	Initial workflow mapping can be completed in house; however, technical implementation will require additional resources.	<p>This is a multi-phase project that will span several years.</p> <ul style="list-style-type: none"> • Credit card implementation is currently underway and scheduled for full implementation by first quarter of FY 2020-21. • Develop online permit infrastructure. Online permit application entry, document and plan upload for all permit types, customer portals. Projected –third quarter of FY 2021-22 • Procedure and Documentation development, training. Fourth quarter FY 2021- 22 • Customer marketing and roll out. Projected fourth quarter FY 2021-22
3.0	Develop a performance management program that more effectively leverages SLAs and performance measures	<p>Agree with recommendation.</p> <p>We recommend that the SLAs be reviewed on a quarterly basis for the first year, and then annually.</p>	Per recommendation, the development and ongoing oversight of this MOU and SLA framework should be coordinated with the CEO's office through oversight by the ACEO. Therefore, impacts would affect the CEO's office as well as the impacted departments identified in this recommendation.	P&D will develop a set of performance metrics in order to fully implement this recommendation. We will ask the CEO's Office to review these priorities.

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4.0	Refresh policies and procedures that guide compliance, with a focus on improving the overall customer experience	<p>Agree with comments.</p> <p>The refresh of policies and procedures is a consistent challenge with the dynamic nature of our regulatory environment. The Department regularly updates procedures and policies, however, a systematic approach to update and maintenance and update of rules, processes and training materials will be explored/developed. Any approach would include input from supervisors and staff engaged in the work.</p>	Additional resources are necessary to ensure implementation of recommendation. As we explore options for this process we will develop a budget.	The Regularly scheduled updates will continue. Implementation of the systematic approach to the updates will occur in FY 2022 –23. The delay is caused by the Department’s primary focus of converting to on-line permitting.
5.0	Catalog current and future skill gaps and continue developing the internal training program	<p>Agree with comments.</p> <p>The Department has developed an extensive skills and leadership training program for employees. In addition, the Department has developed thorough procedures for most roles in the Department. The Department will, in conjunction with HR, review and amend all job specifications used in recruitment of P&D staff so that they capture existing and known future skills sets. The resulting job specifications will allow for better recruitment as well as provide a tool for existing staff and supervisors for annual performance reviews.</p> <p>Existing leadership and skills development training will continue for new and existing staff.</p>	No fiscal impact anticipated. Challenges include the capacity of staff to carry out project in collaboration with HR.	<p>The project will be addressed in two phases;</p> <ul style="list-style-type: none"> • Review and update of the job specifications • Meet and confer with labor organizations. <p>The Department anticipates completion of phase one in the second quarter of FY 2021-22.</p> <p>Completion of phase 2 will need to be coordinated with the labor organizations.</p> <p>Existing leadership and skills development training will be conducted as needed for new and existing. The next training is planned FY 2021-22 staff.</p>

6.0	Administration Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
6.1	Streamline the reimbursement process	<p>Agree with recommendation.</p> <p>The reimbursement process is driven by a combination of P&D and the Auditor-Controller's office. P&D is bound by the policies implemented by the Auditor-Controller and the additional internal controls required (e.g., deposit applicants must have a vendor ID created through their system). Both P&D and the Auditor-Controller's office aims to improve internal controls. This can be achieved by reviewing both department's procedures to eliminate any replicated controls.</p> <p>Reimbursements can also be appear to be delayed if cases are put "on hold" by the applicant rather than closed due to inactivity. It has been the Department's practice to allow projects to be put "on hold" while applicants resolve project related issues (e.g., design, community concerns).</p>	The project is not likely to require additional resources.	P&D will discuss this recommendation with the Auditor-Controller's office and make changes to the process as appropriate by end of FY 2021.

6.0	Administration Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
6.2	Implement an instance of ServiceNow and engage with ICT in order to properly address IT requests, manage workload, and delineate responsibility	Agree with recommendation	No staffing impacts however there will be a fiscal impact to implement new software. This additional cost was not contemplated in the preparation of the FY 2020/2021 budget and should be considered for FY 2021/2022 depending on the cost associated with the software.	Full implementation by end of FY 2022.
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	Agree with comments	Granicus is a legislative management tool currently used by the Clerk of the Board. Software costs for Granicus starts at \$1,000 per month and depending on the Department's needs, the costs may be substantial.	P&D will contact Granicus and other legislative management tools for quotes by first quarter FY 2020-21. Depending on the cost structure, this item may need to be reviewed and approved by the EITC.
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	<p>Agree with comments</p> <p>County CEO's office is currently coordinating an Enterprise GIS project under the direction of Jeff Frapwell.</p> <p>Given the CEO's desire to implement an Enterprise GIS system, the Department will defer this recommendation until implementation of the Enterprise GIS project undertaken by the CEO's office.</p>	Implementing Accela GIS within the Citizens Access portal is a significant additional cost.	Pending CEO's implementation/ direction regarding Enterprise GIS.

7.0	Development Review Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
7.1	Develop policies and procedures that enable successful implementation of a robust online permitting environment	Agree with recommendation.	<p>Policies and procedures can largely be accomplished by existing staff.</p> <p>However, as stated above, the implementation of an online permitting system will require additional technical resources.</p>	This recommendation will also be included within Department recommendation 2.0
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	Agree with recommendation (see Department recommendation 3.0 above)	See Department recommendation 3.0 above	See Department recommendation 3.0 above.
7.3	Increase approved over-the-counter (OTC) land use permitting (LUP) and improve customer communication to reduce cycle times and employee workload	<p>Agree with comments.</p> <p>Degree of review for permit types are dictated by the Development Codes adopted by the Board of Supervisors. Any changes to the Development Codes will require an ordinance amendment package. Ordinance amendments are generally prepared by the Long Range Planning Division which may impact other Long Range Planning projects and staffing.</p> <p>If this work effort is added to the Three Year Work Program, by fall 2021, the Department will initiate a process to 1) identify a working list of specific permit types and uses that can qualify for OTC review, and 2) identify a working list of uses that could be subject to a non-appealable ministerial review process.</p>	An ordinance amendment package specifically focused on creating OTC permits will need to be considered by the Board during their review of LRP's Three Year Work Program in Spring 2021.	Pending BOS direction, the Long Range Planning Division will draft potential ordinance amendments to downshift certain permit types to over the counter permits as identified in the KPMG report. Once initiated it is anticipated that it will take 12 months to complete.

7.0	Development Review Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
7.4	Standardize policies and procedures across North and South County locations	<p>Agree with recommendation.</p> <p>The Division will initiate a North and South Counter working group. The workgroup will address the standardization of policies and procedures between the north and south county offices. The effort will include developing a working list of operational inconsistencies and preparing counter operational guidelines for case intake, case assignment, and other areas as applicable.</p>	<p>No additional fiscal or staffing impact.</p>	<p>The Department regularly carries out this recommendation. The specific recommendation about aligning procedures at the public counter will be initiated in the fourth quarter of FY 2020-21.</p>

8.0	Building and Safety Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
8.1	Implement electronic plan submittal functionality and processes	<p>Agree with recommendation</p> <p>See Department recommendation 2.0</p>	<p>This will require dedicated staff to develop, test and implement these procedures. A procedures manual must also be developed to ensure staff has materials for reference.</p>	<p>This recommendation will also be included within Department recommendation 2.0.</p>
8.2	Establish a process and training around in-field use of Accela and Bluebeam for data entry	<p>Agree with comments.</p> <p>Field inspection staff have Accela access for scheduling and resulting inspections. The use of Bluebeam for construction plan reading is not feasible with small screens available for field use.</p>	<p>This will require dedicated staff to develop, test and implement these procedures. A procedures manual must also be developed to ensure staff has materials for reference.</p>	<p>Successful implementation is expected to be completed third quarter FY 2020-21.</p>

8.0	Building and Safety Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
8.3	Expand Accela functionality for case allocation in order to more accurately manage employee workload	<p>Agree with comments. The Division utilizes a queue system for prioritization and allocation of plans review work. This system is effective, however it is not integrated into the Department's permitting software. Enhanced integration with the permitting system would likely provide additional benefits and reduce data entry time.</p>	<p>This will required dedicated supervisory staff time to define their case allocation criteria and develop reports to manage workload.</p>	<p>Successful implementation is expected to be completed first quarter FY 2021-22.</p>
8.4	Create a standard set of processes for managing intake and allocation of permits across North and South County	<p>Agree with recommendation</p> <p>P&D has been steadily working towards this goal and have implemented several procedures aimed at achieving this goal. This recommendation will also be included within Department recommendation 2.0</p>	<p>No additional fiscal or staffing impact.</p>	<p>Currently underway and ongoing.</p> <p>This recommendation will also be included within Department recommendation 2.0</p>

9.0	Long Range Planning Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
9.1	Increase accuracy of work plan forecasts by utilizing historical budget to actual variances	<p>Agree with recommendation.</p> <p>Long Range Planning Division already conducts this analysis as part of the development and maintenance of the Long Range Planning Division budget.</p> <p>The recommendation also addresses the issue of mid-year additions to the work program and recommends the development of a consistent process to regularly update the Board on the status of the Work Program and the impacts that result from changes during the Fiscal Year.</p>	No additional fiscal or staffing impact.	<p>The historical budget review is currently underway.</p> <p>The Department will develop a strategy to engage the Board on how mid-year changes in the work program impact the timeline of other programs. Implementation will occur second quarter FY 2020-21.</p>
9.2	Fully utilize and customize Monday.com to understand staff workload and manage projects	<p>Agree with comments.</p> <p>Monday.com is only one tool among others (e.g., detailed project scope-of-work and budget estimates in MS Excel) that staff use to develop and manage projects. The Division will review the effectiveness of this project management software to determine if an alternate software may be more functional and/or cost effective</p>	It is likely that full utilization of this or another project management software would require additional funding.	<p>Initiated by third quarter FY 2020-2021.</p> <p>Long Range Planning will include the request for additional services from a project management software as part of the FY 2021-2022 budget/work program requests, to be implemented during FY 2021-2022.</p>
9.3	Develop a strategy and approach for Comprehensive/community plan consolidation	Agree with recommendation.	This recommendation will require considerable staff time to implement and has already been included as a separate project in the Three Year work program.	The Long Range Planning Work Program includes this project in FY 2022-2023.

10.0	Energy, Minerals and Compliance Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
10.1	Realign the business units to better reflect the core functions of the divisions	The current structure of this division was implemented approximately two years ago to better align the core functions. Future realignments may be possible, but this specific recommendation is not something the Department supports at this time without a broader assessment of other functions	N/A	N/A
10.2	Automate the creation and allocation of code enforcement complaints	<p>Staff concurs with this recommendation in concept, but under the current Accela system we cannot preserve confidentiality which is fundamental to our Code Enforcement Program. If preserving this element is possible in a future online platform this would allow for future implementation.</p> <p>Staff appreciates the appeal of auto-allocating enforcement complaints. However, we are concerned that implementing this recommendation does not take into account the various fluctuating factors that go into case assignments (e.g. workload availability, geographic area, complexity of complaint, etc.). If the expanded on-line services can resolve these concerns, implementation could be considered at a future date.</p>	N/A	N/A

10.0	Energy, Minerals and Compliance Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
10.3	Integrate GIS into the allocation and prioritization of work	<p>Agree with comments.</p> <p>Existing staff currently uses DOGGR GIS maps to help allocate and prioritize their work. DOGGR maintains the most updated information regarding locations of wells and facilities and integrating a separate GIS system to bring the data in house is duplicative and not recommended.</p>	N/A	Already in use.