

Action Plan					Get-To-Excellence Plan						
04-Mar-10											
KAIZEN	PROJECT	IMPLEMENT NOW	PRIORITY	VSA - DISCRETIONARY PERMIT PROCESS	Start	Finish	Problem Statement	Status	Date Edited	Additional Comments	Charter
				Recommendation							
7	x		1	Update Initial Study Assessment Guidelines (Each Agency/Department Responsible for Updating Their Section)	01-Sep-08	10-Jul	Address problem of outdated Initial Study Assessment Guidelines and improve policy coordination between agencies.	Public hearings set	04-Jun-10	EQAC has approved both Admin Supp and ISAG changes. Board hearings set for July 13 (Admin Supp) and July 27 (ISAG). Public release of documents scheduled 30 days before hearings.	X
8	x		1	Standardize Mitigation Measures and the Conditions of Approval Used by Each Agency/Division for Development Projects	15-Sep-09	10-Jul	The standardization of CEQA mitigation measures and conditions of approval for all land use entitlements will minimize the potential for inconsistent application of regulations and mitigation measures from like or similar projects.	In Process Linked to GTEP #7	15-Jun-10	Team members met on December 1, 2009 to get guidance on from County Counsel on the tone and content of standard conditions and mitigation measures. Format was also discussed. Team members were directed to compile a thorough list of conditions and mitigation measures by January 15, 2010. Draft Conditions Complete June 15, 2010. Meeting with Team Members June 29, 2010 to clean up. Process moving forward.	X
9	x		1	Update Individual Agency/Division Website Information Related to the Discretionary Permit Process	01-Feb-10	10-Sep	Much of the information available to applicants on individual department websites does not reflect current regulations and standards.	Dependent on GTEP #10.	15-Jun-10	Individual agencies/departments would be responsible for updating and maintaining permitting information to be linked to the centralized website (above).	X
10	x		1	Create a Customer Friendly One-Stop Website for Discretionary Permit Applicants	01-Oct-09	10-Apr	Permitting information on the internet is found on many different webpages for various agencies and departments, is often outdated, and sometimes unavailable. This would be a centralized, agency-neutral website that would incorporate pertinent information from all agencies/departments.	Dependent on other Items Conceptual work underway	08-Dec-09	This project is scheduled for a later timeline as it is dependent upon Initial Study Guidelines and other documents to be updated.	X
11	x		1	Identify Discretionary Uses That May Lend Themselves to Being Processed Ministerially with Adopted Development Standards	01-Jan-10	Fall- 10	Review existing NCZO Use Matrix to identify uses that might qualify for being approved over-the-counter (ministerially) rather than through the longer discretionary review process.	Delayed due to delays of GTEP # 7	04-Jun-10	Study outline and table of discretionary permits has been prepared and is being reviewed by Division management. Ordinances from other jurisdictions and data on number and relative cost of permits by land use category needs to be obtained. Requires County Counsel pre-input and post-review. Need to decide how information is to be conveyed to Board of Supervisors, along with recommended bugetary adjustments for subsequent ordinance amendments.	X

Action Plan					Get-To-Excellence Plan							
04-Mar-10												
VSA - DISCRETIONARY PERMIT PROCESS					Plan Dates		Problem Statement	Status	Date Edited	Additional Comments	Charter	
KAIZEN	PROJECT	IMPLEMENT NOW	PRIORITY	Recommendation	Start	Finish						
17	x			2	Identify and Address the Roadblocks to a Viable Condition Compliance Process	01-May-10	10-Aug	There is a notable lack of coordination between agencies when it comes to enforcement of permit conditions after a permit is issued.	Dependent on working copy of conditions from GTEP #8	15-Jun-10	Initial work being done as part of the drafting of standardized conditions (GTEP#8). However, in addition, this item would require a review of enforcement procedures and responsibilities by agency. Note: Preliminary organizational recommendations were made to the Board in this area at the July 1 interim status report presentation. Grading enforcement is also part of on-going PWA ordinance preparation. Recommendations coming from this GTEP project will need to be reconciled with these other activities.	X
20			x	3	Explore the Potential for Applicants to use Credit Cards or Paypal to Pay Permit Fees, Deposits and Monthly Bills	01-Jan-09	09-Apr	Applicants often voice the desire to pay their bills by credit card.	In Process	11-Dec-09	Board approved credit card vendor. Joe Clark to meet with Rick Young to discuss implementation. May be affected by decision regarding Accela Automation	
21			x	3	Improve Existing Signage at the RMA and PWA Public Counters	01-Dec-09	10-May	There is a lack of customer-friendly signage to guide customers to the appropriate locations for permit processing.	Project Reassigned to New Lead Dec-2009	10-Dec-09	Team met to survey existing signage and brainstorm improvements; recommendations will be developed next to present to Champions for follow-up.	
22			x	3	Create Regular Public/Consultant Training Sessions on Topical Land Use Development Issues	01-Dec-09	10-Mar	Permitting materials submitted by applicants and consultants are often inadequate. Regular trainings would address this by clearly spelling out the requirements. Ideally, these workshops would also creates a feedback loop to provide more input from the "voice of the customer".	In Process	11-Dec-09	Training would not occur until the new permitting process and detailed application checklists are completed.	X

Action Plan					Get-To-Excellence Plan							
04-Mar-10												
VSA - DISCRETIONARY PERMIT PROCESS					Plan Dates		Problem Statement	Status	Date Edited	Additional Comments	Charter	
KAIZEN	PROJECT	IMPLEMENT NOW	PRIORITY	Recommendation	Start	Finish						
1	x			1	Create Application Checklists by Permit or Project Type	01-Aug-08	60 days Oct	Develop an intelligent, on-line questionnaire and create project type specific checklists for applicants, based on the permit type. Each checklist to include the requirements of all development review agencies (e.g. traffic, drainage, fire, etc. requirements).	COMPLETE	03-Mar-09	Although complete, the form content will be continuously reviewed and revised as needed to ensure it is functioning as needed.	X
2	x			1	Create a Template for a Comprehensive Project Description and Comprehensive Site Plan (or Map) to Be Submitted with All New Applications	01-Aug-08	60 days Oct	Address existing problem of inadequate site plan and project description submittals that lead to predictable delays in permit processing. Often, the submitted project descriptions or site plans do not satisfy all agencies. This would be an attempt to define the requirements for all agencies at the outset of the process.	COMPLETE	03-Mar-09	Although complete, the form content will be continuously reviewed and revised as needed to ensure it is functioning as needed.	X
3			x	1	Create New Positions for a "High-Level Intake Coordinator" and Assistant to Facilitate One-Stop Application Submittal	01-Aug-08	90 days Nov	Delays in permit processing frequently occur due to the absence of someone familiar with the requirements from all of the agencies/departments involved in the discretionary review process. Many departments have no-one available to answer general questions or to make standards and regulations clear at the beginning of the process. Lack of face-to-face contact early in the review process has been cited as an issue by many customers.	COMPLETE	03-Mar-09	The new Permit Coordinator joined the County in January 2009. He began fully functioning in the role of Permit Coordinator on March 2, 2009.	
4			x	1	Draft a Written Procedure for How Other Agencies Should Respond to Requests by Applicants for Modifications to Permit Conditions and Mitigation Measures After Project Approval	01-Aug-08	30 days Sept	Applicants frequently request individual agencies to modify project conditions and mitigation measures after the Board and Planning Commission have already approved the permit.	COMPLETE	03-Mar-09	The Planning Division prepared and distributed a memo to reviewing agencies restating the policy that any substantial revisions to an existing permit and its conditions require approval by the original decision making body.	

Action Plan					Get-To-Excellence Plan							
04-Mar-10												
KAIZEN	PROJECT	IMPLEMENT NOW	PRIORITY	VSA - DISCRETIONARY PERMIT PROCESS	Plan Dates		Problem Statement	Status	Date Edited	Additional Comments	Charter	
				Recommendation	Start	Finish						
5		x	2	Draft a Written Procedure for How Other Agencies Should Respond to Requests by Applicants for Modifications to Permit Conditions and Mitigation Measures After Project Approval	02-Aug-08	31 days Sept	Applicants frequently request individual agencies to modify project conditions and mitigation measures after the Board and Planning Commission have already approved the permit.	COMPLETE	04-Mar-09	The Planning Division prepared and distributed a memo to reviewing agencies restating the policy that any substantial revisions to an existing permit and its conditions require approval by the original decision making body.		
6		x	3	Draft a Written Procedure for How Other Agencies Should Respond to Requests by Applicants for Modifications to Permit Conditions and Mitigation Measures After Project Approval	03-Aug-08	32 days Sept	Applicants frequently request individual agencies to modify project conditions and mitigation measures after the Board and Planning Commission have already approved the permit.	COMPLETE	05-Mar-09	The Planning Division prepared and distributed a memo to reviewing agencies restating the policy that any substantial revisions to an existing permit and its conditions require approval by the original decision making body.		
12		x	2	Provide Input to the VS Champions for one Countywide Permitting Database to Tie all Agencies Together	01-Aug-08	90 days Nov	There are too many databases across the county that don't "talk" to each other. This hinders the ability of County agencies to easily share information during the permit process.	COMPLETE Results being foleded into Accela Automation work scope	07-Jul-09	There is a need to identify all agencies information databases related to the discretionary permitting process and to analyze the feasibility and costs associated in migrating all of the data into Permits Plus. This would ensure that all agencies have access to the same "real time" data and would eliminate the need for duplicate entries.		
13		x	2	Establish Future Benchmarking Based on Current Metrics For On-Going Evaluation of the Discretionary Permit Process	01-Aug-08	15 days Sept	Currently there is no on-going feedback loop for evaluation of the permitting process.	COMPLETE	11-Mar-09	The new entries to Permits Plus by project planners will, over time, allow a comparison and evaluation of permit processing efficiency.		
14		x	2	Review Existing Customer Service Survey for Potential Improvements	01-Sep-08	30 days Oct	Generate a Customer Service Survey that Allows for Public Comments on All Agencies Involved in Development Review.	COMPLETE	05-Oct-09	Collecting electronic versions of existing forms. Project needs to follow initiation of new consolidated application process.		
15		x	2	Assess the Need for a Public Kiosk with Web Access for Applicants in Various Locations	01-Sep-08	30 days Oct	Currently, it's nearly impossible for an applicant to collect the necessary information to file for a permit without driving to the Government Center. A public kiosk with web access in Simi Valley or the Fire Dept. headquarters in Camarillo might make it possible for applicants to gather and print information in more convenient locations.	COMPLETE	07-Jul-09	Future installation of kiosks dependent on the development of the new one-stop permitting website.		

Action Plan					Get-To-Excellence Plan								
04-Mar-10													
	KAIZEN	PROJECT	IMPLEMENT NOW	PRIORITY	VSA - DISCRETIONARY PERMIT PROCESS	Plan Dates		Problem Statement	Status	Date Edited	Additional Comments	Charter	
					Recommendation	Start	Finish						
16			x	2	Provide Routine Training on the County's General Plan Policies and CEQA Regulations to Staff in Other County Agencies/Divisions	01-Sep-08	30 days	Oct	Cross agency information and basic CEQA training for agencies outside of the Planning Division are lacking.	COMPLETE	03-Mar-09	Senior Planning staff, with assistance from County Counsel, could provide CEQA 101 and General Plan workshops to staff in other agencies involved in the development review process.	
18		x		3	Identify GIS Datalayers Currently Underutilized by Other Agencies and Facilitate Better Sharing of this Data	01-Aug-08	180 days	Feb	Existing, valuable GIS information is not available to all agencies.	COMPLETE work being done to upload	09-Jul-09	Identified layers are in process of being finalized and uploaded to common GIS respository.	X
19		x		3	Develop One Billing/ Deposit/ Fee Process for Applicants	01-Sep-08	60 days	Nov	Eliminate duplication of effort and streamline - customer pays at one location or receives one bill rather than three.	COMPLETE	03-Mar-09	Implemented March 2, 2009.	X
23	x			N/A	Improve the Environmental Impact Report Contract (EIR) Administration Process	01-Jun-08	45 days		No consistency in the procedures for contracting with outside firms for preparation of EIRs for projects that require them.	COMPLETE	27-Mar-09	Streamlining of the RFQ/RFP process to contract with consulting firms for preparation of project Environmental Impact Reports.	X