

Action Plan					Get-To-Excellence Plan							
08-Mar-11												
KAIZEN	PROJECT	IMPLEMENT NOW	PRIORITY	VSA - DISCRETIONARY PERMIT PROCESS								
				Recommendation	Team Lead/Belt	Plan Dates		Problem Statement	Status	Date Edited	Additional Comments	Charter
						Start	Finish					
1	x		1	Create Application Checklists by Permit or Project Type	Dan Klemann/GB Elaine Crandall, GB Linda Le	1-Aug-2008	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. The Planning Division will be creating tailored application forms for telecommunication facilities and subdivision projects.	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	Dan Klemann/GB Elaine Crandall, GB Linda Le	1-Aug-2008	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. The Planning Division will be creating tailored application forms for telecommunication facilities and subdivision projects.	X
3		x	1	Create New Positions for a "High-Level Intake Coordinator" and Assistant to Facilitate One-Stop Application Submittal	Chris Stephens, Matt Carroll	1-Aug-2008	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	Tricia Maier	1-Aug-2008	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.	
5		x	1	Establish and Convene a Development Review Committee that Will Meet Regularly to Provide Agency Coordinated, Quality Responses to Applicants Early in the Permitting Process	Brian Trushinski	1-Aug-2008	150 days Jan	Currently the customer is required to travel between departments to receive general feedback on a proposed project, leading to longer processing time and haphazard agency communication and coordination.	COMPLETE	03-Mar-09	The Development Review Committee policies and procedures are complete. All agencies have not yet appointed their members and alternates. As experience is gained reviewing projects, adjustments to the procedures will be reviewed and implemented as needed. Also, work regarding "post-application" DRC review processes remains to be done.	
6	x		1	Update Land Use Permitting Policies & Procedures in Each Department Responsible for Development Review	Tricia Maier/BB Sean Payne, GB Myra Chavez	1-Nov-2008	180 days June	Address problem of outdated departmental policies and procedures as they relate to permit processing and identify unnecessary overlap between departments responsible for project review.	COMPLETE	09-Jul-09	Work now being done to identify best platform for sharing P & Ps among all departments. This will have the added benefit of improving policy coordination between agencies.	X
7	x		1	Update Initial Study Assessment Guidelines (Each Agency/Department Responsible for Updating Their Section)	Bruce Smith/BB Sean Payne,GB Rosa Cenicerros	1-Sep-2008	Mar-11	Address problem of outdated Initial Study Assessment Guidelines and improve policy coordination between agencies.	Final Board Action scheduled for 4-26-11	08-Mar-11	On July 27, 2010 the Board of Supervisors approved the Administrative Supplement and all ISAG changes except those related to Biological Resources. Biological Resources section was directed to be returned to Board in six months after further review and comment by affected groups and individuals. Two public forums were held, additional comments received, and minor changes were drafted to provide clarification.	X

Action Plan					Get-To-Excellence Plan							
08-Mar-11												
KAIZEN	PROJECT	IMPLEMENT NOW	PRIORITY	VSA - DISCRETIONARY PERMIT PROCESS								
				Recommendation	Team Lead/Belt	Plan Dates		Problem Statement	Status	Date Edited	Additional Comments	Charter
						Start	Finish					
8	x		1	Standardize Mitigation Measures and the Conditions of Approval Used by Each Agency/Division for Development Projects	Winston Wright/BB Sean Payne, GB Rosa Cenicerros	15-Sep-2009	Oct-10	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.	COMPLETE	28-Jan-11	The standard conditions and mitigation measures will be updated periodically to reflect changes in state and local law, and as experience is gained in applying them to specific projects. The master list will be stored on the RMA Intranet under the Policies Icon.	X
9	x		1	Update Individual Agency/Division Website Information Related to the Discretionary Permit Process	Tricia Maier BB Sean Payne, GB Jose Moreno	1-Feb-2010	Sep-10	Much of the information available to applicants on individual department websites does not reflect current regulations and standards.	COMPLETE	28-Jan-11	Completed as part of GTEP Project #10. Individual agencies/departments are responsible for updating and maintaining permitting information to be linked to the centralized website described in GTEP #10.	X
10	x		1	Create a Customer Friendly One-Stop Website for Discretionary Permit Applicants	Kim Prillhart BB Sean Payne, Joe Clark, GB	1-Oct-2009	Oct-10	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.	COMPLETE	07-Feb-11	Project meetings that included all permitting departments/agencies have been completed and the website developed and agreed upon. Each department/agency is responsible for updating and maintaining information on their portion of the One Stop Permitting Website. Work to launch the "live" website is underway and expected to be launched on March 1, 2011.	X
11	x		1	Identify Discretionary Uses That May Lend Themselves to Being Processed Ministerially with Adopted Development Standards	Bruce Smith BB Sean Payne, GB Lisa Yoshimura	1-Jan-2011	Aug-11	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.	COMPLETE	26-Jan-11	Report has been completed, which recommends administrative guidelines for antenna permits, but no ordinance amendments are proposed at this time. Administrative Guidelines could be prepared using existing staff, but Zoning Ordinance Amendments would require budgetary/staffing augmentation.	X
12		x	2	Provide Input to the VS Champions for one Countywide Permitting Database to Tie all Agencies Together	Joe Clark/Sean Payne	1-Aug-2008	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	07-Jul-10	There is a need to identify all agencies information databases related to the discretionary permitting process and migrate all of the data into Permits Plus to ensure that all agencies have access to the same "real time" data and would eliminate the need for duplicate entries. To be done as part of Accela Automation Project.	
13		x	2	Establish Future Benchmarking Based on Current Metrics For On-Going Evaluation of the Discretionary Permit Process	Tricia Maier	1-Aug-2008	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	Massoud Araghi / Tricia Maier	1-Sep-2008	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.	

Action Plan					Get-To-Excellence Plan							
08-Mar-11												
KAIZEN	PROJECT	IMPLEMENT NOW	PRIORITY	VSA - DISCRETIONARY PERMIT PROCESS								
				Recommendation	Team Lead/Belt	Plan Dates		Problem Statement	Status	Date Edited	Additional Comments	Charter
						Start	Finish					
15		x	2	Assess the Need for a Public Kiosk with Web Access for Applicants in Various Locations	Ben Emami	1-Sep-2008	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.	
16		x	2	Provide Routine Training on the County's General Plan Policies and CEQA Regulations to Staff in Other County Agencies/Divisions	Bruce Smith	1-Sep-2008	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.	
17	x		2	Identify and Address the Roadblocks to a Viable Condition Compliance Process	Tricia Maier/GB Jennie Pittman GB Gina Spoerlien, BB Sean Payne	1-May-2010	Aug-10	There is a notable lack of coordination between agencies when it comes to enforcement of permit conditions after a permit is issued.	COMPLETE	02-Feb-11	This item required review of enforcement procedures and responsibilities for the standard conditions of approval developed in GTEP #8. A new "Monitoring and Reporting" section was added to each condition. It is understood that when Accela Automation is developed a new record for "Condition Satisfaction" will be developed that will allow all departments/agencies to track and enforce the conditions they apply to discretionary projects.	X
18		x	3	Identify GIS Datalayers Currently Underutilized by Other Agencies and Facilitate Better Sharing of this Data	Debbie Millais/BB Sean Payne, GB Joe Clark	1-Aug-2008	180 days Feb	Existing, valuable GIS information is not available to all agencies.	COMPLETE	09-Jul-09	Identified layers are in process of being finalized and uploaded to common GIS repository.	X
19		x	3	Develop One Billing/ Deposit/ Fee Process for Applicants	Chris Stephens, Alec Pringle/GB Linda Le	1-Sep-2008	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
20		x	3	Explore the Potential for Applicants to use Credit Cards or Paypal to Pay Permit Fees, Deposits and Monthly Bills	Chris Stephens, Matt Carroll	1-Jan-2009	Sep-10	Applicants often voice the desire to pay their bills by credit card.	COMPLETE Working to Implement	01-Sep-10	Board approved credit card vendor in January, 2010. Development meetings underway with ITSD/ Auditor-Controller/ Treasury to determine cost estimate. Cost estimate anticipated in March, implementation date unknown.	
21		x	3	Improve Existing Signage at the RMA and PWA Public Counters	Jennifer Padre	1-Dec-2009	Dec-10	There is a lack of customer-friendly signage to guide customers to the appropriate locations for permit processing.	COMPLETE	09-Feb-11	Survey of existing signage is complete; new division/directional signs to be installed February. This project has been combined with an RMA Lean project to review and better coordinate RMA counter activities.	
22		x	3	Create Regular Public/Consultant Training Sessions on Topical Land Use Development Issues	Jim O'Tousa/GB Rosa Cenicerros, GB Liz Sandoval, BB Sean Payne	1-Dec-2009	Sep-10	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 create a feedback loop to provide more input from the "voice of the customer".	COMPLETE	14-Feb-11	Training Guide is complete. First year schedule of monthly sessions has been developed. Initial Training session held on February 10, 2011.	X

Action Plan					Get-To-Excellence Plan							
08-Mar-11												
VSA - DISCRETIONARY PERMIT PROCESS												
KAIZEN	PROJECT	IMPLEMENT NOW	PRIORITY	Recommendation	Team Lead/Belt	Plan Dates		Problem Statement	Status	Date Edited	Additional Comments	Charter
						Start	Finish					
23	x		N/A	Improve the Environmental Impact Report Contract (EIR) Administration Process	Dan Klemann/GB Elaine Crandall	1-Jun-2008	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

**PRIORITY RATING**

- 1 = ESSENTIAL/SHOWSTOPPER
- 2 = HIGHLY RECOMMENDED
- 3 = HIGHLY DESIREABLE

**STATUS LEGEND**

- Preparation** Belt and Lead working together to design event
- In Process** Event has started
- Complete** Charter deliverables are complete
- Implementation** Lead is implementing change actions