

Get-to-Excellence Plan

Project #	Priority	Recommendation	Problem Statement	Status	Additional Comments
1	1	Create Application Checklists by Permit or Project Type	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	There are approximately 10 different application project types. Currently the application only directs the applicant to confer with other agencies. This would create one comprehensive checklist for the applicant.
2	1	Create a Template for a Comprehensive Project Description and Comprehensive Site Plan (or Map) to Be Submitted with All New Applications	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	A comprehensive project description and site plan will decrease delays during the "incomplete" stage of permit processing.
3	1	Create New Positions for a "High-Level Intake Coordinator" and Assistant to Facilitate One-Stop Application Submittal	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	The new Intake Coordinator would be knowledgeable on permitting requirements for all agencies (i.e. planning, environmental health, fire, drainage, traffic, etc.). He/she would attend Development Review Committee meetings, keep abreast of changing regulations, meet with applicants to carefully review application submittals, and ensure that project descriptions and site plans were complete for all agencies.
4	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	Applicants frequently request individual agencies to modify project conditions and mitigation measures after the Board and Planning Commission have already approved the permit.	COMPLETE	The solution to this is a memo from Planning to reviewing agencies restating the policies in regard to modification of conditions/mitigation measures (i.e., any substantial revisions require approval by the original decision making body).

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5	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	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	The Development Review Committee would provide a means for opening communication between departments and a forum for applicants to receive immediate feedback on proposed plans. Representatives from all of the agencies involved in the development review process would be present at these meetings to identify any major issues or fatal flaws early in the process.
6	1	Update Land Use Permitting Policies & Procedures in Each Department Responsible for Development Review	Address problem of outdated departmental policies and procedures as they relate to permit processing.	In Process	This will have the added benefit of improving policy coordination between agencies.
7	1	Update Initial Study Assessment Guidelines (Each Agency/Department Responsible for Updating Their Section)	Address problem of outdated Initial Study Assessment Guidelines and improve policy coordination between agencies.	In Process	Team has added a "beta test" to the process to ensure there is proper coordination and consistency within the document.
8	1	Standardize Mitigation Measures and the Conditions of Approval Used by Each Agency/Division for Development Projects	The standardization of CEQA mitigation measures and conditions of approval for all land use entitlements (by permit type) will eliminate the potential for mitigation measures and conditons to be inconsistent among like and similar projects.	In Process	Drafting standard conditions of approval and mitigation measures will aid in decreasing project approval delays. This project is to be undertaken in conjunction with updates to the Initial Study Assessment Guidelines.
9	1	Update Individual Agency/Division Website Information Related to the Discretionary Permit Process	Much of the information available to applicants on individual department websites does not reflect current regulations and standards.	In Process	Individual agencies/departments would be responsible for updating and maintaining permitting information to be linked to the centralized website (above).
10	1	Create a Customer Friendly One-Stop Website for Discretionary Permit Applicants	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.		This project is scheduled for a later timeline as it is dependent upon Initial Study Guidelines and other documents to be updated.

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11	2	Review Discretionary Permits for Project Types That May Lend Themselves to Being Processed Ministerially with Adopted Development Standards	This item entails review of the existing Use Matrix in the Non-Coastal Zoning Ordinance to identify uses or projects that could be approved over-the-counter (ministerially) rather than through the longer discretionary review process.		Removing projects from discretionary review automatically decreases processing time, because CEQA review is no longer required. This may be appropriate for specific project types, such as new cell towers, when specific development standards are met. Implementing new development standards would require amendments to the Non-Coastal Zoning Ordinance.
12	2	Provide Input to the VS Champions for one Countywide Permitting Database to Tie all Agencies Together	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.	In Process	The intent is to provide feedback from the group on the types of different databases currently being used and the potential for connecting them.
13	2	Establish Future Benchmarking Based on Current Metrics For On-Going Evaluation of the Discretionary Permit Process	Currently there is no on-going feedback loop for evaluation of the permitting process.	COMPLETE	The new entries to Permits Plus by project planners will, over time, allow a comparison and evaluation of permit processing efficiency.
14	2	Review Existing Customer Service Survey for Potential Improvements	Generate a Customer Service Survey that Allows for Public Comments on All Agencies Involved in Development Review	In Process	The intent is to use this survey as an additional feedback loop for evaluation of permit processing efficiency and/or identification of improvement areas.
15	2	Assess the Need for a Public Kiosk with Web Access for Applicants in Various Locations	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 Implementation options being reviewed.	This project is dependent on the development of the new one-stop permitting website.
16	2	Provide Routine Training on the County's General Plan Policies and CEQA Regulations to Staff in Other County Agencies/Divisions	Cross agency information and basic CEQA training for agencies outside of the Planning Division are lacking.	COMPLETE	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	2	Identify and Address the Roadblocks to a Viable Condition Compliance Process	There is a notable lack of coordination between agencies when it comes to enforcement of permit conditions after a permit is issued.		This issue may be addressed in part by drafting of standardized conditions (above). However, in addition, this item would require a review of enforcement procedures and responsibilities by agency.

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18	3	Identify GIS Datalayers Currently Underutilized by Other Agencies and Facilitate Better Sharing of this Data	Existing, valuable GIS information is not available to all agencies.	In Process	Create a protocol to ensure any identified datalayers meet multiple user needs and are available on a common GIS repository
19	3	Develop One Billing/ Deposit/ Fee Process for Applicants	Eliminate duplication of effort and streamline - customer pays at one location or receives one bill rather than three.	COMPLETE	
20	3	Explore the Potential for Applicants to use Credit Cards or Paypal to Pay Permit Fees, Deposits and Monthly Bills	Applicants often voice the desire to pay their bills by credit card.	In Process	Being evaluated as part of County-wide review of credit card payment system/use of third party vendors.
21	3	Improve Existing Signage at the RMA and PWA Public Counters	There is a lack of customer-friendly signage to guide customers to the appropriate locations for permit processing.	In Process	
22	3	Create Regular Public/Consultant Training Sessions on Topical Land Use Development Issues	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".		Training would not occur until the new permitting process and detailed application checklists are completed.
23	N/A	Improve the Environmental Impact Report Contract (EIR) Administration Process	No consistency in the procedures for contracting with outside firms for preparation of EIRs for projects that require them.	COMPLETE	Streamlining of the RFQ/RFP process to contract with consulting firms for preparation of project Environmental Impact Reports.

PRIORITY RATING

1 = ESSENTIAL/SHOWSTOPPER

2 = HIGHLY RECOMMENDED

3 = HIGHLY DESIREABLE