

# Development Services Process Improvement Workplan

---

## Table of Contents

- II. Overview .....2
- III. Oversight.....2
- III. Evaluation & Reporting .....2
- IV. Project Summary Table .....4
- V. Project Details .....6
  - Project 1: Comprehensive County Code Update.....6
  - Project 2: Integration of Technology .....7
  - Project 3: Process Mapping.....8
  - Project 4: Standardizing Policies and Procedures.....8
  - Project 5: Annual County Code Update.....9
  - Project 6: Improve Communication across the Development Sector .....9
  - Project 7 Enhance Collaboration Across Building Permit Dependent Services .....10
  - Project 10: Initial Plan Review Thoroughness.....12
  - Project 11: Organizational Authority Standardization re Unified Permit Center.....13
  - Project 12: Further Refine CDI Webpage.....13
  - Project 13: Building Permit Inspection Scheduling.....14
  - Project 14: CZU Rebuild Process Improvements.....14
- VI. Sequencing .....15

## II. Overview

**Purpose:** To improve the customer and staff experience by improving efficiency and transparency of the development related permit process. This workplan includes all aspects of the development permit process and covers the pre-application through approval process.

**Scope:** This workplan includes 14 key projects, many of which are interdependent. The timeline will evolve with Board of Supervisors decisions, evolving technology, and changes to state law. The first 12-18 months of the proposed timelines are firm. The project team will meet frequently to address milestones and while evaluating the longer term (18-36 month) goals. This document sets the framework for increased integration of building and development related permits across multiple divisions. Each of the 14 projects identified will be defined more granularly to provide the Board of Supervisors and general public more insight into how these changes are being implemented. This insight will be provided regularly during Board of Supervisors meetings, as discussed in section III below. This workplan culminates in an overhaul of County Code and technology integration across multiple divisions. Many of the projects identified in this workplan will need to be revised upon updating County Code.

**Timeframe:** Overall timeline of 36 months to complete all projects. Implementation of the longest-term projects may exceed the 36-month timeline targeted. The proposed timeline does not address financial considerations and presumes necessary resources will be identified. Where possible staff have identified financial and resource considerations within this document. The Board will be updated regularly and projects that require supplemental resources beyond what is included in the current budget will be brought to the Board for consideration. The first Board of Supervisors update on this workplan will include is scheduled for December 2025.

## III. Oversight

**Roles & responsibilities:** Individual projects will have defined Project Managers (PM) who will be responsible for the work being completed. Projects will have defined staff (these may include the PM) for individual tasks. Managers, Division Managers, Assistant Department Heads, etc. will be assigned to each project and will be accountable for project completion. A workplan level Project Manager (WPM) will be tasked with tracking implementation and cross-project dependencies.

**Communication plan:** Due to the variety of project timelines, reporting frequencies at the project level will be defined by the individual PM's. Reporting frequencies of weekly to bi-monthly are targeted for all projects with timelines of six months or less. A more detailed workplan project timeline identifying time frames for all tasks for each project will be utilized for tracking. This document will detail the roles and responsibilities for all staff involved.

The workplan communications will include monthly check-in meeting for the first 18 months. Status updates to the CEO, CDI Department Head, and Health Services Agency Department Head will be provided monthly during the first six months and the frequency will be re-evaluated at that time.

**Escalation process for delays and/or impediments:** The ACEO or Department Head level staff will assess and resolve delays and impediments on an as need basis.

## III. Evaluation & Reporting

Progress for each task will be tracked and measured against key tasks noted in the Project Summary tables below and any additional key tasks defined by the project teams. Each key task will have a defined start and end date to facilitate the completion. Each project will utilize a responsible, accountable, consulted, informed matrix (RACI) which will include the start and end dates for all tasks. Due to the project specific dependencies start and end dates will be tracked by the WPM. The WPM will be responsible for assessing delays and escalating them to the ACEO or Department Head level staff, as needed. This process is intended to prevent problems which may have a domino effect on workplan implementation.

Review checkpoints for each project will be based on the RACI's developed and the timelines for completion set in this workplan. Updates to the Board of Supervisors may require additional checkpoints. The WPM will be responsible for facilitating and documenting all review checkpoints and providing summaries to the ACEO and Department Heads impacted. Several projects will require Board updates and need Board direction as critical decisions and their financial impacts are identified.

Evaluation of various goals and paths forward will also be reviewed quarterly with the stakeholder working group. Stakeholder input and guidance points will be defined by project managers as RACI's are being developed. These input and guidance points must be approved by Department Heads prior to finalizing the RACI's. Stakeholder feedback will play a significant role and help us define customer value as this workplan is implemented.

## IV. Project Summary Table

Project #	Project Name	Description	Inter-dependencies	Start	End	Lead
1	Comprehensive County Code Update	Comprehensive analysis of the County's development codes, including Title 13 (Zoning), Title 16 (Environmental Protection), Title 18 (Land Use Procedures), and Chapter 7.38 (Sewage Disposal). The purpose is to review the sections and recommend changes and deletions that can simplify both standards and procedures, in the case of sewage regulations, provide for reasonable alternatives. <i>Detailed project planning, scoping, and resource identification begins in July.</i>	2	7/1/25	7/1/28	Assistant Community Development & Infrastructure (CDI) Director
2	Integration of Technology	Pursue integrated technology solutions with the functionality needed to effectively allow for coordination and communication by all involved in the building permit review process. Goal: to improve transparency, customer experience and operational efficiency (e.g., reducing manual processes and the number of system solutions currently used). <i>Detailed project planning, scoping, alternatives analysis and resource identification begins in July.</i>	2, 4, 5, 6 and 9	7/1/25	7/1/28	CDI Director
3	Process Mapping	Conduct process mapping to identify specific areas where bottlenecks and inefficiencies are occurring in the building permitting process and identify improvements and ask: What operational barriers impede our ability to provide an exceptional experience with the process.	None	7/1/25	12/1/25	Unified Permit Center (UPC) Manager
4	Standardizing Policies and Procedures	Itemize and prepare or update standard operating procedures and administrative policies for all steps of the building permitting process to level-set expectations of performance and ensure consistent operations	None	11/1/25	11/1/26	Assistant CDI Director
5	Annual County Code Update	Consult with staff and County Counsel on updating County regulations to enhance permitting efficiency and provide opportunity for staff to optimize the current regulations.	None	7/1/25	6/1/26	Assistant CDI Director
6	Increase Communication across the Development Sector	Initiate regular communication and coordination of CDI staff, Environmental Health, Fire Agencies and community members through on-going stakeholder meetings. Monitor the effectiveness of the communications and make adjustments as needed to address any emerging issues or changes in community needs	2, 4, 5 and 9	11/1/25	4/1/26	Assistant CEO
7	Enhance Collaboration Across Building Permit Dependent Services	Identify and pursue opportunities to enhance collaboration across building permit dependent services and processes including septic system approval, fire requirements and reviews, soils, geologic, geotechnical, and biotic reporting, etc. Assess opportunities to consolidate functions within CDI such as wells, septic, and fire.	3, 4, 6, 7 and 9	9/1/25	6/1/26	Assistant CEO
8	Robust Pre-Application	Develop and implement a robust pre-application process for building permits to assist all applicants, from large developers to homeowners and "do-it-yourselfers."	5	11/1/25	11/1/26	Assistant CDI Director
9	Customer Service Excellence Program	Develop a customer service excellence program that focuses on delivering outstanding service that exceeds customer expectations and fosters public trust in local government.	None	9/1/25	9/1/26	Assistant CEO and CDI Director
10	Initial Plan Review Thoroughness	Ensure initial plan reviews thoroughly address all deficiencies to facilitate a "one bite at the apple approach" to minimize third routings.	6	7/1/25	10/1/25	Chief Building Official
11	Organizational Authority Standardization	Ensure that appropriate CDI management staff has and exercises organizational authority to review comments on all third routings for consistency with best practices for customer service excellence and conformance to the standards envisioned by state law.	6, 7, and 11	6/1/25	7/1/26	CDI Director

12	Website Updates	Further refine the CDI website, including webpages and quick links for the Unified Permit Center and Building Permits. Consolidate the locations of information. Enhancements should make finding information clearer.	2, 4, 6, 7, and 9	1/1/26	7/1/26 and Ongoing	CDI Public Information Officer (PIO)
13	Building Permit Inspection Scheduling	Inspection module and streamlined inspection scheduling to improve customer experience	None	7/1/25	1/1/26	Assistant CDI Director
14	CZU Rebuild Process Improvements	Develop a variety of potential permitting pathways to streamline rebuilding in areas affected by the CZU Fire for property owners who lost their homes.	None	7/1/25	12/1/25	Baker Tilly and ACEO

## V. Project Details

### Project 1: Comprehensive County Code Update

<b>Objective:</b>	<b>Key Tasks:</b>	
<p>Provide recommendations to the Board of Supervisors for consideration of development-related code changes. Complete a comprehensive analysis of the County's development codes, including Title 13 (Zoning), Title 16 (Environmental Protection), Title 18 (Land Use Procedures), and Chapter 7.38 (Sewage Disposal). Review the sections and recommend changes and deletions that can simplify both standards and procedures, in the case of sewage regulations, provide for reasonable alternatives.</p>	<p><u>Year 1:</u></p> <ul style="list-style-type: none"> <li>Establish an internal project team to identify chapters of the County Code that contribute to development code complexity, are outdated, unnecessarily burdensome, unclear/ambiguous, or otherwise needing improvement to achieve permitting efficiency</li> <li>Prepare Consultant Scope of Work and issue a Request for Qualifications to identify consultant team with successful experience comprehensively restructuring and simplifying development codes; as well as analyzing major comprehensive code updates under the California Environmental Policy Act (anticipated to be an Environmental Impact Report)</li> <li>Interview and select consultant team to provide proposal, cost estimate, and timeline for work</li> <li>Prepare budget for inclusion in 2026-27 and 2027-28 budgets</li> </ul> <p><u>Year 2:</u></p> <ul style="list-style-type: none"> <li>Execute contract with consultant team</li> <li>Analyze County's existing regulations in Titles 13, 16, 18, and in Chapter 7.38 for potential improvements and simplification, focusing where appropriate on objective standards and away from discretionary review</li> <li>Analyze the County General Plan for needed changes to policies</li> <li>Engage stakeholders/customers to collaboratively identify provisions in County regulations that are barriers or impede an efficient process</li> <li>Based on stakeholder/customer feedback, consultant analysis, improvements that have been successful in other jurisdictions, and consistency with state law, propose conceptual improvements for development codes for both the rural and urban areas for County internal project team concurrence</li> <li>Present report on recommended improvements to the Board of Supervisors</li> <li>Draft revisions to the County regulations to incorporate staff insights and stakeholder feedback with an emphasis on language that is clear, concise, and easy to understand</li> <li>Review proposed revisions with stakeholders/customers for feedback and refinement prior to finalizing for public review</li> </ul> <p><u>Year 3:</u></p> <ul style="list-style-type: none"> <li>Analyze the environmental impacts of the proposed amendments under the California Environmental Policy Act (CEQA) (an Environmental Impact Report with significant impacts is anticipated)</li> <li>Issue Draft EIR, and after the required comment period, issue the Final EIR</li> <li>Proceed with study sessions and public hearings at the Planning Commission, Board of Supervisors, and other appropriate commissions</li> <li>Submit amendments constituting the Local Coastal Program to the Coastal Commission for certification</li> <li>Monitor the effectiveness of updated County regulations in subsequent years and make adjustments as needed to address any emerging issues or changes in community needs</li> <li>In coordination with County Executive Office (CEO) Communications Director, issue press releases and social media communications to announce improvements</li> </ul>	
<b>Timeline:</b> 36 Months/7/25-7/1/28	<b>Interdependencies:</b> Project 5	<b>Success Criteria:</b> Code overhaul adopted within 36 months. Reduced permit processing times for staff and increased customer satisfaction expected within 6-12 months following adoption.
<b>Risks/Issues:</b> Financial considerations as Code updates will require a full Environmental Impact Report due to changes in the environmental protection, currently estimated budget of \$600,000.		
<b>Project Origin:</b> Organizational Assessment Recommendation 1		<b>Improvement Theme:</b> Organizational Culture and Source of Complexity

## Project 2: Integration of Technology

<p><b>Objective:</b></p> <p>Continue to pursue and implement technology solutions and process improvements aimed at streamlining the building permit pre-application, application submittal, and permit review processes with the ultimate goal of implementing a fully integrated technology platform and develop a centralized online building permit portal with the functionality to effectively allow for coordination and communication by all involved in the building permit review process (i.e., customers, County staff, etc.). Targeting improvements to increase transparency, customer experience and operational efficiency (e.g., reducing manual processes and the number of system solutions currently used)</p>		<p><b>Key Tasks (fully integrated technology solution):</b></p> <ul style="list-style-type: none"> <li>• Perform Needs Assessment, informed in part by Process Mapping.</li> <li>• Procure outside consultant to partner with in developing a Work Charter and implementing the work program</li> <li>• Develop a Work Charter based on the Needs Assessment. Charter shall outline work program, project milestones, completion timelines, and project costs (both for implementation of the work program and ongoing maintenance of the program).</li> <li>• Implement work program</li> <li>• Test work program</li> <li>• Launch work program</li> </ul>
<p><b>Timeline:</b> 36 Months 7/1/25-7/1/28</p>	<p><b>Interdependencies:</b> Projects 3, 4, 5, 7, and 8</p>	<p><b>Success Criteria:</b> A streamlined, centralized online building permit portal, which will serve as a single point of access for all building permits, and ideally all development related permits. This comprehensive system will guide applicants through the full permitting process, from initial inquiry to permit issuance, offering a clear and intuitive pathway to approval. As users move through the portal, they will be prompted to enter project information. Based on this information, the system will automatically identify potential feasibility concerns and application requirements. The goal is to enable customers to complete and submit all required application materials directly through the platform, using a guided, interview-style interface, similar to TurboTax. Key features will include a single point of data entry that auto-populates all applicable forms, based on applicant responses to structured questions; integrated tools for accurate fee estimation and document upload; and a real-time "chat" function for direct communication with staff. The system shall either replace or seamlessly integrate with existing platforms (such as ePlan, Infor, Blubeam, Fee Payment portal, etc.) to ensure consistency, reduce redundancies, and improve user experience. Success will be measured by improved first-attempt submittal success rates, reduced application processing times, fewer correction comments relating to feasibility issues, and staff efficiency.</p>
<p><b>Risks/Issues:</b> The successful development and implementation of this work program will require significant staff resources across all phases. Execution will also demand substantial IT support or the engagement of external consultants, depending on the selected implementation approach. Project costs are estimated to start at a minimum of \$200,000, with the potential for higher expenditures. Additionally, ongoing maintenance of the new systems and processes will necessitate sustained financial and staffing support</p>		
<p><b>Project Origin:</b> Organizational Assessment Recommendation 9</p>		<p><b>Improvement Theme:</b> Source of Complexity and Organizational Culture</p>

### Project 3: Process Mapping

<b>Objective:</b>		<b>Key Tasks:</b>	
Conduct process mapping to identify specific areas where bottlenecks and inefficiencies are occurring in the building and development permit process, identify improvements, assess the need for code modifications, implement process changes as applicable.		<ul style="list-style-type: none"> <li>Review/edit existing maps to ensure they reflect current processes and to identify process improvement opportunities</li> <li>Engage a consultant to conduct process mapping sessions to develop current state workflows for high-demand entitlement and permit applications and draft future state maps based on improved processes</li> <li>Review process maps with the key process stakeholders and make necessary refinements</li> <li>Make necessary policy revisions and technology adjustments to reflect the improved processes</li> <li>Implement the new processes and monitor their effectiveness</li> </ul>	
<b>Timeline:</b> 5 Months 7/1/25-12/1/25	<b>Interdependencies:</b> None	<b>Success Criteria:</b> To be monitored via customer surveys and targeted feedback from the stakeholder advisory group members	
<b>Risks/Issues:</b> Staff time and to be determined consultant costs for efforts			
<b>Project Origin:</b> Organizational Assessment Recommendation 4		<b>Improvement Theme:</b> Continuous Process Improvement	

### Project 4: Standardizing Policies and Procedures

<b>Objective:</b>		<b>Key Tasks:</b>	
Review, update and create administrative policies and operational procedures pertaining to all aspects of building permit and development permit process (i.e., application and intake, plans distribution and reviews, building permit approval and issuance, inspection and closeout) are clear, documented, and consistently applied		<ul style="list-style-type: none"> <li>Assess current standard operating procedures (SOPs) and administrative policies (APs) for all aspects of the building and development permit process</li> <li>Itemize and prepare or update SOPs and APs to level-set expectations of performance and ensure consistent operations</li> <li>Submit draft documents for review to an internal team (that includes CEO, Human Resources, County Counsel, and others) prior to finalizing and enacting</li> <li>Provide training to all staff directly and indirectly involved in the building and development permit process</li> <li>The final SOPs and APs should be posted to the County website in a manner easily accessible by the public</li> </ul>	
<b>Timeline:</b> 12 Months 11/1/25-11/1/26	<b>Interdependencies:</b> None	<b>Success Criteria:</b> Building and Development permit review comments to be spot audited for consistency by division managers. Success will be measured by assessing consistency over a 1-year time frame versus the status quo.	
<b>Risks/Issues:</b> Staff time for creation and maintenance of the SOPs and APs			
<b>Project Origin:</b> Organizational Assessment Recommendation 5 and Board of Supervisors Direction		<b>Improvement Theme:</b> Continuous Process Improvement and Organizational Culture	

### Project 5: Annual County Code Update

<b>Objective:</b> Utilize annual code clean-up process for staff to optimize the regulations in County Code		<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>Advanced Planning team to evaluate current known issues within Code that are outdated, unnecessarily burdensome, unclear/ambiguous, or otherwise needing improvement to achieve permitting efficiency</li> <li>Request code clean-up suggestions from customers for consideration.</li> <li>Identify areas of code which may be revised without triggering a full Environmental Impact Report</li> <li>Draft code updates for Board of Supervisors and Planning Commission consideration</li> </ul>
<b>Timeline:</b> 12 Months 7/1/25-6/1/26	<b>Interdependencies:</b> None	<b>Success Criteria:</b> Permit processing timelines are incrementally decreased. The type of permits will be determined based on the code updates that are approved.
<b>Risks/Issues:</b> Staff time on evaluation and potential CEQA challenges		
<b>Project Origin:</b> Organizational Assessment Recommendation 1 & Self-Initiated by Planning Department		<b>Improvement Theme:</b> Source of Complexity

### Project 6: Improve Communication across the Development Sector

<b>Objective:</b> Initiate regular communication and coordination of CDI staff, Environmental Health, Fire Agencies and community members through on-going stakeholder meetings. Enhance communication and coordination within and outside of the CDI, Fire Agencies, and Environmental Health through quarterly meetings of an advisory committee comprised of CDI customers and staff (to problem solve and innovate), establishing a standing bi-weekly or monthly communication (e.g., rotating banner on CDI webpage, newsletter, list serve, etc.) to convey new requirements, changes to applications, interpretations, and other pertinent news that affects building in the County, etc.		<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>Assemble a coordination team, including members from CEO, CDI, Fire agencies and Environmental Health to determine advisory committee makeup, and obtain commitments to participate</li> <li>Schedule first meeting to identify the types of information to be communicated to the public as well as a calendar of regular/routine public communications</li> <li>Identify responsible individuals for preparing or compiling the information to be communicated, as well as those responsible for formatting and disseminating the information via CDI and Environmental Health webpage</li> <li>Monitor the effectiveness of the communications and make adjustments as needed to address any emerging issues or changes in community needs</li> </ul>
<b>Timeline:</b> 6 Months 11/1/25-4/1/26	<b>Interdependencies:</b> Projects 3, 5, and 8	<b>Success Criteria:</b> Subjectively monitor the effectiveness of the communications and make adjustments as needed to address any emerging issues or changes in community needs
<b>Risks/Issues:</b> Multi-departmental organization could cause delays		
<b>Project Origin:</b> Organizational Assessment Recommendation 6		<b>Improvement Theme:</b> Continuous Process Improvement

## Project 7 Enhance Collaboration Across Building Permit Dependent Services

<b>Objective:</b> Identify and pursue opportunities to enhance collaboration across building permit dependent services and processes, including: septic system approval, fire requirements and reviews, soils, geologic, geotechnical, and biotic reporting, etc. Assess and pursue opportunities to consolidate functions within CDI such as: wells, septic, and fire. Assess efficacy of changing regulatory authority in Chapter 7.38, sewage disposal, from Environmental Health to CDI as part of a consolidation of functions and or improved alignment and integration of processes.		<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>• Facilitate a series of meetings of building permit dependent services within the County to review service excellence expectations and to explore opportunities and constraints for improving collaboration and operations within and between work units for the benefit of staff and customers alike</li> <li>• Develop work plans for each service area (i.e. work unit) to guide the implementation of improvements, including organizational structural changes as needed</li> <li>• Assess revising regulatory authority from Environmental Health to CDI of Chapter 7.38 with the assistance of County Counsel and report back to the Board of Supervisors</li> <li>• Evaluate opportunities for cross-training in the effort of streamlining reviews</li> <li>• Work with Fire agencies to assess potential for consolidating fire-related development review functions into single position within CDI and report back to the Board</li> <li>• Complete the comprehensive fee study (ongoing)</li> <li>• Monitor progress</li> </ul>
<b>Timeline:</b> 9 Months 9/1/25-6/1/26	<b>Interdependencies:</b> Projects 4, 6, 8, and 9	<b>Success Criteria:</b> To be determined based on assessment and Board direction regarding potential changes
<b>Risks/Issues:</b> Staffing and database systems associated with moving regulatory authority from Environmental Health to CDI. Financial impacts of creating a new position for fire related plan review within CDI. Political barriers associated with consolidating Fire reviews to one county-hired Fire reviewer. Fiscal issues with aligning software systems.		
<b>Project Origin:</b> Organizational Assessment Recommendation 8		<b>Improvement Theme:</b> Source of Complexity and Organizational Culture

## Project 8: Robust Pre-Application

<p><b>Objective:</b></p> <p>Develop and implement a robust pre-application process for building permits (including refining existing applications and submittal checklists, additional in-person assistance, how-to videos and user guides, providing pre-development site reviews, etc.) to assist all applicants, from large developers to homeowners, and “do-it-yourselfers.”</p>	<p><b>Key Tasks:</b></p> <ul style="list-style-type: none"> <li>• Review and assess process maps to identify common issues that occur during the pre-application/application process as well as improvements to the pre-application/application process for building permits</li> <li>• Document recommended improvement for review by an internal team that includes CEO, County Counsel, and others prior to finalizing and enacting</li> <li>• Develop an online tool that provides the public the ability to identify critical development milestones and allows for pre-clearance of common zoning, environmental, and geologic issues that impede development where applicable and feasible</li> <li>• Evaluate creating how-to videos to include utilizing CEO / CDI Public Information Team to ensure consistency with brand image and voice for the County</li> <li>• Engage with the stakeholder group to evaluate the cost-benefit of implementing a mandatory pre-application process, and to solicit feedback on the current Camino Pre-Application Guide. Gather input on enhancements that would add value to the building permit application process. Review and discuss proposed modifications to the permit pre-application workflow with stakeholders in coordination with CEO / CDI Public Information Team, issue press release and social media communications to announce improvements</li> <li>• Assess the Development Review Group (DRG) functionality to consider the following to expand its role and value in the pre-application process:             <ul style="list-style-type: none"> <li>○ Reviewing and amending County Code to formalize the role of the DRG in the County’s pre-application process. In considering this, the purpose, intent, applicability, authority, and responsibilities of the DRG should be clear and effect an effective DRG process for both applicants and the County.</li> <li>○ To create more value for both development applicants and the County, preliminary feedback provided through the DRG can facilitate a more efficient process for discretionary projects. Sometimes, DRG can be used by prospective applicants to “test the waters” of their project and, depending on feedback, the project may not proceed to a formal submittal.                 <ul style="list-style-type: none"> <li>▪ Assessing the need to introduce a fee for DRG to reinforce the value of staff time.</li> </ul> </li> <li>○ Establish a public calendar year schedule for the DRG for pre-application review. The DRG calendar could include the following information (or similar) so that the County functionally prioritizes:                 <ul style="list-style-type: none"> <li>▪ DRG Information Submittal Deadline;</li> <li>▪ Consolidated DRG staff comments (by all development review) submittal date;</li> <li>▪ DRG meeting date;</li> <li>▪ Date written comments are sent to applicant; and,</li> <li>▪ Applicant acceptance of DRG written comments (recommend that if applicant does not respond to DRG written comments within 10 business days of receipt, then it is assumed that the notes are accepted by the applicant)</li> </ul> </li> </ul> </li> </ul>	
<p><b>Timeline:</b> 12 Months 11/1/25-11/1/26</p>	<p><b>Interdependencies:</b> Project 3</p>	<p><b>Success Criteria:</b> A comprehensive online tool provided to the public. Improvements in permit processing time for customers who utilize the tool.</p>
<p><b>Risks/Issues:</b> Staff capacity and resources to develop and implement comprehensive pre-application tools are limited. Additional consultant and funding support may be necessary. Implementing robust pre-application procedures will require increased staff involvement for review and may result in higher costs for applicants, as well as extended overall building permit processing times. The value of enhanced customer and applicant support materials should be carefully weighed against the potential drawbacks of introducing an additional mandatory processing step.</p>		
<p><b>Project Origin:</b> Organizational Assessment Recommendation 3</p>		<p><b>Improvement Theme:</b> Organizational Culture and Continuous Process Improvement</p>

## Project 9: Develop and Implement a Customer Service Excellence Program

<b>Objective:</b>		<b>Key Tasks:</b>	
Develop and implement a customer service training program and publicly report-out performance metrics (including customer satisfaction) and standards to drive a new era of service excellence by the County organization		<ul style="list-style-type: none"> <li>• Develop a customer service excellence team</li> <li>• Implement customer satisfaction survey process for all development-related functions of CDI and Environmental Health</li> <li>• Develop and communicate customer service excellence program goals, standards, and metrics <ul style="list-style-type: none"> <li>○ CEO drafts with input and modifies as customer service excellence program evolves</li> </ul> </li> <li>• Procure or undertake a comprehensive customer service assessment including: <ul style="list-style-type: none"> <li>○ Community meetings/focus groups</li> <li>○ Stakeholder Interviews</li> <li>○ Online survey</li> </ul> </li> <li>• 12-month action plan for continuous customer service improvements towards achieving vision</li> <li>• Procure or undertake multi-day organizational training <ul style="list-style-type: none"> <li>○ Incorporate input from Board of Supervisors and CEO</li> <li>○ Study session to receive abbreviated training on components of a service excellence culture</li> </ul> </li> <li>• Customer Service Excellence trainings for all employees of development review functions</li> <li>• Training for leaders of development review functions on Customer Service Excellence</li> <li>• Six-month individual customer service training for all employees of development review functions</li> </ul>	
<b>Timeline:</b> 12 Months 9/1/25-9/1/26	<b>Interdependencies:</b> None	<b>Success Criteria:</b> Measurable improvement in customer satisfaction surveys	
<b>Risks/Issues:</b> Financial considerations to be evaluated include procuring assistance developing and delivering training			
<b>Project Origin:</b> Organizational Assessment Recommendation 3		<b>Improvement Theme:</b> Source of Complexity	

## Project 10: Initial Plan Review Thoroughness

<b>Objective:</b>		<b>Key Tasks:</b>	
Ensure initial plan reviews thoroughly address all deficiencies to facilitate a “one bite at the apple approach” to minimize third routings.		<ul style="list-style-type: none"> <li>• All review comments to be cited in code across all plan review divisions</li> <li>• Monitor plan check (i.e. plan review) cycle data to track the number of reviews occurring (in process).</li> <li>• All 3rd round review comments will require a meeting with the applicant.</li> <li>• 4th round review comments will require review by the Division Manager.</li> <li>• Where three or more reviews occur, analyze each occurrence to understand factors contributing to the multiple plan check cycles and to identify patterns that may occur. To do this, develop a report for the Chief Building Official (CBO) to review and evaluate on a monthly basis.</li> <li>• Based on what is learned from analysis, adjust training or public information, or host meetings with the applicant and plan reviewer to discuss how to minimize review cycles in the future</li> <li>• Provide training to all plan reviewers on plan check expectations consistent with APs and SOPs prepared in Project 4</li> </ul>	
<b>Timeline:</b> 3 Months 7/1/25-10/1/25	<b>Interdependencies:</b> Project 4	<b>Success Criteria:</b> Permit processing timelines are incrementally decreased. The type of permits will be determined based on the code updates that are approved.	
<b>Risks/Issues:</b> None			
<b>Project Origin:</b> Board of Supervisors Direction and Organizational Assessment Recommendation 10		<b>Improvement Theme:</b> Continuous Process Improvement	

### Project 11: Organizational Authority Standardization re Unified Permit Center

<b>Objective:</b> Ensure that appropriate CDI management staff has and exercises organizational authority to review comments on all third routings for consistency with best practices for customer service excellence and conformance to the standards envisioned by state law.		<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>• CBO and Division Heads to review all SOP's and AP's under their purview from Project 4</li> <li>• CBO and Division Heads to refine and adjust standards based on data obtained from Project 10</li> <li>• Implement revised cross-divisional standards</li> </ul>
<b>Timeline:</b> 3 Months 6/1/25-7/1/26	<b>Interdependencies:</b> Project 4, 6 and 10	<b>Success Criteria:</b> Review comments are standardized across all division. Stakeholder working group feedback will be sought to ensure comments are clear and concise within 3 months of implementation.
<b>Risks/Issues:</b> Staff time		
<b>Project Origin:</b> Organizational Assessment Recommendation 12		<b>Improvement Theme:</b> Continuous Process Improvement

### Project 12: Further Refine CDI Webpage

<b>Objective:</b> Refine the CDI webpage to consolidate the locations of information. Enhancements should focus on simplifying the pathway to finding information. This should encompass web pages and quick links for the Unified Permit Center, building and development related permits.		<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>• Publish the dashboard and continually assess potential revisions with the stakeholder advisory group</li> <li>• Assess process improvements from other projects</li> <li>• Develop revised webpages within the CDI webpage via a test website</li> <li>• Share the test website with the building permit stakeholder advisory group and seek feedback</li> <li>• Deploy the revised webpages</li> </ul>
<b>Timeline:</b> 6 Months 1/1/26-7/1/26 ongoing	<b>Interdependencies:</b> Project 4, 5, 6, 7, and 8	<b>Success Criteria:</b> The building counter post-appointment survey will be modified to obtain feedback from customers on obtaining information from the webpage 6 months prior to changes being made. Those results will be compared to post-implementation results, to understand success
<b>Risks/Issues:</b> Oversimplifying the webpage or overcrowding pages with information may have an adverse impact on our customers experience		
<b>Project Origin:</b> Organizational Assessment Recommendation 7		<b>Improvement Theme:</b> Organizational Culture

### Project 13: Building Permit Inspection Scheduling

<b>Objective:</b> Inspection module and streamlined inspection scheduling to improve customer experience		<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>• Supervising Inspector to revise inspections documents</li> <li>• Consultant to develop and test revised inspection documents</li> <li>• Acquire a contract to extend the consultant's work</li> <li>• Implement phase 1 the staff back office tool</li> <li>• Train staff</li> <li>• Develop public facing materials to utilize the new system</li> <li>• Implement phase 2 the public facing portal to be used in conjunction with Mission Integration system</li> <li>• Develop inspection survey to inform revisions</li> </ul>	
<b>Timeline:</b> 4 Months 7/1/25-1/1/26	<b>Interdependencies:</b> None	<b>Success Criteria:</b> Positive feedback from permittees on the inspection process noted via survey	
<b>Risks/Issues:</b> Financial considerations, the inspection module development and implementation are estimated to cost \$100,000.			
<b>Project Origin:</b> Self-Initiated by Planning Department		<b>Improvement Theme:</b> Customer Experience	

### Project 14: CZU Rebuild Process Improvements

<b>Objective:</b> Develop a variety of potential permitting pathways to streamline rebuilding in areas affected by the CZU Fire for property owners who lost their homes.		<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>• Provide a variety of potential permitting improvements applicable to CZU impacted properties to the Board of Supervisors</li> <li>• Codify or develop formal pathway based on Board direction</li> <li>• Publicize the changes to the property owners</li> <li>• Implement revisions on applicable parcels</li> </ul>	
<b>Timeline:</b> 5 Months 7/1/25-12/1/25	<b>Interdependencies:</b> None	<b>Success Criteria:</b> Positive feedback from CZU property owners that identify the changes as helpful to their rebuild path. Feedback to sought during the code updates, utilizing all available channels to reach the CZU property owners.	
<b>Risks/Issues:</b> Staff time			
<b>Project Origin:</b> Board of Supervisors Direction		<b>Improvement Theme:</b> Continuous Process Improvement	

