

	Improvements To the County's Development Review Process	Parties Involved	Ideas to Accomplish	Status
1	<b>Conduct a review of application information requirements and all application forms to ensure the level of detail requested is appropriate for any given stage of development and provide a plan with milestones to eliminate superfluous requirements through amendments to County codes and regulations or department practices to allow for more ministerial/by right development, more approvals at the staff level or lower hearing bodies, and other changes for a more efficient process.</b>	PBD Division Staff and the public.	Eliminate unnecessary requirements and create a universal form that is adaptive and fillable online. Amend County code and regulations where necessary for more efficient processes.	Started
2	<b>Create a working group to meet regularly with representatives of other key County departments involved in the development process to explore opportunities for more efficient application processing.</b>	One rep for all relevant County departments and divisions, led by the Liaison.	Improve application processing for better efficiency across County departments.	Identified Staff/Ongoing
3	<b>Develop a public information strategy to demystify the development review process, to include:</b>			
	A. Evaluation and continuous updates to the recently-completed online planning project information map.	Planning Mangers and Information Technology ("IT") Staff	Continuously update "Projects in Your Area" on Planning homepage.	Developed/On-Going
	B. An audit of recent projects to understand timelines for each type of project and produce flow charts or other tools where feasible to increase transparency for customers.	Planning and Building Deputies, Managers, and Supervisors, TRAKIT IT Staff, Liaison	Audit recent projects to understand timelines: Pull and analyze TRAKIT reports. Create workflow charts / infographics for increased transparency.	In process
	C. A revised customer service survey for each customer to solicit and receive customer feedback, address complaints, and to aggregate data for annual customer service satisfaction reports.	Liaison and IT Staff	Incorporate customer service feedback to initiate service improvements.	Started
	D. Contact partner agencies and organizations involved in the development process, and increase communication through assigning staff to attend key meetings and to report back to the department on relevant changes or opportunities for collaboration.	Deputy Directors and Liaison, along with Fire, Water, CSD, School Districts, etc.	Start to attend BIA meetings	In process
	E. Identify use of the TRAKIT system to provide increased automated or user-prompted information regarding the status of their permit or application.	Deputy Directors and IT Staff	Identify frequent flyers of our program and interview regarding project status and application process potential improvements	In process
	F. Promote changes and accomplishments both internally, with department newsletters, and externally, through social media.	Economic Development Staff and Deputy CAO (Communications)	Prop Up social media and create a newsletter, for internal, mention accomplishments by staff	in process
4	<b>Through increased and continued contact with TRAKIT and the Information Technologies Department, identify and implement improvements to the TRAKIT system.</b>	County Departments, Planning & Building TRAKIT Subject Matter Experts	Allow greater availability of application submittals online. Research plan check software which integrates with TRAKIT for future implementation. Determine ideal document management system needed for digital plan check. Schedule biannual meetings with other TRAKIT jurisdictions.	In process
5	<b>Engage with staff throughout the organization for insight into current department culture through:</b>			
	A. 1-on-1 interviews to focus on the individual's perspective on workload, accountability, management, department culture, and ideas for positive changes to facilitate the goals herein.	Economic Development Staff and Planning and Building Staff	Gain better understanding of department culture and staff retention.	Started/Ongoing
	B. Conducting exit interviews with all employees separating from County service or transferring to another department.	Deputy Directors, Managers and Supervisors	Recommend and implement employee retention and morale initiatives.	Developing

6	<b>Develop a robust department -wide program for performance management and employee development to include:</b>			
	A. Department-specific performance evaluation program to provide an employee-manager relationship that promotes goal-setting, means for achieving those goals, and for continuous feedback throughout the annual performance period.	Work with HR to help develop process for management and main source page for training for staff	Work with HR to develop department-specific performance evaluations to help promote positive employee-manager relationships.	Developing
	B. Customer service objectives in all managers' annual performance evaluations.	PNB Management and Human Resources	Develop and update Customer Service Standards to enhance employee's expertise and improve service.	Developing
	C. A comprehensive plan for County-sponsored training and other professional development opportunities to provide enhanced employee expertise and improved service to our customers.	PNB Management and Human Resources	Work with HR to develop department-specific training and other professional development opportunities.	Developing
D. Continue to honor staff successes through acknowledgement of accomplishments and increased opportunities for career advancement.	Planning and Building Deputy Directors, Managers, and Supervisors	Explore concepts to publically honor employee successes in newsletters, the BOS and through peer recognition. For career advancement identify stretch assignments, mentorships and continual conversations.	Developing	
7	<b>Create a set of meaningful standards and performance measures for Department adoption to include:</b>			
	A. Responding to all phone calls and emails within two business days.	Planning and Building all staff	Evaluate call log responsiveness monthly.	Developing
	B. Identifying and meeting all statutory deadlines for determining application completeness and permit issuance.	Division managers	Set internal standards with managers for staff expectations.	In process
	C. All plan review check sheets, notes and approvals, appeals data, code interpretations, and inspection results etc., are to be input on TRAKIT.	IT, TRAKIT SME's, Economic Development admin staff	Update retention policy for permit and project files.	In process
D. Effective communication on projects for a consistent interpretation of the code among all staff.	Division managers	Training and cross training within division and departments to streamline interpretation of code.	Developing	
8	<b>Modify regular monthly meetings with all managers to incorporate these process, policy, organizational, leadership, and cultural improvement directives as well as discuss upcoming projects, departmental issues, and updates on progress within division/program, and project postmortems on development projects that proved to be problematic.</b>		Incorporate process, policy, organizational, leadership, and cultural improvements. Discuss upcoming projects, departmental issues, and progress updates. Conduct postmortems on problematic projects	Developing