



## RESOLUTION NO.

### OF THE BOARD OF SUPERVISORS OF THE COUNTY OF EL DORADO

#### *Improvements To the County's Development Review Process*

WHEREAS, the Board of Supervisors desires to facilitate responsible development of new housing, jobs, retail, and recreation to meet the needs of current and future generations; and

WHEREAS, the Board of Supervisors believes that to achieve these goals, the County must provide exceptional customer service; have processes in place that are efficient and easy to navigate; and be a trusted and helpful partner to all of our customers, which include residents, home owners, business owners, architects, engineers, contractors, builders, developers, County departments, external agencies, and others that engage with the County's development review process; and

WHEREAS, the Board of Supervisors strongly supports development review process improvements to better serve all of our customers; and

WHEREAS, under the direction of the Board of Supervisors, the Planning and Building Department is responsible for the delivery of services including economic development programming, permit and entitlement review; and

WHEREAS, the Board of Supervisors defines beneficial development review process improvements as those which lead to processes that are predictable, consistent, and understandable; are timely, efficient and carried out in a manner that recognizes "time is money" for our customers; are consistent with industry best practices and comparable agencies' processes; and

WHEREAS, the Board of Supervisors defines exemplary customer service as being known for interacting with customers in a friendly, helpful, communicative and collaborative manner; proactively helping customers navigate the process and meet applicable requirements; being creative, solution oriented, and having a problem-solving mindset; being viewed by customers as a trusted partner who understands and cares about their goals, point of view, and success; and being accountable to our customers and having a sense of ownership over the work done on their behalf; and

WHEREAS, the Board of Supervisors supports empowering staff to make decisions appropriate for their position, be innovative and creative to help solve problems, take appropriate risks to facilitate desirable development, and acknowledges that in doing so, reasonable mistakes may be made and that the Board will support staff when this happens and expects supervisors and managers to do the same; and

WHEREAS, the Board of Supervisors encourages staff to leverage external assistance and expertise as necessary, along with grant funding opportunities, to accomplish the goals herein; and

WHEREAS, the Board of Supervisors will strive to provide adequate staffing and resources to accomplish the goals herein.

NOW, THEREFORE, BE IT RESOLVED by the El Dorado County Board of Supervisors that the Director of Planning and Building, with guidance from the Chief Administrative Officer, is hereby directed to assess the County's development review process, prepare a comprehensive report on this assessment, and prepare recommendations for process, policy, organizational, leadership, and cultural improvements necessary for better program delivery.

BE IT FURTHER RESOLVED that the Board of Supervisors directs staff to expedite the following process, policy, organizational, leadership, and cultural improvements:

1. 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.
2. 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.
3. Develop a public information strategy to demystify the development review process, to include:
  - A. Evaluation and continuous updates to the recently-completed online planning project information map.
  - 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.
  - 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.
  - D. Contact to 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.
  - E. Identify use of the TRAKiT system to provide increased automated or user-prompted information regarding the status of their permit or application.
  - F. Promote changes and accomplishments both internally, with department newsletters, and externally, through social media.
4. Through increased and continued contact with TRAKiT and the Information Technologies Department, identify and implement improvements to the TRAKiT system.
5. Engage with staff throughout the organization for insight into current department culture through:
  - 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.
  - B. Conducting exit interviews with all employees separating from County service or transferring to another department.
6. Develop a robust department-wide program for performance management and employee development to include:
  - 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.
  - B. Customer service objectives in all managers' annual performance evaluations.

- C. A comprehensive plan for County-sponsored training and other professional development opportunities to provide enhanced employee expertise and improved service to our customers.
  - D. Continue to honor staff successes through acknowledgement of accomplishments and increased opportunities for career advancement.
7. Create a set of meaningful standards and performance measures for Department adoption to include:
- A. Responding to all phone calls and emails within two business days.
  - B. Identifying and meeting all statutory deadlines for determining application completeness and permit issuance.
  - C. All plan review check sheets, notes and approvals, appeals data, code interpretations, and inspection results etc., are to be input on TRAKiT.
  - D. Effective communication on projects for a consistent interpretation of the code among all staff.
8. Modify regular monthly meetings with all managers to 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.

BE IT FURTHER RESOLVED that the Board of Supervisors directs staff to establish and routinely track meaningful metrics to measure progress and to report back to the Board regarding process improvement accomplishments as well as updates on Board priority projects on a semi-annual basis for at least the next two years.

PASSED AND ADOPTED by the Board of Supervisors of the County of El Dorado at a regular meeting of said Board, held the \_\_\_\_ day of \_\_\_\_\_, 20\_\_, by the following vote of said Board:

Attest:  
Kimberly Dawson  
Clerk of the Board of Supervisors

Ayes:  
Noes:  
Absent:

By: \_\_\_\_\_  
Deputy Clerk

\_\_\_\_\_  
Chair, Board of Supervisors