

**OC Planning**

**Performance Audit Progress Report**

**2009**



**OC PUBLIC WORKS/  
OC PLANNING**

**Jess A. Carbajal**  
Interim Director, OC Public Works  
300 N Flower Street  
Santa Ana, CA 92703  
714.667.3217  
Fax: 714.834.2395

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**OC Planning**  
“Committed to Shaping the County’s Future”

## OC Planning Progress Report

### BUSINESS OVERVIEW:

Our goal is to shape the physical development of the County of Orange by working closely with residents, builders, land developers, and internal and external County clients to ensure careful and thoughtful compliance with all Federal, State, and local laws, codes, policies, and ordinances, and to establish safe and attractive communities in which to live, work, and play.

### CHALLENGE:

In July of 2009, the Performance Audit Department released an audit of Planning & Development Services (PDS). Based on discussions internally and with external stakeholders, OC Public Works has developed this Action Plan and timelines for accomplishing the goals set forth in the Plan.

### RESULTS:

The audit underscored the need for improvements in staff development, customer service, business processes, information systems, management, and operations. Operational strengths within the division are typified by our ongoing collaboration with the Development Processing Review Committee (DPRC) and Planning Commission. These partnerships, combined with internal team efforts, have resulted in the implementation of key concepts to better serve the public and improve customer satisfaction with the PDS experience, i.e., project management, processing timelines, and management oversight and accountability.

By strategically looking ahead and initiating additional changes through this Action Plan, PDS will move forward in a new direction creating an efficient and effective organization poised to meet future challenges.



## Performance Audit Progress Report

### RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
<b>Staff Development</b>		
<ul style="list-style-type: none"> <li>Survey staff to identify training programs desired and needed.</li> </ul> <p>(Recommendation 2, 3, 5, 34)</p>	09/2009	<b>Completed September 2009</b> - HR staff has deployed a survey for staff to identify training needs that was launched on August 31, 2009.
<ul style="list-style-type: none"> <li>Schedule bi-annual mandatory National Pollution Discharge Elimination System (NPDES) regulatory training in first and third quarters of each year.</li> </ul> <p>(Recommendation 22.1, 34)</p>	09/2009	Mandatory bi-annual training is being taught by OC Watersheds to all OC Planning staff in September, with refresher training in November 2009 prior to the anticipated beginning of the wet season. This training will instruct staff in all the best practices in the field.
<ul style="list-style-type: none"> <li>Develop a comprehensive curriculum and training plan that will focus on the broad spectrum of the division business needs.</li> </ul> <p>(Recommendation 5, 34)</p>	11/2009	Comprehensive training programs have been developed. OC Planning Management has completed the Succession Planning / Management Academy. Supervisors and staff will be enrolled in Supervisor Camp through Training Partner. Next course begins September 2009. Complete roll-out targeted in November 2009.
<ul style="list-style-type: none"> <li>Provide refresher training sessions to all NPDES Inspectors before the beginning of storm season.</li> </ul> <p>(Recommendation 22.1, 23, 34)</p>	11/2009	Refresher will be held in November 2009 prior to the anticipated beginning of the storm season.
<ul style="list-style-type: none"> <li>Schedule mandatory training for all inspections staff on inspection procedures and requirements.</li> </ul> <p>(Recommendation 22.1, 34)</p>	11/2009	Inspector training on existing procedures and relevant codes, laws, and ordinances is underway and ongoing as part of training targeted for November 2009.

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## RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
<b>Staff Development (Cont.)</b>		
<ul style="list-style-type: none"> <li>● Include a theme focus into all training with top priority being <b>Customer Service, Teambuilding, and Servant Leadership.</b></li> </ul>	12/2009	HR staff developing training targeted for December 2009.
<b>(Recommendation 2, 34)</b>		
<ul style="list-style-type: none"> <li>● Identify mandated and non-mandated training modules for Management, Supervisors, Plan Check, Inspection, Planning/Zoning, Code Enforcements, and support staff.</li> </ul>	12/2009	OC Planning Management identifying mandated/non-mandated training modules. HR will develop curriculum recommendations by December 2009.
<b>(Recommendation 34)</b>		
<ul style="list-style-type: none"> <li>● Create and validate desk procedures to train for consistency.</li> </ul>	12/2009	Targeted for completion in December 2009.
<b>(Recommendation 34)</b>		
<ul style="list-style-type: none"> <li>● Ensure transfer of institutional knowledge through the use of section specific training, expert facilitators and participation in regional programs offered by professional organizations with a focus on implementing best practices.</li> </ul>	12/2009	HR and OC Planning are working together to identify resources needed with recommendations targeted for completion on December 2009.
<b>(Recommendation 3, 4, 34)</b>		
<ul style="list-style-type: none"> <li>● Develop a mentoring curriculum to impart institutional knowledge and reinforce best practices.</li> </ul>	12/2009	HR and OC Planning are collaborating with recommendations targeted for completion on December 2009.
<b>(Recommendation 3, 34)</b>		
<b>Customer Service</b>		
<ul style="list-style-type: none"> <li>● Monitor walk-in traffic and reach all clients within the first two to three minutes of arrival in the lobby.</li> </ul>	05/2009	<b>Completed May 2009 -</b> Reissued a memo to all Development Processing Center staff reminding them of the importance to continue reaching all clients within the first two to three minutes of arrival in the lobby.
<b>(Recommendation 9.1, 9.2, 15, 25.2)</b>		

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## RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
<b>Customer Service (Cont.)</b>		
<ul style="list-style-type: none"> <li>Track customer service time from arrival to departure.</li> </ul> <p><b>(Recommendation 9.1, 9.2, 15)</b></p>	05/2009	<b>Completed May 2009</b> - Issued a memo to all staff with a revised customer sign-in sheet that includes column for notation of “time called” and “wait time”.
<ul style="list-style-type: none"> <li>Implement additional measures to ensure that customer deposits are handled in a timely manner with management reports reviewed on a weekly and monthly basis to provide oversight and tracking of all activities.</li> </ul> <p><b>(Recommendation 13, 26)</b></p>	07/2009	<b>Completed July 2009</b> - Implemented a monthly Permit Refund Report used to measure timeliness of customer refunds.
<ul style="list-style-type: none"> <li>Perform follow-up calls to our clients, and/or weekly site audits to ensure customer satisfaction and to collect recommendations and suggestions from clients.</li> </ul> <p><b>(Recommendation 2, 9.1, 9.2)</b></p>	08/2009	<b>Completed August 2009</b> - Supervisors are monitoring and auditing staff performance including site visits to track internal and external client satisfaction and quality assurance.
<ul style="list-style-type: none"> <li>Complete and roll-out a new web site to accommodate the eGov “look and feel” with user friendly access to key information, frequently ask questions, and access to the most used forms for customers ease.</li> </ul> <p><b>(Recommendation 9.1, 9.2, 25.3)</b></p>	08/2009	<b>Completed August 2009</b> - New OC Planning website launched. Established new Customer Care Unit and web address.
<ul style="list-style-type: none"> <li>Roll-out a new “top priority” customer service campaign initiative that will require field and office staff to provide and collect customer service performance evaluations.</li> </ul> <p><b>(Recommendation 2, 9.1, 9.2)</b></p>	08/2009	<b>Completed August 2009</b> - Supervisors are monitoring and auditing staff performance including random site visits for internal and external clients.

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## RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
<b>Customer Service (Cont.)</b>		
<ul style="list-style-type: none"> <li>Redesign simpler and clearer informational flyers, applications, and brochures aligned with customer service goals.</li> </ul> <p><b>(Recommendation 2, 9.1, 9.2)</b></p>	12/2009	HR and OC Planning staff coordinating redesign of printed materials with streamlined look and OC brand. This is part of the overall OC Planning branding effort.
<ul style="list-style-type: none"> <li>Expand the role of the Concierge's Desk in the Development Processing Center.</li> </ul> <p><b>(Recommendation 9.1, 9.2, 10)</b></p>	12/2009	Reassigned two and added one for a total of three employees to augment the Concierge Desk in Permit Center. Training targeted for completion by December 2009.
<b>Business Processes</b>		
<ul style="list-style-type: none"> <li>Reorganize the Division's funding structure to better and more efficiently serve its clients.</li> </ul> <p><b>(Recommendation 26, 28, 30)</b></p>	07/2010	Formed workgroup to review options for developing alternative funding structure.
<ul style="list-style-type: none"> <li>Institute a new rotation inspection schedule for all field staff to provide broader coverage.</li> </ul> <p><b>(Recommendation 7, 16)</b></p>	08/2009	<b>Completed August 2009</b> - Unincorporated County areas are now divided into four regions with two inspectors assigned to each, working staggered start times to maximize coverage at the beginning and end of each day. A memo to this effect was issued to staff on August 27, 2009.
<ul style="list-style-type: none"> <li>Prepare an ASR recommending review of Oil Well Inspection Fees for Board of Supervisors' consideration and approval; and review any other fees that should be considered.</li> </ul> <p><b>(Recommendation 24)</b></p>	10/2009	ASR in development for oil well inspection fees and will be scheduled for Board consideration.

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	Projected Completion Month	Progress
<b>Business Processes</b>		
<ul style="list-style-type: none"> <li>Review and analyze OC Planning operations to identify the required resources for each type of funding source.</li> </ul> <p><b>(Recommendation 7, 26)</b></p>	07/2010	Formed workgroup with CEO and OC Public Works staff to review and develop and formulate recommendations.
<ul style="list-style-type: none"> <li>In collaboration with CEO and the Board of Supervisors, examine the T&amp;M model and consider a more widely accepted system.</li> </ul> <p><b>(Recommendation 7, 26, 28, 30, 1A)</b></p>	07/2010	Formed workgroup with CEO and OC Public Works staff to review and develop recommendations for hybrid Flat Fee/Time & Material Model. Jurisdictional comparison data collected and APPS data reviewed to support formulation of recommendations.
<ul style="list-style-type: none"> <li>Complete development and implementation of a Balanced Score Card with specific performances standards and measurements.</li> </ul> <p><b>(Recommendation 14)</b></p>	07/2010	Completed Phase III Balanced Score Card training and confirmed high level performance measures. Detailed business process performance measures targeted for completion in July 2010.
<b>Information Systems</b>		
<ul style="list-style-type: none"> <li>Create the scope for a “self-serve” online application to initiate a permit request and provide messaging to the constituent to reduce vehicle trips to the Permit Center and increase customer service opportunities over the internet.</li> </ul> <p><b>(Recommendation 20.1-20.4, 25.3)</b></p>	08/2009	<b>Completed August 2009</b> - The “QuickStart” application scope completed to allow customers to initiate a permit application online and receive feedback from plan check staff.
<ul style="list-style-type: none"> <li>Review all modules within APPS to identify functions that may need to be enhanced, modified, or removed and determine the long term value of making APPS modifications versus purchasing a new system.</li> </ul> <p><b>(Recommendation 12, 18.1, 18.2, 20.1-20.4)</b></p>	01/2010	Executed contract with consultant to undertake comprehensive third-party review and assessment of APPS performance and functionality.

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## RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
<b>Information Systems (Cont.)</b>		
<ul style="list-style-type: none"> <li>Review the opportunity to create a separate NPDES application tracking system.</li> </ul>	02/2010	Targeted for completion one month after APPS review is completed.
<b>(Recommendation 23)</b>		
<ul style="list-style-type: none"> <li>Review the permit management system and review the feasibility of creating a technology fee to support the needed changes and information improvements.</li> </ul>	03/2010	Targeted for completion two months after APPS review is completed.
<b>(Recommendation 20.1-20.4)</b>		
<ul style="list-style-type: none"> <li>Create monthly management reports</li> </ul>	03/2010	Formed workgroup to enhance and revise management reports for assessing performance measures and quality of services on a monthly basis. Recommendations are targeted for completion two months after the APPS evaluation is completed.
<b>(Recommendation 20.1-20.4)</b>		
<ul style="list-style-type: none"> <li>Estimate the level of effort and cost to resolve functional issues identified during APPS analysis and explore options to enhance/update APPS or seek alternative solutions.</li> </ul>	03/2010	Targeted for completion three months after APPS review completed.
<b>(Recommendation 6, 12, 18.1, 18.2, 20.1-20.4)</b>		
<ul style="list-style-type: none"> <li>Create user friendly data management system which protects the integrity as it relates to the APPS management and fiscal reports.</li> </ul>	03/2010	Targeted for completion two months after APPS review completed.
<b>(Recommendation 17)</b>		
<ul style="list-style-type: none"> <li>Determine critical functionalities not currently available in the existing system and whether adding or replacing them would be viable options.</li> </ul>	04/2010	Targeted for completion three to five month after APPS review completed.
<b>(Recommendation 18.1, 18.2, 20.1-20.4)</b>		

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<b>Information Systems (Cont.)</b>		
<ul style="list-style-type: none"> <li>Enhance APPS, or new system, to track outside consultants for turn around/completion time to confirm performance and accuracy outcomes.</li> </ul> <p><b>(Recommendation 17, 20.1-20.4)</b></p>	06/2010	Targeted for completion six months after APPS review is completed.
<b>Management</b>		
<ul style="list-style-type: none"> <li>Create an internal volunteer team and solicit input from staff with management support to identify what is needed to accomplish the mission.</li> </ul> <p><b>(Recommendation 2)</b></p>	08/2009	<b>Completed August 2009</b> - Completed creation of workgroups to include key staff from all divisions: Planning Review Team; Mission, Vision, and Value Team; Training and Career Development Team; Marketing and Outreach Team; and IT Revamp/Management Report Team.
<ul style="list-style-type: none"> <li>Re-evaluate the mission, identify our tasking and create mission, vision, and goals to ensure they support the broader department and countywide perspectives.</li> </ul> <p><b>(Recommendation 1)</b></p>	10/2009	Formed workgroup to review redesign of Mission, Vision, and Goal and to formulate recommendations.
<ul style="list-style-type: none"> <li>Introduce a value statement for the overall division that focuses on service excellence in serving internal and external customers and underscores the value of our County Mission Statement of Respect, Integrity, Caring, Trust, and Excellence as a way of doing business.</li> </ul> <p><b>(Recommendation 1)</b></p>	10/2009	Formed workgroup to review redesign of value statement for overall division and to formulate recommendations.
<ul style="list-style-type: none"> <li>Ensure that the division and departmental Balanced Score Card goals and objectives are emphasized and made clear to every member of the division to ensure that high quality service and accountability are our number one goals.</li> </ul> <p><b>(Recommendation 3, 14)</b></p>	10/2009	Internal workgroup is collaborating with consultant on this process in conjunction with overall department effort.

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	Projected Completion Month	Progress
<b>Management (Cont.)</b>		
<ul style="list-style-type: none"> <li>Commit to train staff in their respective functions to ensure consistency and maximize their ability to provide the best customer service.</li> </ul>	12/2009	Making modifications to fit business need using County established curriculum.
<b>(Recommendation 2, 9.1, 9.2, 22.1)</b>		
<ul style="list-style-type: none"> <li>Create a new professional uniform for all field staff to wear identifying them as OC Planning staff.</li> </ul>	12/2009	Part of overall branding effort which will move forward consistent with the County's corporate image.
<b>(Recommendation 3)</b>		
<ul style="list-style-type: none"> <li>Identify the key positions, tasks, and funding needed to address operational inconsistencies and work with the CEO and the Board of Supervisors to identify the necessary funding to provide a Quality Assurance and Quality Control Manager and a full time Building Official.</li> </ul>	07/2010	Collaborating with CEO and Board Sub-committee on future divisional needs.
<b>(Recommendation 5, 7, 21, 25, 29)</b>		
<b>Operations</b>		
<ul style="list-style-type: none"> <li>Reorganize and reassign the key functions and tasks based on the identified operational needs while creating a plan for the future where succession planning is integrated into training.</li> </ul>	12/2009	Formed workgroup to assess current operations. Assigned inspectors to four regions and implemented rotational program to ensure consistency and coverage.
<b>(Recommendation 32)</b>		
<ul style="list-style-type: none"> <li>Evaluate current management reports and make necessary changes to facilitate monitoring and consistency.</li> </ul>	06/2010	Completion dependent on enhancing information system.
<b>(Recommendation 2)</b>		
<ul style="list-style-type: none"> <li>Monitor, evaluate, and calibrate processes and procedures on an annual basis to ensure consistency and effectiveness.</li> </ul>	12/2009	Conducting routine audits to monitor performance.
<b>(Recommendation 2, 4, 13)</b>		

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<b>Operations (Cont.)</b>		
<ul style="list-style-type: none"> <li>Review the current hours of operation and flex schedules to ensure adequate staff coverage and service response time are met.</li> </ul>	07/2009	Staggered inspector starting times to increase hours of customer service at the beginning and end of the day.
<b>(Recommendation 2)</b>		
<ul style="list-style-type: none"> <li>Develop a “new OC Planning” campaign that illustrates a clear message to staff and our clients about the new direction the Division plans to embark upon.</li> </ul>	12/2009	Part of OC Planning branding and communication effort the division is undertaking.
<b>(Recommendation 1, 3)</b>		
<ul style="list-style-type: none"> <li>Create and disseminate policies and procedures that support the Division’s business goals, objectives, and performance outcomes.</li> </ul>	12/2009	Formed workgroup to review policies and procedures.
<b>(Recommendation 4, 11, 31)</b>		