

OC Planning

Performance Audit Progress Report V

2010

EXHIBIT A

**OC PUBLIC WORKS/
OC PLANNING**

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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.



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RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
Staff Development		
<ul style="list-style-type: none"> ● Survey staff to identify training programs desired and needed. <p>(Recommendation 2, 3, 5, 34)</p>	09/2009	Completed September 2009 - 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"> ● Schedule bi-annual mandatory National Pollution Discharge Elimination System (NPDES) regulatory training in first and third quarters of each year. <p>(Recommendation 22.1, 34)</p>	09/2009	Completed September 2009 - All OC Planning staff attended mandatory NPDES training sessions in September 2009. The next mandatory NPDES training will be scheduled in early 2010.
<ul style="list-style-type: none"> ● Develop a comprehensive curriculum and training plan that will focus on the broad spectrum of the division business needs. <p>(Recommendation 5, 34)</p>	11/2009	Completed November 2009 - OC Planning Management has completed the Succession Planning / Management Academy. Supervisors and staff have been enrolled in the September and October Supervisor Camp through Training Partner.
<ul style="list-style-type: none"> ● Provide refresher training sessions to all NPDES Inspectors. <p>(Recommendation 22.1, 23, 34)</p>	11/2009	Completed December 2009 - The NPDES refresher training was completed, all building inspectors are now ready for the wet season.

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RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
Staff Development (Cont.)		
<ul style="list-style-type: none"> Schedule mandatory training for all inspections staff on inspection procedures and requirements. <p>(Recommendation 22.1, 34)</p>	11/2009	Completed November 2009 - Inspectors completed an 11-week, one-hour per week, in-house training program on existing procedures and relevant codes and laws. Inspectors attended three-days of continuous education training through their professional organization, the California Building Officials (CALBO), which will fulfill state mandated training requirements. These courses will be part of the ongoing annual training provided to all inspection staff.
<ul style="list-style-type: none"> Include a theme focus into all training with top priority being Customer Service, Teambuilding, and Servant Leadership. <p>(Recommendation 2, 34)</p>	12/2009	Completed October 2009 - Developed themes to include Succession Planning, Management Academy, Supervisor Camp, and “A Passport to Your Future.”
<ul style="list-style-type: none"> Identify mandated and non-mandated training modules for Management, Supervisors, Plan Check, Inspection, Planning/Zoning, Code Enforcements, and support staff. <p>(Recommendation 34)</p>	12/2009	Completed October 2009 - Identified mandated and non-mandated training modules and management tracking completion of required training.
<ul style="list-style-type: none"> Create and validate desk procedures to train for consistency. <p>(Recommendation 34)</p>	12/2009	Completed December 2009 - <u>Desk Procedures have been updated.</u>
<ul style="list-style-type: none"> 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. <p>(Recommendation 3, 4, 34)</p>	12/2009	Completed December 2009 – <u>Created</u> “A Passport to your Future” career development program to ensure the transfer of institutional knowledge and best practices.

RECOMMENDATIONS AND PROGRESS

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	Projected Completion Month	Progress
Staff Development (Cont.) <ul style="list-style-type: none"> Develop a mentoring curriculum to impart institutional knowledge and reinforce best practices. <p>(Recommendation 3, 34)</p>	12/2009	Completed December 2009 - The creation of “A Passport to your Future” career development program supports transfer of institutional knowledge and best practices.
Customer Service <ul style="list-style-type: none"> Monitor walk-in traffic and reach all clients within the first two to three minutes of arrival in the lobby. <p>(Recommendation 9.1, 9.2, 15, 25.2)</p>	05/2009	Completed May 2009 - Continued recording and reviewing customer wait times between sign-in and time called-in to ensure compliance with goals of reaching each client within the first two to three minutes of arrival in the lobby.
<ul style="list-style-type: none"> Track customer service time from arrival to departure. <p>(Recommendation 9.1, 9.2, 15)</p>	05/2009	Completed May 2009 - Introduced a revised customer sign-in sheet that includes column for notation of “time called” and “wait time.”
<ul style="list-style-type: none"> 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. <p>(Recommendation 13, 26)</p>	07/2009	Completed July 2009 - Implemented a monthly Permit Refund Report used to measure timeliness of customer refunds.
<ul style="list-style-type: none"> Perform follow-up calls to our clients, and/or weekly site audits to ensure customer satisfaction and to collect recommendations and suggestions from clients. <p>(Recommendation 2, 9.1, 9.2)</p>	08/2009	Completed August 2009 - Supervisors are monitoring and auditing staff performance including site visits to track internal and external client satisfaction and quality assurance. OC Public Works conducted an average of two phone audits per week in November 2009.

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RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
Customer Service (Cont.)		
<ul style="list-style-type: none"> 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. <p>(Recommendation 9.1, 9.2, 25.3)</p>	08/2009	Completed August 2009 - New OC Planning website launched. Established new Customer Care Unit and web address.
<ul style="list-style-type: none"> 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. <p>(Recommendation 2, 9.1, 9.2)</p>	08/2009	Completed August 2009 - Supervisors are monitoring and auditing staff performance including random site visits for internal and external clients. Quality Assurance policy distributed and staff trained.
<ul style="list-style-type: none"> Redesign simpler and clearer informational flyers, applications, and brochures aligned with customer service goals. <p>(Recommendation 2, 9.1, 9.2)</p>	12/2009	Completed December 2009 - Redesigned and developed new informational flyers, applications, and brochures, which will be made available online and at the Permit Counter.
<ul style="list-style-type: none"> Expand the role of the Concierge’s Desk in the Development Processing Center. <p>(Recommendation 9.1, 9.2, 10)</p>	12/2009	Completed December 2009 - <u>Confirmed the plans to redesign the public counter to include the concierge’s desk at the Development Processing Center. An Orange County Fire Authority representative began assisting customers at the public counter on a bi-weekly basis.</u>
Business Processes		
<ul style="list-style-type: none"> Reorganize the Division’s funding structure to better and more efficiently serve its clients. <p>(Recommendation 26, 28, 30)</p>	07/2010	Presented a draft proposal to the Board Sub-Committee to review options for alternative funding structure.

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RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
Business Processes (Cont.)		
<ul style="list-style-type: none"> Institute a new rotation inspection schedule for all field staff to provide broader coverage. <p>(Recommendation 7, 16)</p>	08/2009	<p>Completed August 2009 - 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.</p>
<ul style="list-style-type: none"> 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. <p>(Recommendation 24)</p>	10/2009	Approval of oil well inspection fee increase will be combined with the overall OC Planning Hybrid Fee Model for Board consideration.
<ul style="list-style-type: none"> Review and analyze OC Planning operations to identify the required resources for each type of funding source. <p>(Recommendation 7, 26)</p>	07/2010	Presented a draft proposal for Board Sub-Committee to review options for alternative funding structure.
<ul style="list-style-type: none"> In collaboration with CEO and the Board of Supervisors, examine the T&M model and consider a more widely accepted system. <p>(Recommendation 7, 26, 28, 30, 1A)</p>	07/2010	<p>Presented a draft proposal for Board Sub-Committee to review options for alternative funding structure. Fee working group will develop recommendations for a Hybrid Fee Model. Jurisdictional comparison data collected and APPS data reviewed to support formulation of recommendations.</p> <p>Workgroup met with independent consultant, Management Partners, to review the proposed hybrid fee and confirm next steps for validation and vetting process.</p>

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	Projected Completion Month	Progress
Business Processes (Cont.)		
<ul style="list-style-type: none"> Complete development and implementation of a Balanced Score Card with specific performances standards and measurements. <p>(Recommendation 14)</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.
Information Systems		
<ul style="list-style-type: none"> 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. <p>(Recommendation 20.1-20.4, 25.3)</p>	08/2009	Completed August 2009 - 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"> Implement 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. 	03/2010	The joint application design sessions have been completed . Coding of the application has started and is on schedule for implementation in March 2010.
<ul style="list-style-type: none"> 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. 	01/2010	Completed January 2010 – Third-party consultant has completed the APPS recommendation report for review by OC Public Works Executive Management on January 28, 2010.
<ul style="list-style-type: none"> Review the opportunity to create a separate NPDES application tracking system. <p>(Recommendation 23)</p>	02/2010	Targeted for completion one month after APPS review is completed.
<ul style="list-style-type: none"> Review the permit management system and review the feasibility of creating a technology fee to support the needed changes and information improvements. <p>(Recommendation 20.1-20.4)</p>	03/2010	Targeted for completion two months after APPS review is completed.

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	Projected Completion Month	Progress
Information Systems (Cont.)		
<ul style="list-style-type: none"> ● Create monthly management reports <p>(Recommendation 20.1-20.4)</p>	03/2010	Workgroup assessing needed revisions to management reports with recommendations targeted for completion two months after the APPS evaluation is completed.
<ul style="list-style-type: none"> ● 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. <p>(Recommendation 6, 12, 18.1, 18.2, 20.1-20.4)</p>	03/2010	Targeted for completion three months after APPS review completed.
<ul style="list-style-type: none"> ● Create user friendly data management system which protects the integrity as it relates to the APPS management and fiscal reports. <p>(Recommendation 17)</p>	03/2010	Targeted for completion two months after APPS review completed.
<ul style="list-style-type: none"> ● Determine critical functionalities not currently available in the existing system and whether adding or replacing them would be viable options. <p>(Recommendation 18.1, 18.2, 20.1-20.4)</p>	04/2010	Targeted for completion three to five month after APPS review completed.
<ul style="list-style-type: none"> ● Enhance APPS, or new system, to track outside consultants for turn around/completion time to confirm performance and accuracy outcomes. <p>(Recommendation 17, 20.1-20.4)</p>	06/2010	Targeted for completion six months after APPS review is completed.
Management		
<ul style="list-style-type: none"> ● Create an internal volunteer team and solicit input from staff with management support to identify what is needed to accomplish the mission. <p>(Recommendation 2)</p>	08/2009	Completed August 2009 - 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.

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	Projected Completion Month	Progress
Management (Cont.)		
<ul style="list-style-type: none"> Re-evaluate the mission, identify our tasking and create mission, vision, and goals to ensure they support the broader department and countywide perspectives. 	01/2010	Completed January 2010 – Workgroup completed the draft Mission, Vision, and Goals and Values Statement for Board consideration by January 2010.
(Recommendation 1)		
<ul style="list-style-type: none"> 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. 	10/2009	Completed November 2009 – Presented draft OC Planning branding logo designs, Mission, Vision, and Goals and Values Statement to the Board Sub-Committee on November 23, 2009.
(Recommendation 1)		
<ul style="list-style-type: none"> 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. 	10/2009	Completed October 2009 – Collaborated with consultant on this process in conjunction with overall department effort.
(Recommendation 3, 14)		
<ul style="list-style-type: none"> Commit to train staff in their respective functions to ensure consistency and maximize their ability to provide the best customer service. 	12/2009	Completed December 2009 - Making modifications to fit business need using County established curriculum.
(Recommendation 2, 9.1, 9.2, 22.1)		
<ul style="list-style-type: none"> Create a new professional uniform for all field staff to wear identifying them as OC Planning staff. 	12/2009	Completed December 2009 - Part of overall branding effort, which will move forward consistent with the County's corporate image.
(Recommendation 3)		
<ul style="list-style-type: none"> 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. 	07/2010	Workgroup completed development of long-term organizational improvement recommendations for review by the Board Subcommittee.
(Recommendation 5, 7, 21, 25, 29)		

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	Projected Completion Month	Progress
Operations		
<ul style="list-style-type: none"> 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. <p>(Recommendation 32)</p>	12/2009	<p>Completed December 2009 - Assigned inspectors to four regions and implemented rotational program to ensure consistency and coverage. The implementation of “A Passport to your Future” will support transfer of institutional knowledge and best practices. Workgroup completed recommendations for review by Board Sub-Committee.</p>
<ul style="list-style-type: none"> Evaluate current management reports and make necessary changes to facilitate monitoring and consistency. <p>(Recommendation 2)</p>	06/2010	<p>Completion will be dependent on enhancement of information system.</p>
<ul style="list-style-type: none"> Monitor, evaluate, and calibrate processes and procedures on an annual basis to ensure consistency and effectiveness. <p>(Recommendation 2, 4, 13)</p>	12/2009	<p>Completed December 2009 - OC Public Works conducted seven field inspection audits in December 2009. These audits found that all inspections were performed satisfactorily.</p>
<ul style="list-style-type: none"> Review the current hours of operation and flex schedules to ensure adequate staff coverage and service response time are met. <p>(Recommendation 2)</p>	07/2009	<p>Completed July 2009 - Staggered inspector starting times to increase hours of customer service at the beginning and end of the day.</p>
<ul style="list-style-type: none"> 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. <p>(Recommendation 1, 3)</p>	01/2010	<p>Completed January 2010 - Initiated OC Planning corporate branding and communication protocol process; retained consultant to develop a comprehensive branding package for OC Planning.</p>
<ul style="list-style-type: none"> Create and disseminate policies and procedures that support the Division’s business goals, objectives, and performance outcomes. <p>(Recommendation 4, 11, 31)</p>	12/2009	<p>Completed December 2009 - Customer Care Policies and Procedures have been created and disseminated.</p>