

 OC Planning


Performance Audit Progress Report II

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

October 27, 2009



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 II

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 Mandatory bi-annual training is being taught by OC Watersheds to all OC Planning staff in September, with refresher training scheduled for 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"> ● 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	Comprehensive training programs have been developed. 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. The leadership training and development program entitled "A Passport to Your Future" is currently under development.
<ul style="list-style-type: none"> ● Provide refresher training sessions to all NPDES Inspectors before the beginning of storm season. <p>(Recommendation 22.1, 23, 34)</p>	11/2009	Refresher scheduled for November 2009 prior to the anticipated beginning of the storm season.

Performance Audit Progress Report II

RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
<p>Staff Development (Cont.)</p> <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	In September, inspectors began an 11- week, one- hour per week, in-house training program on existing procedures and relevant codes and laws. In November, inspectors will attend 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	The second of three phases of reviews are in progress. Targeted for completion in December 2009.
<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	The implementation of “A Passport to your Future” will support transfer of institutional knowledge and best practices. HR and OC Planning are working together to identify resources needed with recommendations targeted for completion on December 2009.

Performance Audit Progress Report II

RECOMMENDATIONS AND PROGRESS

	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	The implementation of “A Passport to your Future” will support transfer of institutional knowledge and best practices. Targeted for completion on December 2009.
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 - 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.
<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 - 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"> 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.
<p>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> <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.

Performance Audit Progress Report II

RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
Customer Service (Cont.)		
<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	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	Reassigned two and added one for a total of three employees in support of new Customer Care Unit at the Permit Counter. Established training schedule for completion by December 2009.
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	Developed proposal for Board Sub-Committee to review options for alternative funding structure.
<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	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.
<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	ASR development delayed for oil well inspection fees and will be scheduled for Board consideration in November 2009.

Performance Audit Progress Report II

RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
Business Processes (Cont.)		
<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	Developed 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	Developed proposal for Board Sub-Committee to review options for alternative funding structure. 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"> 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	Targeting completion of the joint application design sessions in December 2009. Coding of the application in support of production and implementation targeted for completion by March 2010.

Performance Audit Progress Report II

RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
Information Systems (Cont.)		
<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	Contractor completed APPS module review; received user questionnaire responses; and documenting permitting process.
<ul style="list-style-type: none"> Review the opportunity to create a separate NPDES application tracking system. 	02/2010	Targeted for completion one month after APPS review is completed.
(Recommendation 23)		
<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. 	03/2010	Targeted for completion two months after APPS review is completed.
(Recommendation 20.1-20.4)		
<ul style="list-style-type: none"> Create monthly management reports 	03/2010	Workgroup assessing needed revisions to management reports with recommendations targeted for completion two months after the APPS evaluation is completed.
(Recommendation 20.1-20.4)		
<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. 	03/2010	Targeted for completion three months after APPS review completed.
(Recommendation 6, 12, 18.1, 18.2, 20.1-20.4)		
<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. 	03/2010	Targeted for completion two months after APPS review completed.
(Recommendation 17)		
<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. 	04/2010	Targeted for completion three to five month after APPS review completed.
(Recommendation 18.1, 18.2, 20.1-20.4)		

Performance Audit Progress Report II

RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
Information Systems (Cont.)		
<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.
<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. <p>(Recommendation 1)</p>	10/2009	Consultant assisted workgroup and targeting review of draft Mission, Vision, and Goals; and values statements for Board consideration by November 2009.
<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. <p>(Recommendation 1)</p>	10/2009	Implementation of new Mission, Vision, and Goals; and values statements will follow Board consideration in November 2009.
<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. <p>(Recommendation 3, 14)</p>	10/2009	Workgroup is collaborating with consultant on this process in conjunction with overall department effort.

Performance Audit Progress Report II

RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
Management (Cont.)		
<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	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	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	Collaborating with CEO and Board Sub-committee on future divisional needs.
(Recommendation 5, 7, 21, 25, 29)		
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. 	12/2009	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.
(Recommendation 32)		
<ul style="list-style-type: none"> Evaluate current management reports and make necessary changes to facilitate monitoring and consistency. 	06/2010	Completion dependent on enhancing information system.
(Recommendation 2)		
<ul style="list-style-type: none"> Monitor, evaluate, and calibrate processes and procedures on an annual basis to ensure consistency and effectiveness. 	12/2009	Conducting routine audits to monitor performance.
(Recommendation 2, 4, 13)		

Performance Audit Progress Report II

RECOMMENDATIONS AND PROGRESS

	Projected Completion Month	Progress
Operations (Cont.)		
<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. 	07/2009	Completed July 2009 - Staggered inspector starting times to increase hours of customer service at the beginning and end of the day.
(Recommendation 2)		
<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. 	12/2009	Consultant selected to work with appropriate staff to develop a comprehensive branding package for OC Planning
(Recommendation 1, 3)		
<ul style="list-style-type: none"> Create and disseminate policies and procedures that support the Division’s business goals, objectives, and performance outcomes. 	12/2009	Workgroup is reviewing policies and procedures.
(Recommendation 4, 11, 31)		