

San Diego County Department of Planning & Development Services



POSITIVE CHANGE New Planning & Development Services Department

- Board of Supervisors Established the New Department of Planning & Development Services (PDS) May 2012
- The Executive Leadership Team Established September 2012



New Department, New Campus, New Approach



PDS Services

Advance Planning

Project Planning

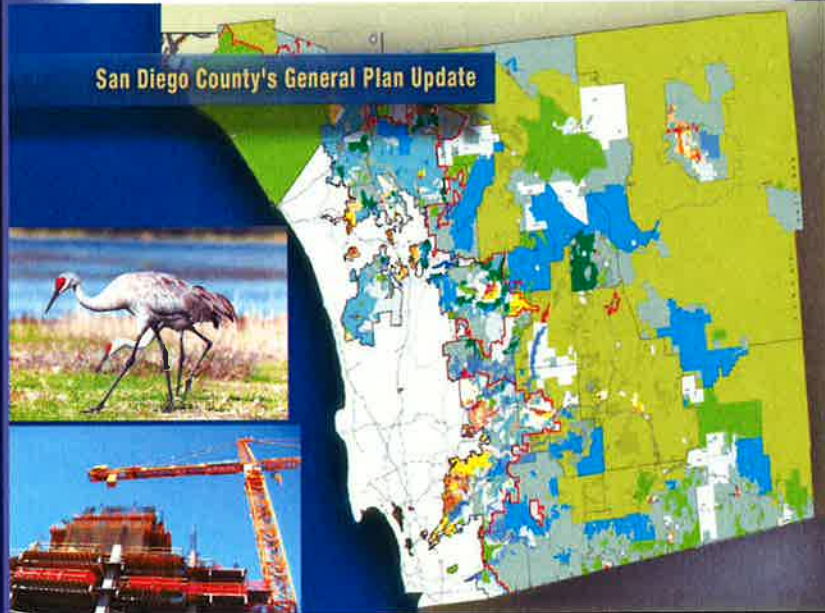
Land Development

Building

Code Compliance

Support Services

Advance Planning



Project Planning



LD Engineering



Building



Code Compliance



New Department, New Approach

A Strategic Approach to Culture Change: Achieving Organizational Excellence

Key Goals

Improve Customer Service

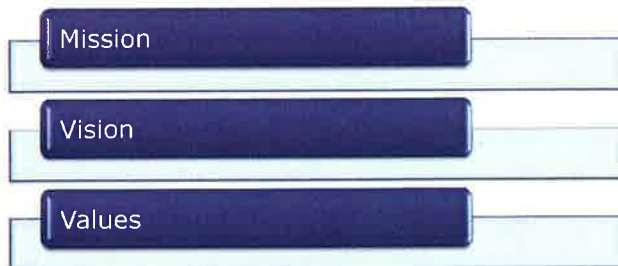
High Performing Workforce

Reduce Costs & Increase Productivity

Five Initial Focus Areas



Focus Area One



Vision

Our People – the finest, well equipped, dedicated and professional staff,

Our Processes – the most efficient, effective and customer-focused land use and development permitting services, and

Our Products – the best research and guidance available on planning, land use and development issues.

Values

Servant Leadership

- **Customer Service**
- **Communication**
- **Ownership**
- **Awareness**
- **Innovation**
- **Ethics and Integrity**
- **Professionalism**

Focus Area Two

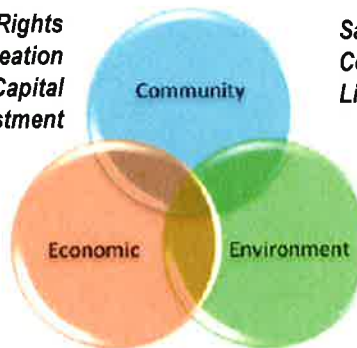
Triple Bottom Line



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Triple Bottom Line

*Property Rights
Job Creation
Financial & Capital
Investment*



*Safe Neighborhoods
Community Character
Lifestyle*

*Healthy Living
Resource Conservation
Sustainability*

“Mission: ...balancing community, economic and environmental interests...”

Focus Area Three

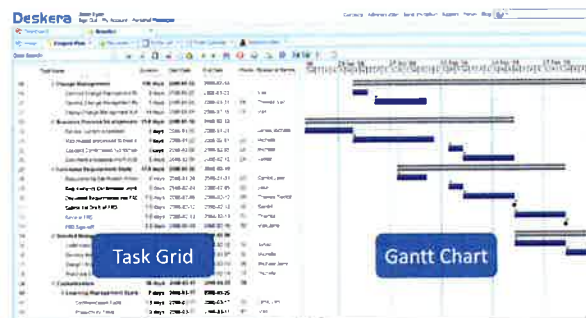
Workforce Development

- **Mission, Vision & Values Socialization**
- **Customer Service Training**
- **Project Management Boot Camp - UCSD**
- **Increasing Knowledge, Skills, Capabilities & Disciplines**

Focus Area Four

Project Management

- **Schedule Management**
- **Budget Management**
- **Quality Control**
- **Issue Resolution**



Focus Area Five

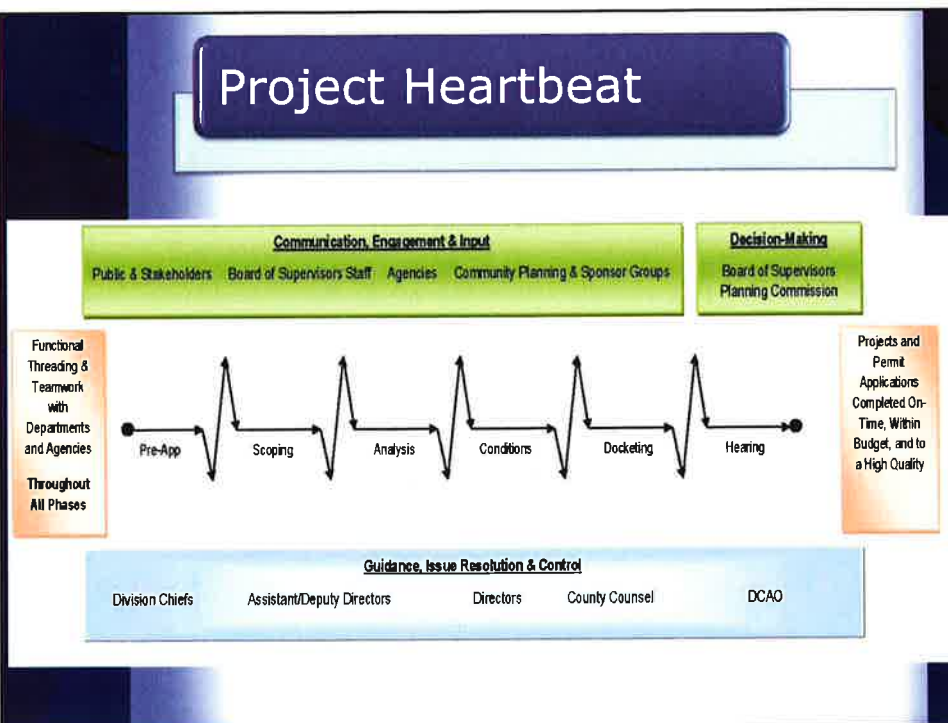
Performance Management

Board-Appointed Land Development Performance Review Committee

Meaningful Performance Measures & Metrics

- Time
- Cost
- Flexibility
- Quality Control
- Continual Improvement
- Customer Service

Project Heartbeat



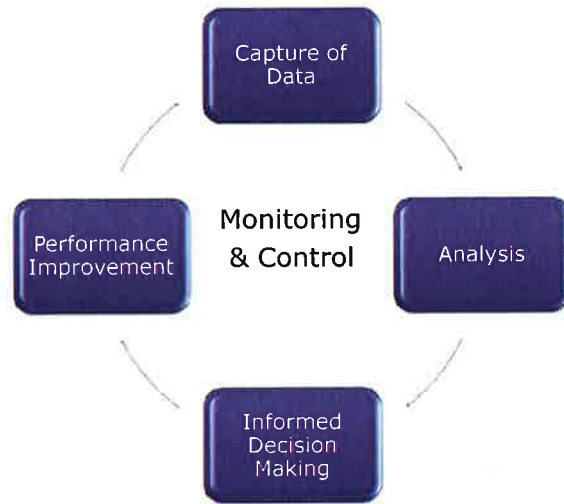
Performance Management & Metrics



Purpose of Metrics & Data

- Customer Service
- Monitoring & Control
 - Workload fluctuations
 - Productivity
 - Quality
 - Industry trends
- Forecasting

Data Based Metrics



Data Sources

- Internal systems
 - Accela Automation
 - Q-Matic customer routing
- External
 - Case-Shiller
 - Local (Alan Gin & Gary London)
 - Industry & Customers

Customer Workload

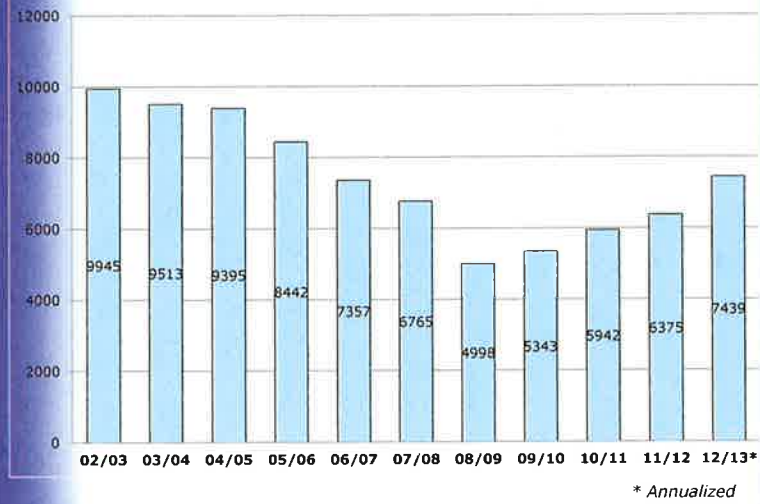


Market Fluctuations

- Significant workload fluctuations



Customer Workload Building Permits



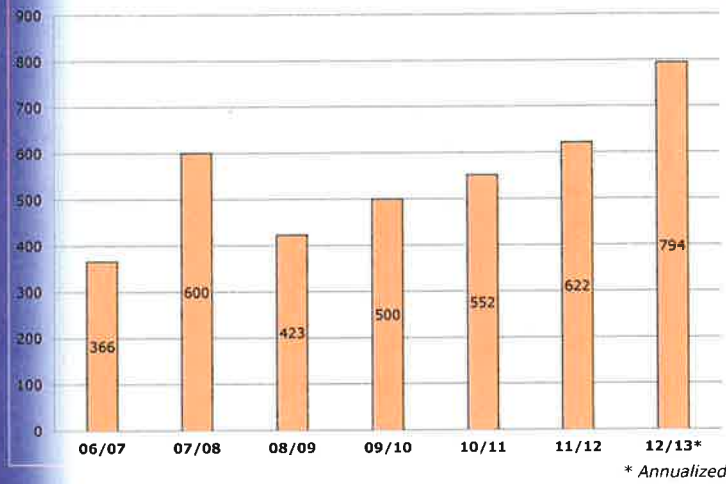
Productivity



Productivity

Plan Checks

(PC Staff to # of Plan Checks)



Productivity

TIME = MONEY



Shift in Direction

- Historically focused on “task” level
- Expanding to overall project time, cost, and quality
- More public facing measures

Performance Management

- Reduce overall time
- Reduce overall cost
- Ensure quality work

Performance Management Considerations

- Care-about: data that is truly useful to customers and managers
- Cost effective and sustainable
- Automation
- Balance qualitative & quantitative



Thank You