

# Agenda

 Permitting and compliance trends over the last 9 years

- 2. Upcoming organizational projects (2+ years)
- 3. Guiding Principles

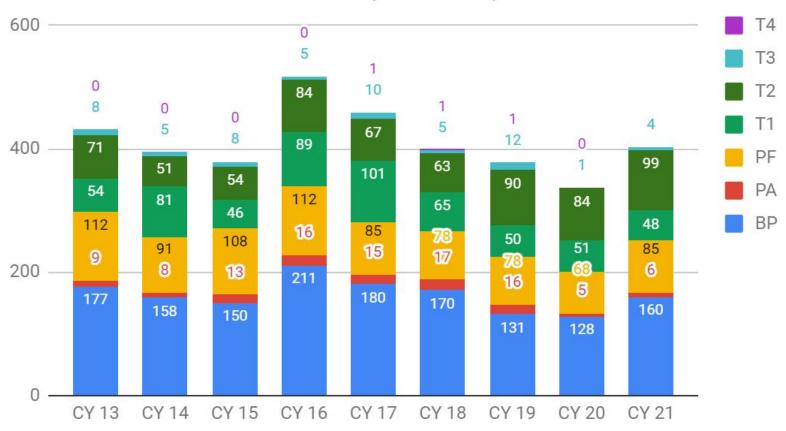


### Agenda

 Permitting and compliance trends over the last 9 years



#### APPLICATIONS RECEIVED (BY YEAR)





# LAND USE PERMIT APPROVALS (BY YEAR)



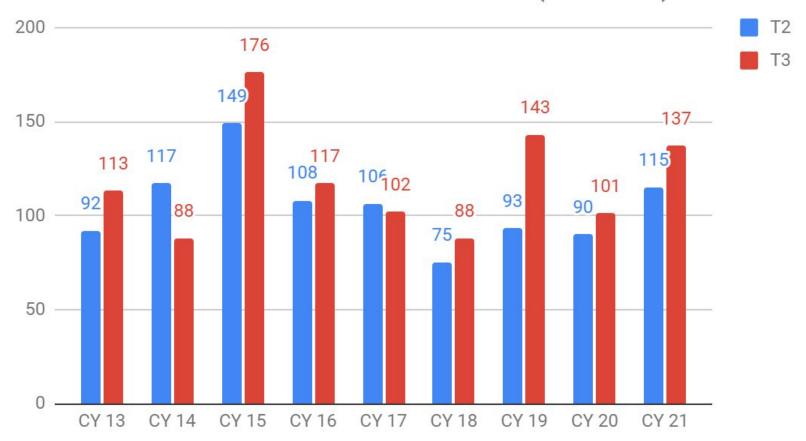


### LAND USE PERMIT DENIALS (BY YEAR)



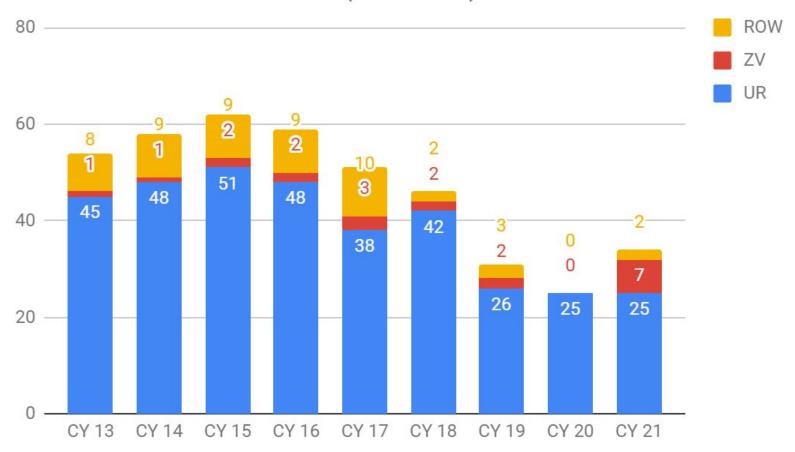


#### AVERAGE PERMIT PROCESSING DAYS (BY YEAR)



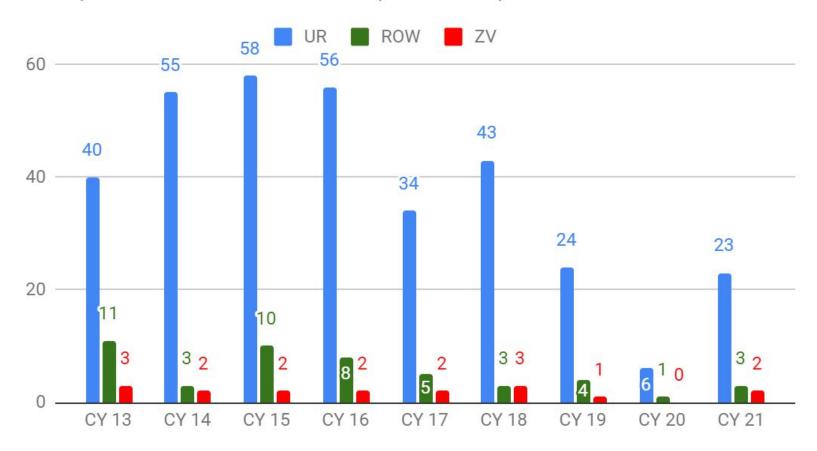


### COMPLAINTS RECEIVED (BY YEAR)





#### Compliance Cases Closed (BY YEAR)





#### OPEN COMPLIANCE CASES (AT YEAR END)

300 —





# **Proposed FY23 Budget Metrics**

Primary Measure	FY22 Budgeted	FY22 Actual (as of 12/31/21)	FY23 Draft Offer
Average calendar days to resolve customer inquiries	7	15	10
Percent land use decisions made in 120 days	65%	59%	60%
Number of compliance cases resolved	12	13	20
Legislative actions completed	4	4	4

# Agenda

2. Upcoming organizational projects (2+ years)



# **Current LUP Challenges**

- Internal perspective Limited staffing resources, backlog of applications, slow response times, team morale impacted
  - Impact of years of incremental budget cuts
  - Increasing mandates without increased resources
  - Working with complex and rigid land use rules
  - Perception of strict, bureaucratic reputation
  - Reactive vs. proactive
- LUP retained John Morgan (Morgan CPS) third party organizational assessment, Fall/Winter of 2021





# Understanding the problem

#### Morgan CPS

- Assessed Division efficiency and effectiveness
- Identified barriers to improvements
- Looked for opportunities to improve customer service
- Provided recommendations for process and program improvements

#### **Methodology**

- Staff and internal and external stakeholder interviews
- Review of procedures, handouts, staff reports and code structure
- Comparisons to similar jurisdictions

#### **Findings**

Various structures, resources and relationships need to be addressed



# Understanding the problem

#### Code Evaluation (Morgan CPS)

- Code lacks focus, process heavy, not effectively advancing county policies and directives
- Redundant and conflicting sections
- Rules overly complex
- More flexibility needed to allow minor deviations
- Too much room for individual interpretations
- Recommended LUP seek funding for complete rewrite of development code to improve organization, ease of use, add clarity



# Potential Upcoming Projects - Budget Dependant

- Potential for code development work
- Potential for LUP permit system update
- Potential for cultural and organizational work



# Agenda

### 3. Guiding Principles

- North Star
- Equity & Empowerment Lens
- LUP Logo



### **WHAT GUIDES US -**



### **Our Team's North Star**

We strive to... "Support <u>equitable</u> land use outcomes by delivering <u>responsive</u> and <u>inclusive</u> services"



# **How Following Our North Star Might Look**

#### **Equitable land use outcomes**

- <u>Increase economic opportunities</u> for marginalized groups while balancing preservation of natural resources
- Remove systemic barriers to allow BIPOC and emerging farmers to cultivate non-traditional farm properties

#### **Responsive and inclusive services**

- Re-draft Land Use code to <u>simplify</u> and explain <u>easily understandable</u> processes in <u>plain language</u>
- New technology allows 24/7 access to permitting application information and digital records
- Improved website with simple fact sheets, guides and application forms to remove user barriers

#### Dedicated and resourceful team

- <u>Flexible and adaptive team</u> is primed for learning and growth
- <u>Pride</u> and <u>dedication</u> motivate staff to advance the work that matters most



### **HOW WE WORK -**

Every major action is preceded by a pause to consider -

- Who is positively and negatively affected by our decisions?
- What are the benefits and burdens created by our decisions?
- Are any groups being excluded from the conversation?
- Are people feeling valued?



#### PEOPLE

Who is positively and negatively affected (by this issue) and how?

How are people differently situated in terms of the barriers they experience?

Are people traumatized/retraumatized by your issue/decision area?

Consider physical, spiritual, emotional and contextual effects

#### PLACE

How are you/your issue or decision accounting for people's emotional and physical safety, and their need to be productive and feel valued?

How are you considering environmental impacts as well as environmental justice?

How are public resources and investments distributed geographically?

### ISSUE/ DECISION

#### PROCESS

How are we meaningfully including or excluding people (communities of color) who are affected?

What policies, processes and social relationships contribute to the exclusion of communities most affected by inequities?

Are there empowering processes at every human touchpoint?

What processes are traumatizing and how do we improve them?

#### POWER

What are the barriers to doing equity and racial justice work?

What are the benefits and burdens that communities experience with this issue?

Who is accountable?

What is your decision-making structure?

How is the current issue, policy, or program shifting power dynamics to better integrate voices and priorities of communities of color?

#### **Equity and Empowerment Lens**



### New LUP Logo -

Consistent Branding
Sense of Identity & Pride





### Questions?



