



# TRPA Permitting Improvements

## RECOMMENDATIONS AND ACTION PLAN

Prepared for the Tahoe Regional Planning Agency

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Endorsed by the TRPA Regional Planning Governing Board

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# *Action Plan for TRPA Permitting Improvements*

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## Executive Summary

This *Action Plan* outlines a strategy and work program to improve the Tahoe Regional Planning Agency (TRPA) permitting system. Recommended changes include process improvements and code amendments focused on the following priority topics:

- *Establish more efficient, consistent, and predictable application review processes.*
- *Simplify and shorten review processes for minor applications and sequential approvals.*
- *Update code standards that are difficult to interpret, do not add value, or are unduly cumbersome.*
- *Prioritize public communication and customer services.*
- *Expand tools for staff development and training.*
- *Maintain adequate and dependable funding to support quality application reviews.*

This effort is part of TRPA's larger innovation initiative. Through the proposed work program, process and ordinance improvements will be made prior to and in coordination with the significant investments in technology (e.g., new permitting software, document scanning and digitization, etc.) that are part of that initiative.

The approach to preparing and implementing these recommendations is unique. In addition to the work directly related to this effort, I am also gaining first-hand experience in the existing processes by reviewing project applications through a separate contract. Additionally, I have been retained to help staff implement the *Action Plan* following its approval.

Initial recommendations for improvements were developed following a review of pertinent TRPA documents and discussions with a variety of staff members, project applicants, and other stakeholders in the application review process. Ideas and approaches were then discussed and refined with the TRPA project management team.

The resulting *Issue Assessment* memorandum recommended priority topics to address and specific changes to consider. Following publication of the *Issue Assessment*, the same stakeholders and project management team reviewed drafts and helped prioritize change initiatives for inclusion in this *Action Plan*.

Throughout the process, staff and other stakeholders have been very helpful and have shared many promising ideas. I very much appreciate their assistance and continued collaboration.

Overall, stakeholder input painted a picture of a small but highly capable permitting operation that has been confronted with concurrent and unique challenges, including the COVID-19 Pandemic requiring a shift to remote work, a multi-year real-estate boom, increasingly complicated project applications, funding limitations, and an influx of shore zone applications following the approval of new ordinances. Workload has increased in volume and complexity, while remote work has disrupted TRPA's traditional administrative and managerial processes.

Staff has worked admirably to adapt to rapidly changing circumstances, but strains have appeared in the form of delayed project reviews and inconsistent customer service and application review practices. TRPA should be commended for thoughtfully approaching this improvement initiative.

The balance of this *Action Plan* summarizes stakeholder input, the implementation strategy, and recommended improvements (the “Action Items”).

The *Implementation Plan* (Appendix A) outlines a process to complete the Action Items in 12 coordinated projects to be completed in phases over the next 18 months, along with three ongoing and long-term initiatives.

### *Stakeholder Input*

Starting on April 1, 2022, I hosted a series of discussions with the TRPA management team, TRPA staff members, project applicants, and other stakeholders in the application review process. There were many similarities in the issues each group identified. Their input, along with the document review, is the basis for the priority topics listed above and is summarized as:

- *Stakeholders from all groups interviewed agreed that the application process is not efficient, consistent, and predictable.*
- *Multiple stakeholders felt that the review process could be simplified and shortened for minor applications and sequential approvals.*
- *Stakeholders indicated some code standards that are difficult to interpret, do not add value, or are unduly cumbersome need to be updated.*
- *Some stakeholders recommended placing a higher priority on public communication and customer services.*
- *Both agency and external stakeholders suggested expanding tools for staff development and training.*
- *Stakeholders had concerns that adequate and dependable funding to support quality application reviews be maintained.*

### *Implementation Priorities*

Below is an overview and key recommendations for each priority topic.

Priority #1: Establish more efficient, consistent, and predictable application review processes. Stakeholders reported significant delays, inefficiencies, and inconsistencies with application review procedures. Improvements could be made by establishing written procedures detailing the appropriate application review processes, by enhancing application requirements and intake procedures, by increasing automation and delegation, and by maintaining sufficient

funding for timely project reviews. Targeted regulatory and procedure changes would supplement these organizational improvements.

Establishing more consistent and efficient application review practices should be the primary strategy to minimize project review timelines, however targeted fee and staffing increases are also recommended. TRPA has been expanding the permitting team and additional jobs are currently posted.

Long term improvements planned for the *Accela* and *LT Info* systems should prioritize development of a more efficient framework where property and project information is verified and input once, then used consistently for TRPA's public information platforms, research and analysis functions, and application approval templates. Over time, the system should evolve to have certain permitting decisions auto-generated based on property and application inputs.

Priority #2: Simplify and shorten review processes for minor applications and sequential approvals. Stakeholders reported similar application review timelines (150 days) for very simple applications and for highly complex projects. Changes should be made to establish simpler processes and shorter review timelines for minor and generally straightforward applications; which should include but not be limited to: development right transfers, lot line adjustments, minor property improvements, and minor revisions to approved plans. Additionally, TRPA should expand the list of non-impactful improvements that are exempt or qualified exempt from TRPA review; and permit administrative approvals for additional routine determinations that do not warrant a higher level of review.

Priority #3: Update code standards that are difficult to interpret, do not add value, or are unduly cumbersome. The TRPA code is complex and can be confusing. Near term, TRPA should codify prior administrative interpretations, clarify code language where needed, and provide access to applicable plans, codes and reference information in a common location. Longer-term, TRPA should continue to pursue major ordinance changes to be less cumbersome to administer, more effective in protecting environmental resources, and more consistent with broader goals. Improvements could be made to the standards for land coverage, storm water management, building height, scenic resource protection, and subdivisions.

Priority #4: Prioritize public communication and customer services. Stakeholders reported inconsistent customer services and challenges with the conversion to remote work. Action Items prioritize effective public communications and consistent customer services in an in-person, remote, or hybrid work environment.

Priority Topic #5: Expand tools for staff development and training. Increased training and delegation of work is recommended. TRPA should use written guidelines for review procedures and customer services as a training tool to enable more delegation of project review work, and to promote consistency in project review methodologies and outcomes.

Priority Topic #6: Maintain adequate and dependable funding to support quality application reviews. From my limited review, it appears that the current application fees – at least for some application types – do not fully recover the current cost of application reviews. TRPA should prioritize a near-term review and adjustment of application fees to fully recover application review costs; along with continued staffing enhancements to complete delayed reviews.

Over time, the recommended efficiency improvements and enhanced management tools should reduce the administrative cost of application reviews. Workload, staffing levels, and fees should be regularly monitored and adjusted. An enterprise fund for permitting applications should be considered.

### *Implementation Management and Phasing*

It is important to emphasize that simply identifying the needed actions does not ensure they will be implemented.

Implementation of this Action Plan requires a significant commitment of time. However, the time invested should be quickly recovered through more efficient application reviews. TRPA should continue to temporarily allocate additional resources to project reviews and to the Implementation of this Action Plan.

Overall, the permitting division should evolve to operate more like high-volume permitting divisions in larger jurisdictions, and less like the low-volume permitting agency that TRPA has been in the past. This will require increased use of written procedures, automated forms, delegated responsibilities, and other approaches that are commonly used by larger permitting agencies. Efforts to simplify and clarify ordinances will also be important.

The division manager should focus more time on management systems, process improvements, ordinance changes, and staff development. This will require a reduction in time spent on site-specific permitting issues.

The division manager will need to adjust staff assignments to complete the scheduled Action Items and delegate additional work to other qualified staff members. The division manager should include specific implementation actions in the division work plan and individual performance plans, use performance management tools to ensure accountability, etc., and allocate resources accordingly.

Implementation of this *Action Plan* will occur through 12 coordinated projects to be completed in three phases over the next 18 months; along with three long term initiatives. These projects are listed below and are detailed as a work program in Appendix A – Implementation Plan.

Phase 1 projects include less intensive efforts and foundational matters that are necessary for subsequent actions. Work should begin promptly and be finished by February, 2023.

1. Provide Temporary Resources to Complete Projects
2. Enhance Customer Service Protocols

3. Adjust Application Fees
4. Establish Shared Forms and Templates for Permitting Documents
5. Review and Update Staff Teams for Application Reviews

Phase 2 projects are high priority improvements that that will require more than six months to complete. Work should begin promptly and be finished by August, 2023.

6. Codify Administrative Interpretations
7. Prepare a Comprehensive *Administrative Procedure Manual for TRPA Permitting*
8. Implement Processes for Minor Applications and Bundling
9. Simplify Certain Application Review Processes

Phase 3 projects include additional improvements to be completed after the Phase 1 and 2 actions are finished. Work should begin in February, 2023 and be finished by August, 2023.

10. Improve Application Content, Forms and Templates
11. Expand Training and Delegation
12. Refine Performance Management Systems

Long-Term projects are major initiatives that complement the Phase 1-3 projects, but should be managed as separate processes. Completion deadlines will be project-specific.

- Prioritize Strategic Code Updates
- Maintain Fees for Cost Recovery and Consider a Project Review Enterprise Fund
- Enhance *Accela* and *LT Info* Systems to further integrate and automate TRPA’s permitting and monitoring programs

### Table of Action Items

The *Table of Action Items* recommends specific actions to enhance TRPA’s permitting operations, along with a plan and schedule for completion. Priority is given to changes that will advance multiple priorities, or are prerequisites for other important actions. Many of the Implementation Projects will address multiple related Action Items.

Table of Action Items		
Recommended Action Item	Priorities Addressed	Implementation Project
<b><i>Priority #1: Establish more efficient, consistent, and predictable application review processes</i></b>		
<i>Action 1A: Outline standard application review, inspection, and monitoring practices (including timeline expectations for different application types) in a comprehensive, written, and publically available procedure manual to be maintained over time. This manual would be used by all project reviewers and for staff training purposes.</i>	Primary: 1, 2 & 5  Secondary: 4 & 6	Phase 2 / Project 7  Prepare a Comprehensive <i>Administrative Procedure Manual for TRPA Permitting</i>  August 2023

Table of Action Items		
Recommended Action Item	Priorities Addressed	Implementation Project
<i>Action 1B: Use shared templates and forms with standard language for all application review and decision documents.</i>	Primary: 1 & 2  Secondary: 5 & 6	Phase 1 / Project 4  Maintain Shared Forms and Templates for Permitting Documents  February 2023
<i>Action 1C: Increase use of technology to automate and standardize the mechanical steps necessary for permit issuance.  This may be a multi-step process with near term automation of certain application and decision documents, and more significant longer term technology enhancements to the Accela and LT Info Systems.</i>	Primary: 1 & 2  Secondary: 6	Phase 3 / Project 10  Improve Application Content, Forms and Templates  February 2024  Further Improvements should be pursued through the long term project to enhance Accela and LT Info Systems.
<i>Action 1D: Establish more detailed application forms that outline additional submittal requirements and formats to facilitate efficient project reviews.</i>	Primary: 1 & 2  Secondary: 4, 5 & 6	Phase 3 / Project 10  Improve Application Content, Forms and Templates  February 2024
<i>Action 1E: Expand the application intake process to verify that all required application material is properly completed (using an enhanced checklist) before assigning cases to planners. In conjunction with the enhanced intake process, convert the 30-day application completeness reviews to a preliminary project review, where questions, additional information needs, and any major concerns are identified.</i>	Primary: 1, 2 & 4  Secondary: 6	Phase 3 / Project 10  Improve Application Content, Forms and Templates  February 2024
<i>Action 1F: Strengthen applicant responsibilities to provide accurate information by requiring signed and notarized applicant affidavits, wet-stamped plans at least for land capability and coverage calculations, and/or clearly identified changes in plan sheets associated with permit revisions.</i>	Primary: 1  Secondary: 2 & 6	Phase 3 / Project 10  Improve Application Content, Forms and Templates  February 2024
<i>Action 1G: Maintain dedicated staff teams responsible for the timely review of certain application types, including a team for timely review of identified minor applications.</i>	Primary: 1 & 2  Secondary: 4	Phase 1 / Project 5  Review and Update Staff Teams for Application Reviews  February 2023



Table of Action Items		
Recommended Action Item	Priorities Addressed	Implementation Project
<b><u>Priority #2: Simplify and shorten review processes for minor applications and sequential approvals</u></b>		
<i>Action 2A: Establish eligibility criteria, shorter review timelines, and simplified processes for minor amendments to approved permits, minor improvement applications, and other applications that should not require extensive staff review timelines.</i>	Primary: 1 & 2 Secondary: 3, 4 & 6	Phase 2 / Project 8 Implement Processes for Minor Applications and Bundling August 2023
<i>Action 2B: Allow the bundling and/or concurrent processing of certain applications that are currently processed sequentially. Examples include transfer applications, condominium subdivisions, parcel boundary adjustments, etc.</i>	Primary: 1 & 2 Secondary: 3, 4 & 6	Phase 2 / Project 8 Implement Processes for Minor Applications and Bundling August 2023
<i>Action 2C: Expand the list of activities that are exempt or qualified exempt from TRPA review to include additional non-impactful improvements.</i>	Primary: 1, 2 & 3 Secondary: 4 & 6	Phase 2 / Project 9 Simplify Certain Application Review Processes August 2023
<i>Action 2D: Permit administrative approval for additional routine determinations that do not warrant a higher level of review. Examples include modification of historic buildings, projects in mapped avalanche areas, certain road projects, etc.</i>	Primary: 1, 2 & 3 Secondary: 4 & 6	Phase 2 / Project 9 Simplify Certain Application Review Processes August 2023
<b><u>Priority #3: Update code standards that are difficult to interpret, do not add value, or are unduly cumbersome</u></b>		
<i>Action 3A: Codify administrative interpretations on a regular (annual) basis, including clarification of details consistent with prior determinations.</i>	Primary: 1, 3 & 5 Secondary: 2, 4 & 6	Phase 2 / Project 6 Codify Administrative Interpretations and Organize Project Review Documents August 2023
<i>Action 3B: Organize applicable plans, codes, and reference documents in a common location that is easier for applicants and project reviewers to locate.</i>	Primary: 1 & 3 Secondary: 4 & 5	Phase 2 / Project 6 Codify Administrative Interpretations and Organize Project Review Documents August 2023

<b>Table of Action Items</b>		
<b>Recommended Action Item</b>	<b>Priorities Addressed</b>	<b>Implementation Project</b>
<i>Action 3C: Consider longer term initiatives to make major ordinances less cumbersome to administer, more effective in protecting environmental resources, and more consistent with broader goals. This could include more effective and simplified ordinances for land coverage, storm water management, building height, scenic resource protection, and subdivisions.</i>	Primary: 1, 2, 3 & 4  Secondary: 5 & 6	Long Term Project:  Prioritize Strategic Code Updates  Ongoing for housing and other topics.  After February 2024, consider additional amendments focused on site development and building standards.
<b><u>Priority #4: Prioritize public communication and customer services</u></b>		
<i>Action 4A: Establish a virtual front counter with dedicated staff more readily available to answer public inquiries as they are received, or shortly thereafter.</i>	Primary: 4  Secondary: 1 & 5	Phase 1 / Project 2  Enhance Customer Service Protocols  February 2023
<i>Action 4B: Emphasize customer service as an organizational priority by distributing and implementing a customer service policy, to include expectations for availability and responsiveness.</i>	Primary: 4 & 5  Secondary: 1	Phase 1 / Project 2  Enhance Customer Service Protocols  February 2023
<i>Action 4C: Establish a project review working group for ongoing stakeholder coordination related to this initiative, and the permitting process in general.</i>	Primary: 4  Secondary: 1, 3 & 5	Phase 1 / Project 2  Enhance Customer Service Protocols  February 2023
<b><u>Priority #5: Expand tools for staff development and training</u></b>		
<i>Action 5A: In conjunction with a written procedure manual, increase delegation of less complex project review functions to less experienced staff members. Examples include form preparation, noticing, minor applications, etc.</i>	Primary: 1, 2 & 5  Secondary: 4 & 6	Phase 3 / Project 11  Expand Training and Delegation  February 2024
<i>Action 5B: Provide cross training to ensure that at least two staff members are fully trained on every review procedure.</i>	Primary: 1 & 5  Secondary: 4	Phase 3 / Project 11  Expand Training and Delegation  February 2024
<i>Action 5C: Integrate more detailed project review and customer service expectations into the performance management system.</i>	Primary: 4 & 5  Secondary: 1	Phase 3 / Project 12  Refine Performance Management Systems  February 2024

<b>Table of Action Items</b>		
<b>Recommended Action Item</b>	<b>Priorities Addressed</b>	<b>Implementation Project</b>
<b><i>Priority #6: Maintain adequate and dependable funding to support quality application reviews</i></b>		
<i>Action 6A: Maintain management tools to regularly monitor workload demands and adjust budgeting and staffing levels to reflect changes in workload.</i>	Primary: 1 & 6 Secondary: 2, 4 & 5	Phase 3 / Project 12 Refine Performance Management Systems February 2024
<i>Action 6B: On a regular basis, review and update the application fee schedule and staff review expenses to fully recover costs associated with various types of application reviews.</i>	Primary: 1 & 6 Secondary: 4 & 5	Phase 1 / Project 3 Adjust Application Fees February 2023 Continue to address with ongoing updates for Cost Recovery
<i>Action 6C: Continue to evaluate and address potential incentives and disincentives for desired applications embedded within the fee schedule, such as added review fees for applications within centers and for redevelopment projects. Continue subsidizing application fees for affordable housing.</i>	Primary: 6 Secondary: 1 & 2	Phase 1 / Project 3 Adjust Application Fees February 2023 Continue to address with ongoing updates for Cost Recovery
<i>Action 6D: Work to establish a reserve fund during busy times to help cover fixed expenses during slower times.</i>	Primary: 1 & 6 Secondary: 4	Long Term Project: Maintain Fees for Cost Recovery and Consider a Project Review Enterprise Fund Ongoing / Consider Enterprise Fund after February 2024
<i>Action 6E: Identify staff and consulting resources to help relieve the current backlog of project applications and establish teams to implement this Action Plan.</i>	Primary: 1 & 6 Secondary: 4	Phase 1 / Project 1: Provide Temporary Resources to Complete Projects February 2023
<i>Action 6F: Consider establishing an independent enterprise fund for permit application fees and review costs.</i>	Primary: 1 & 6 Secondary: 4	Long Term Project: Maintain Fees for Cost Recovery and Consider a Project Review Enterprise Fund

## Appendix A: Implementation Plan

The *Table of Implementation Projects* outlines a plan to implement the action items through 12 coordinated projects to be completed in three phases over the next 18 months; along with three additional long term initiatives. This Appendix is intended to be an initial project management document for implementation work.

<b>Table of Implementation Projects</b>				
<b>#</b>	<b>Project</b>	<b>Schedule</b>	<b>Action Items Addressed</b>	<b>Documents to Amend</b>
<b><u>Phase 1 Projects</u></b>				
1	<i>Provide Temporary Resources to Complete Projects</i>	<i>February 2023</i>	<i><u>Action 6E:</u> Identify staff and consulting resources to help relieve the current backlog of project applications and establish teams to implement this Action Plan.</i>	<i>N.A.</i>
2	<i>Enhance Customer Service Protocols</i>	<i>February 2023</i>	<i><u>Action 4A:</u> Establish a virtual front counter with dedicated staff more readily available to answer public inquiries as they are received, or shortly thereafter.</i>  <i><u>Action 4B:</u> Emphasize customer service as an organizational priority by distributing and implementing a customer service policy, to include expectations for availability and responsiveness.</i>  <i><u>Action 4C:</u> Establish a project review working group for ongoing stakeholder coordination related to this initiative, and the permitting process in general.</i>	<i>Administrative Documents</i>
3	<i>Adjust Application Fees</i>	<i>February 2023</i>	<i><u>Action 6B:</u> On a regular basis, review and update the application fee schedule and staff review expenses to fully recover costs associated with various types of application reviews.</i>  <i><u>Action 6C:</u> Continue to evaluate and address potential incentives and disincentives for desired applications embedded within the fee schedule, such as added review fees for applications within centers and for redevelopment projects. Continue subsidizing application fees for affordable housing.</i>	<i>Application Fees and Forms</i>  <i>Administrative Documents</i>
4	<i>Establish Shared Forms and Templates for Permitting Documents</i>	<i>February 2023</i>	<i><u>Action 1B:</u> Use shared templates and forms with standard language for all application review and decision documents.</i>	<i>Administrative Documents</i>

<b>Table of Implementation Projects</b>				
<b>#</b>	<b>Project</b>	<b>Schedule</b>	<b>Action Items Addressed</b>	<b>Documents to Amend</b>
5	<i>Review and Update Staff Teams for Application Reviews</i>	<i>February 2023</i>	<i><u>Action 1G:</u> Maintain dedicated staff teams responsible for the timely review of certain application types, including a team for timely review of identified minor applications</i>	<i>Administrative Documents</i>
<b><u>Phase 2 Projects</u></b>				
6	<i>Codify Administrative Interpretations and Organize Project Review Documents</i>	<i>August 2023</i>	<i><u>Action 3A:</u> Codify administrative interpretations on a regular (annual) basis, including clarification of details consistent with prior determinations. <u>Action 3B:</u> Organize applicable plans, codes, and reference documents in a common location that is easier for applicants and project reviewers to locate.</i>	<i>Code of Ordinances Administrative Documents</i>
7	<i>Prepare a Comprehensive Administrative Procedure Manual for TRPA Permitting</i>	<i>August 2023</i>	<i><u>Action 1A:</u> Outline standard application review, inspection, and monitoring practices (including timeline expectations for different application types) in a comprehensive, written, and publically available procedure manual to be maintained over time. This manual would be used by all project reviewers and for staff training purposes.</i>	<i>Administrative Documents</i>
8	<i>Implement Processes for Minor Applications and Bundling</i>	<i>August 2023</i>	<i><u>Action 2A:</u> Establish eligibility criteria, shorter review timelines, and simplified processes for minor amendments to approved permits, minor improvement applications, and other applications that should not require extensive staff review timelines. <u>Action 2B:</u> Allow the bundling and/or concurrent processing of certain applications that are currently processed sequentially. Examples include transfer applications, condominium subdivisions, parcel boundary adjustments, etc.</i>	<i>Code of Ordinance Rules of Procedure Application Fees and Forms Administrative Documents</i>
9	<i>Simplify Certain Application Review Processes</i>	<i>August 2023</i>	<i><u>Action 2C:</u> Expand the list of activities that are exempt or qualified exempt from TRPA review to include additional non-impactful improvements. <u>Action 2D:</u> Permit administrative approval for additional routine determinations that do not warrant a higher level of review. Examples include modification of historic buildings, projects in mapped avalanche areas, certain road projects, etc.</i>	<i>Code of Ordinances Rules of Procedure Application Fees and Forms Administrative Documents</i>

<b>Table of Implementation Projects</b>				
<b>#</b>	<b>Project</b>	<b>Schedule</b>	<b>Action Items Addressed</b>	<b>Documents to Amend</b>
<b><u>Phase 3 Projects</u></b>				
10	Improve Application Content, Forms and Templates	February 2024	<p><u>Action 1C:</u> Increase use of technology to automate and standardize the mechanical steps necessary for permit issuance.</p> <p>This may be a multi-step process with near term automation of certain application and decision documents, and more significant longer term technology enhancements to the Accela and LT Info Systems.</p> <p><u>Action 1D:</u> Establish more detailed application forms that outline additional submittal requirements and formats to facilitate efficient project reviews.</p> <p><u>Action 1E:</u> Expand the application intake process to verify that all required application material is properly completed (using an enhanced checklist) before assigning cases to planners. In conjunction with the enhanced intake process, convert the 30-day application completeness reviews to a preliminary project review, where questions, additional information needs, and any major concerns are identified.</p> <p><u>Action 1F:</u> Strengthen applicant responsibilities to provide accurate information by requiring signed and notarized applicant affidavits, wet-stamped plans at least for land capability and coverage calculations, and/or clearly identified changes in plan sheets associated with permit revisions.</p>	<p>Rules of Procedure</p> <p>Application Fees and Forms</p> <p>Administrative Documents</p>
11	Expand Training and Delegation	February 2024	<p><u>Action 5A:</u> In conjunction with a written procedure manual, increase delegation of less complex project review functions to less experienced staff members. Examples include form preparation, noticing, minor applications, etc.</p> <p><u>Action 5B:</u> Provide cross training to ensure that at least two staff members are fully trained on every review procedure.</p>	<p>Administrative Documents</p>
12	Refine Performance Management Systems	February 2024	<p><u>Action 5C:</u> Integrate more detailed project review and customer service expectations into the performance management system.</p> <p><u>Action 6A:</u> Maintain management tools to regularly monitor workload demands and adjust budgeting and staffing levels to reflect changes in workload.</p>	<p>Administrative Documents</p>

<b>Table of Implementation Projects</b>				
<b>#</b>	<b>Project</b>	<b>Schedule</b>	<b>Action Items Addressed</b>	<b>Documents to Amend</b>
<b><u>Long-Term Projects</u></b>				
	<i>Prioritize Strategic Code Updates</i>	<i>Ongoing / Long Term</i>	<i><u>Action 3C:</u> Consider longer term initiatives to make major ordinances less cumbersome to administer, more effective in protecting environmental resources, and more consistent with broader goals. This could include more effective and simplified ordinances for land coverage, storm water management, building height, scenic resource protection, and subdivisions.</i>	<i>TBD</i>
	<i>Maintain Fees for Cost Recovery and Consider a Project Review Enterprise Fund</i>	<i>Ongoing / Long Term</i>	<i><u>Action 6B:</u> On a regular basis, review and update the application fee schedule and staff review expenses to fully recover costs associated with various types of application reviews. <u>Action 6C:</u> Continue to evaluate and address potential incentives and disincentives for desired applications embedded within the fee schedule, such as added review fees for applications within centers and for redevelopment projects. Continue subsidizing application fees for affordable housing. <u>Action 6F:</u> Consider establishing an independent enterprise fund for permit application fees and review costs.</i>	<i>TBD</i>
	<i>Enhance Accela and LT Info Systems to further integrate and automate TRPA's permitting and monitoring programs.</i>	<i>Ongoing / Long Term</i>	<i><u>Action 1C:</u> Increase use of technology to automate and standardize the mechanical steps necessary for permit issuance.  This may be a multi-step process with near term automation of certain application and decision documents, and more significant longer term technology enhancements to the Accela and LT Info Systems.</i>	<i>TBD</i>