

May 4, 2026

Financial Services Item#29

Dear Chair and Members of the Board,

My name is Su Lee, and I am currently one of Permit Technicians serving Yolo County. I have been with the County for the past two and a half years, and I am writing today to respectfully request that you reconsider the proposed elimination of the Permit Technician positions.

These are not easy decisions, and I appreciate the weight of the responsibility you carry. First off, I want to share how this potential layoff would impact not just my career, but my family's life. I commute over an hour each day to serve this County because I take pride in my work and in supporting our community. My wife and I have been married for 15 years, and we have been struggling with infertility throughout much of that time. We have gone through three IVF cycles, 2 while working for Yolo county, all ending in miscarriage. Despite the heartbreak, we were holding on to hope and planning to try one final cycle this summer. With the uncertainty of losing my job, I recently had to tell my wife that we may not be able to move forward with that last chance. It was one of the hardest conversations I have ever had. This layoff does not just affect my employment, it directly impacts our ability to continue building the family we have been fighting so hard for.

While this may appear to be a modest staffing reduction, the impacts are not isolated—they directly affect our ability to deliver timely, accurate, and customer-focused service, and they carry financial implications as well.

First, from a fiscal standpoint, permit functions are largely supported through permit fees. The work performed by a Permit Technician is part of the service that those fees are intended to fund. Reducing staffing in this area does not eliminate the workload—it shifts it. That shift can slow processing times, delay project timelines, and ultimately reduce throughput. When permits are delayed, fee collection is also delayed, which can negatively affect revenue timing and, in some cases, overall revenue generation.

Second, there are clear customer service impacts. The Permit Technician is often the first point of contact for residents, contractors, and businesses navigating the permitting process. Removing this role reduces accessibility and increases wait times—both at the counter and in response to inquiries. That creates frustration for customers and places additional strain on remaining staff who must absorb these responsibilities alongside their primary duties.

Third, and most importantly, this change affects our overall level of service. Permitting is a core function that supports development, compliance, and economic activity. When staffing is reduced without a corresponding reduction in workload, the result is slower turnaround times, increased

risk of errors, and diminished service reliability. Over time, that can impact public trust and the perception of how effectively we operate.

This is not simply a staffing decision, it is a decision about service delivery, financial efficiency, and organizational performance. If there is a need to address budget constraints, I would encourage consideration of alternatives that preserve core service capacity while still achieving fiscal goals without permanently affecting employees and their families.

I am committed to continuing to serve Yolo County and hope to be given the opportunity to do so. Thank you for your time, your consideration, and for hearing my story.

Respectfully,

Su Lee