

Problems

1. Departments not signing off holds up process
2. The exact location of the plans is not always known - who has the application at this time - not tracked
- 3a. Application attachment are not in HTE - no capability in HTE to attach document being sent to the file
- 3b. Other departments cannot see the documents being issued by one department
- 3c. No electronic/central storage for all documents related to the permit for all departments
- 3d. Conversations with developers are not documented for future reference - not attached to any parcel/address etc.
- 4a. Different departments send their own correction letters- customers never know if they have been notified by all departments for plan check comments
- 4b. Different departments are working on different response deadlines (staffing, re-submittals, political environment)
5. Conflicting comments being issued to the customer from different departments
6. Disconnect between first thing reviewed (underground) and last thing being reviewed (sprinklers) and second can cause changes in the first
7. No formal communication process to update other departments on project phases
- 8a. Multiple partial permits on same project create problems - hard to find what has been issued previously
- 8b. Customer driven partial permits created inefficiencies - need political and City upper management support
- 8c. Current process does not provide consistent results - generates more partial permits
- 8d. Developer schedules also generate partial permits - effect review schedules
- 8e. Partial permit information does not get added to the full permit - inspectors need to do additional research
- 8f. Additional costs for City to issue partial permits
- 9a. One person is assigned to multiple in-compatible tasks - Staffing issues
- 9b. Volume of plans exceed staffing level
- 9c. Field personnel are also doing office work - effects customer service and field customer service
10. In HTE same information has to be entered in multiple places - redundant work
11. Field inspectors do not have access to information in the field - office staff has to enter information in multiple places to print it for them
- 12a. Office configuration does not meet needs of the staff and customers
- 12b. Office setup - makes it hard to make forms & information available in lobby
- 12c. Equipment (e.g. printers and copiers) not close by counter staff - create a delay in customer time
- 12d. Inadequate space for centralized filing method - hard to track down plans etc.
13. Multiple revisions of plans are hard to track
14. Quality and completeness of plans causes additional work for checkers
15. Log in for different system - Windows, HTE, Onbase
- 16a. Interruptions (phones/walk ins/meetings etc) create additional work load
- 16b. No quiet time available to complete tasks
- 16c. Public hours not conducive to completion of tasks
17. Non project/permits/applications tasks draw on staff time effect the availability for current process being documented
18. Due to political pressure - many projects are labeled as priority (take care of this before anything else), creating bad customer service for people walking in

Impacts

- 1 - i Additional Staff time
- 1 - ii Reduced customer service
- 1 - iii Adverse effect on City's public image
- 1 - iv Lack of consistency
- 2 Same as 1
- 3a, c, d Same as 1
- 3b - i Same as 1
- 3b - ii Can result in installation of non standard improvements
- 4 Same as 1
- 5 Same as 1
- 6 - i Same as 3b
- 7 Same as 1
- 8 Same as 1
- 9 Same as 1
- 10 Same as 1
- 11 Same as 3b
- 12 - i Same as 1
- 12 - ii Create ergonomic issues - effects employees health
- 13 Same as 1
- 14 Same as 1
- 15 Same as 1
- 16 - i Same as 1
- 16 - ii Reduced employee morale
- 17 Same as 1
- 18 - i Same as 16

Solutions

- 1.1 Accept complete applications only with upper management support consistently
- 1.2 Create a methodology for determining applications complete
- 1.3 Set up standards for complete application
- 1.4 Create/emphasize customer accountability
- 2.1 Central filing location for plans, to include a layout table for quick plan reviews
- 2.2 Using technology, create a check-in/check out system for plans
- 2.3 All departments should log the name of the person assigned to plan checking (HTE/other software)
- 2.4 Increase cubicle size to provide more working area, and some additional storage area for all staff working with plans
- 2.5 Create a small conference rooms to meet with customers, have a computer available for customers to use - have it outside the counter
- 3.1 Obtain a Permit tracking software that allows to attach documents, comments, applications etc. and have it linked for all departments to use
- 3.2 Use the permit tracking software to document future plans (conversations with developers) - use judgment in what needs to be documented - and attach it to the parcel/address
- 4.1 Make one person responsible for correspondence to the customer - who should also have one point of contact for the project.
- 4.2 Create an inter-departmental coordination system, where all plan checkers are can provide input. (Reid Campbell (Chair), John Wotilia, Jay Coffey, Mark Martin, Julie Lorch - to coordinate and come up with a plan on this)
5. Same as 4
- 6.1 Educate clients on when and how to make submittals (Pre-meeting)
- 6.2 Make all contractors to work with what has been approved in the initial plans, unless critically important
- 6.3 Public Works and Fire to work together on these issues
- 7.1 Same as 3
- 8.1 Same as 3
- 8.2 Need upper management support in eliminating/limiting partial permits
- 8.3 Look at additional costs that City incurs due to partial submissions and have additional fees for partial permits (currently being done) - additional fees could be used to hire more staff to manage the work load
- 9.1 Designate staff for office and field work separately
- 9.2 Counter staff trained for multi discipline
10. Same as 3
11. Same as 3 - to have field devices
- 12.1 Same as 2
- 12.2 Involve staff in planning for the move/office layout to the new City Admin Building
- 13.1 All information submitted through one point of contact at the City and then be routed to relevant plan checkers
- 13.2 All sets of plans to be updated for all department to review.
- 13.3 Have changes submitted electronically before new plans are submitted.
- 13.4 Provide online access for customers to review plans
- 13.5 Same as 2.5
14. Same as 1
15. Being evaluated by IT - will probably get solved when HTE is replaced
16. Revisit office hours to provide a better solution (Richard, Brenda, Valerie (Chair), Julie, Gregg)
17. Review staff assignments and establishing priorities related to non-cost recovery activities (Upper Management)
- 18.1 Create awareness for Upper Management and Council Members on permit center capabilities/limitations
- 18.2 Solicit upper management/council support in prioritizing projects
- 18.3 Create communication channel between Permit center and Council/Management (when a developer complains, give permit center staff a chance to discuss before decision is made)

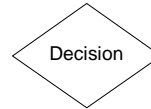
Benefits

- 1.i More efficient process that saves time
- 1.ii Better customer service
- 1.iii Saves employee time
- 1.iv Increased accuracy
- 1.v More positive public image for the City
- 2.i Same as 1
- 2.ii Increase staff morale
3. Same as 1
4. Same as 1
5. Same as 1
6. Same as 1 and decrease in employee time off
7. Same as 1
- 8.i Same as 1
- 8.ii Additional revenue generated to fund additional staff needed
9. Same as 1
10. Same as 1
11. Same as 1
12. Same as 1
13. Same as 1
14. Same as 1
15. None identified
16. TBD
17. TBD
18. Same as 2

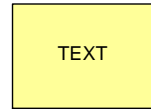
LEGEND



Task Box -
Original Process



Decision Box



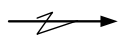
Task Box -
Revised Process

2,3

Problems



Data Flow - Direction



Electronic Transfer



Phone



Hard Copy



Walk-in



Facsimile



Electronic Mail



Regular Mail



Database / System

Facilitator
Mahin Shah

Participants
Session 3 (May 12, 2008)
Brenda McIntosh
Blake Froberg
Eric Elias
Gregg Meissner
Jeff Willett
John Wotila
John Freitas
Julie Lorch
Mark Martin
Richard Larrouy
Vicky Flores
Reid Campbell

Session 4 (May 22, 2008)
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Gary Cathcart
Gregg Meissner
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Jeff Willett
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Mark Martin
Richard Larrouy
Reid Campbell