

# CDD PROCESS IMPROVEMENT TIMELINE

October 1, 2009, 10:00 a.m.

## Community Development Department

- April 2005 **Permit Center Task Force** - Appointed by Mayor Chavez to review the business practices and procedures of the Permit Center.
- September 2007 **Lucy Report** - Interviewed staff and customers; provided recommendations to enhance the quality and delivery of all services related to residential and commercial development processes, including an oversight commission.
- July 2009 **Consolidation of support and technical staff into Business Operations Division** - Eliminates duplicative positions/roles - streamline processes, united vision.
- September 2009 **Establishment of Development Oversight Commission** - A result of the City's settlement agreement with the BIA. Tasked to review permit center operations and provide direction regarding development processes, fees and fund tr.
- September 2009 **Proposed Two-year staffing plan** - propose to implement restructuring and operational adjustments with staffing reduction from 88 FTE to 42 FTE during FY2009-10 and FY2010-11.

## Building

- July 2006 **Permit Center Report Card** - Customer survey of service at Permit Center - currently focused mostly on Building permit process
- July 2006 **Increased staff training** - Plan checker and customer service (decreased recently due to reduced staffing levels)
- December 2006 **Quick Check Program** - Provides for one-stop plan review and permit issuance for uncomplicated building plans.
- October 2007 **Pre-submittal meetings** - Meet with potential applicants to assure complete submittals and answer outstanding questions ahead of submittal
- October 2007 **Increased number of "Over-the-counter" permits** - True "Over-the-counter" permits where the visitor leaves with a permit for a water heater, re-roof, etc.
- February 2008 **One plan checker as single point of contact** - Recognizing the inefficiencies for both the customer and staff to be required to reconvey information.
- July 2008 **Rapid Workflow** - Remapping of typical building permit process (this process must be revisited since staffing has been drastically reduced since the workflow process was defined)
- December 2008 **Opened communication between plan checkers and inspectors** - Provides for faster resolution of questions regarding plans and acceptable practical alternatives.
- December 2008

## Development Engineering

- November 2006 **Established Plan Check review meetings** - Review comments from plan check process with applicant to avoid misunderstanding and wasted effort.
- February 2008 **Established electronic Improvement/Precise Road Plan file** - Improved efficiency for file archiving and later review.
- April 2008 **Improved Assessment District developer reimbursement process** - Working with Administrative Services, streamlined procedures to speed reimbursement for completed improvements.
- July 2008 **Integrated Engineering Services division of Public Works into Community Development as Engineering and Transportation Planning** - Provides for better coordination between like functions at Permit Center.
- August 2008 **Delegated "City Engineer" responsibilities** - Reduced turnaround time for approving plans.
- June 2009 **Implemented Encroachment Permit Module in Plan Track** - Tracks encroachment permits, inspection monitoring, assignment and inspection notes - ongoing improvements/enhancements
- September 2009 **Move Development Engineering Staff to Permit Center** - Engineering and Inspection Staff moved from SEB to Permit Center September 25, 2009 - support staff more readily available

## Parks Planning

- July 2008 **Parks Planning integrated with CDD in July 2008** - Provides for greater coordination between Parks Planning and Land Use Planning efforts.

## Planning

- June 2004 **EDOC - Environmental Document mailing list automation system** - Reduced time to produce complex mailing lists to one-quarter the time.
- May 2008 **Planning Permit Fees nexus study by Muni-Financial** - Prior Planning Fee nexus study - recommended fees implemented in July 2008.
- June 2008 **Completed Draft Enterprise-Wide Permit Tracking System RFP** - Intent ahead of budget crisis was to advertise for a new integrated enterprise system for permit tracking across departments/divisions
- June 2008 **Parks and Open Space Policy Diagram** - Consolidated complex policy and code from numerous sources into a simple to understand single graphic.
- July 2008 **Rapid Workflow** - Remapping of typical permit processing
- January 2009 **Plan Track Planning Application/Project Tracking** - Enhancements continuous since this date, eliminated paper routing form for initial project review, detailed project tracking/financials.
- January 2009 **Planning Pre-Application Meetings implemented** - Ensure more complete applications to improve processing time of applications
- January 2009 **Single Project Numbering System implemented** - In the past, each planning application had a separate file number as part of a project. This led to difficulty managing folders and recreating project information
- January 2009 **Universal Planning Application implemented** - Consolidated 31 applications into one - first step to enable a single on-line application.
- July 2009 **Automation of fee update to HTE Building module** - In the past staff was required to work weekends inputting 1,025 fees and verifying them before new fees went into effect. This action eliminated that need.
- September 2009 **CEQA Consulting Guidelines** - Reduces or eliminates need for CEQA peer review consultant
- September 2009 **Created second dedicated conference room at Permit Center** - Resolves historic bottleneck resulting from having only one dedicated conference room in the Permit Center
- September 2009 **Permit Fee Change Notification** - E-mail subscription list implemented notifying subscribers of updates to Permit Center Fees.
- September 2009 **Time Tracking system implemented** - Allows staff to track work on planning applications and better track staff time spent on non-revenue generating activities

## Current Process Improvement Initiatives (Most in-process)

- Building **Laptops for field inspectors** - Allows for in-the-field input of inspection notes and generation of approvals. Necessitates development of interface with HTE Building module and efficient wireless solution (currently unfunded)
- CDD **Cross training Business Operations staff to cover department-wide functions** - Improve utilization of staff time, more individuals available to provide customer service than under old model.
- CDD **Create staging area in Permit Center for more efficient management of documents and plans** - Storage and document/plans review and assembly areas do not exist. (January 2010)
- CDD **Permit Center report card revision** - Added Business operations manager to review for potential process or systems improvement opportunities, will revise card to better reflect all functions. Looking at web-based report card option w
- CDD **Website Comprehensive Transformation** - Rethinking how we present information to citizens and businesses. - Thinking like a end-user rather than from city employee/bureaucrat standpoint.
- CDD **Website - Current Info systems to website** - Developing techniques by which to leverage information in our existing tracking systems to the web. Web based report cards and permit application system.
- CDD **Inventory Management System** - Vehicles, computers, phones, equipment inventory management to right-size resources to properly function while reducing costs
- CDD **Exchange Permit Center data remotely with Code Enforcement at SEB** - Develop processes/systems to reduce required visits by Code Enforcement staff to the Permit Center
- CDD **Planning and Engineering Fees Nexus Report** - An important task to be undertaken under the direction of the Development Oversight Commission (DOC)