

Community Development Department

Process Improvement FY08-09

Presented to the City Council
Community Planning & Development Committee

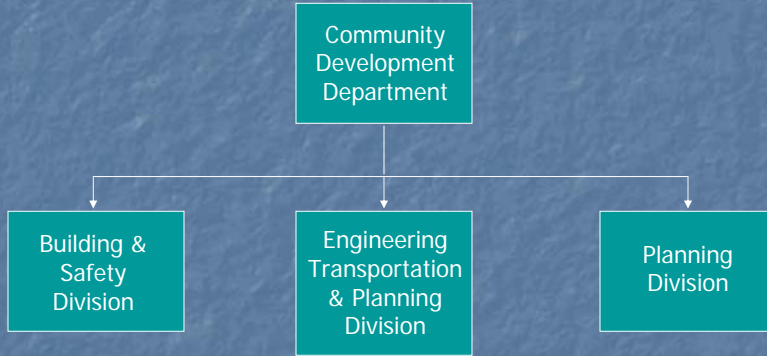
February 26, 2009

PRESENTATION OUTLINE

- Background
- Lucy Report - Opportunities for Improvement
- Accomplishments
- Future Efforts

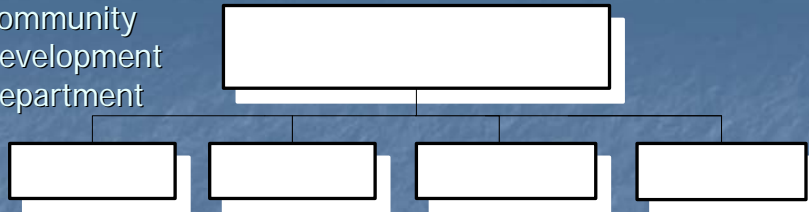
BACKGROUND

Community Development Department



BACKGROUND

Community Development Department



Permit Center

- Permit Center History
- Oversight History

Lucy Report

- To enhance the quality and delivery of all services related to residential and commercial development processes
- Draft report September 2007
 - Stakeholder interviews
 - Intercept interviews
 - Internal focus group interviews
- Recommended Oversight Commission
- Finding of Opportunities for Improvement (OFI)

BACKGROUND

Recommended Oversight Commission

- Commission Members
 - Development industry
 - Non-profit sector
 - Advocacy groups
 - Professional associations
 - Staff participation
- Outside perspective
- Those most impacted recommend solutions

Lucy Report Opportunities for Improvement (OFI)

- Communication
- Staff Training
- Staffing
- Peer Review Process
- Building Timelines for Approvals
- Application/Document Tracking
- Technology, Tools & Resources
- Customer Meetings
- Facility
- Decision-making Process

CDD



OPPORTUNITIES FOR IMPROVEMENT

SOLUTIONS

Opportunities for Improvement

COMMUNICATION

Issue

Need to communicate clear, concise and consistent messages

Solution

- Improve focus on sharing of information
 - Convey when issues are/are not resolved
 - Acknowledge political pressures
- Project Manager coordinates dept/div comments
- CDD Director arbiter between Departments/Divisions
- Document interpretations and conversations
- Improve staff understanding of other departmental/divisional processes
- Increase effectiveness of staff meetings

STAFF TRAINING

Issue

Lack of consistent training is a potential cause of poor communication and consistency of policy application

Solution

- Designate internal training a priority
- Professional development
- Identify training topics/schedule
- Develop training materials
- Budget for training time and resources
- Track staff's training progress
- Boot camp for new employees

STAFFING

Issue

Shortage of staff can lead to long processing times and customer delay. Staff morale suffers. Staff retention becomes an issue.

Solution

- Improved training/cross-training
- Process improvement
- Determine appropriate staffing levels
- Increase staff as mandates increase
- CEQA responsibility reassigned to other Depts./consultants

PEER REVIEW PROCESS

Issue

Concern about the effectiveness and purpose of peer review consultants. Does peer review speed review or simply add another layer of cost and review?

Solution

- Hold stakeholder and staff roundtable
- Identify best practices for future use of peer review consultants.
- Clearly define peer review expectations
- City bears ultimate responsibility for health/safety/welfare

APPROVAL TIMELINES

Issue

Stakeholder concern about project processing delays and uncertainty of schedules.

Solution

- Implement Rapid Workflow processes
- Define reasonable processing timelines
- Flex timelines when necessary
- Keep applicants informed if delay
- Resolve staffing bottlenecks
- Empower staff to reject incomplete submittals

APPLICATION/DOCUMENT TRACKING

Issue

Stakeholder concern about lost project documents and inability of staff to provide current status of a project.

Solution

- Plan Track interim solution (Implemented)
- Enterprise system implementation (Long term)
- Scanned documents integrated with plan tracking applications (Future)
- Update plan tracking systems with project status (Ongoing)
- Appropriate document storage/staging space

TECHNOLOGY TOOLS

Issue

Outdated and difficult to use information systems and resources

Solution

- Plan Track interim solution (Accomplished)/Enterprise long term solution (RFP)
- Laptops for instant field inspection approvals
- In-office tools and technology expert
- Land Master Mapping improvements
- Capitalize on scanning capabilities
- Improve document management system (EDMS)

CUSTOMER MEETINGS

Issue

Overlap between Economic Review Committee (ERC) and CDD Pre-application process. *Need to differentiate between promotion of city and technical application requirements.*

Solution

- Revisit relationship of ERC to Pre-application process
- Implement pre-application meetings (Accomplished)
- Establish standing pre-application meeting times
- Meeting minutes and action items
- Standardize information relayed to applicant
- Define expected attendees at meetings

FACILITY

Issue

Poor layout and space in current Permit Center.

Solution

- 400 E. Main Street (WAMU) 2nd Floor
- Separate non-counter workspaces from counter
- Provide a larger library for historical project files
- Create a staging room/area
- Seating area for applicants
- Kiosks with computers
- Review hours of operation
- Available meeting rooms

DECISION-MAKING PROCESS

Issue

Stakeholders and staff concerned about the inability of staff to make a decision backed by management.

Solution

- Empower staff to make decisions – under way
- Delegate correspondence/signature authority
- Delegate staff report review authority
- Code interpretation binder/database
- Improve policy training
- Improve overall communication

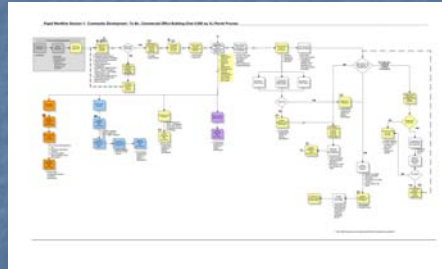
ACCOMPLISHMENTS AND FUTURE IMPROVEMENTS



By Division

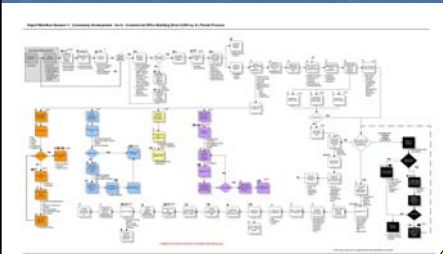
Rapid Workflow (Cont.)

- Planning Use Permit Process – Representative Process
- Building Permit Process
- Process included line staff from:
 - Building
 - Fire
 - Planning
 - MUD
 - E&TP
- Neutral Facilitator



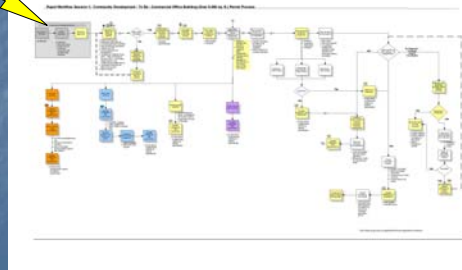
BACKGROUND

Rapid Workflow



From
84 steps....

...To
48 steps





BUILDING DIVISION Accomplishments

- Increased "over the counter" permits
- Decreased plan check time
- One plan checker as single point of contact
- Increased permits rechecked at counter
- Pre-submittal meetings
- Permit Center "Report Card"
- Standardized submittal forms
- Reduced wait-time
- Increased staff training – plan checker and customer service
- Opened communication between plan checkers and inspectors



BUILDING DIVISION Future Improvements

- Implement combination inspections
- Inspector assigned throughout project
- Inspectors assigned geographical area
- Empower independent decision making
- Shared training by supervisors and peers
- Streamline procedures with Code Enforcement
- Continue to improve customer service
- Front Counter Supervisor (new position)

ENGINEERING & TRANSPORTATION PLANNING Accomplishments

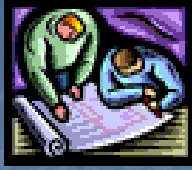


- Shift E&TP Division to improve cooperation/responsiveness
 - Established uniform development project priorities
 - Delegated "City Engineer" responsibilities – empowered staff
- Established Plan Check Review Meetings
- Decreased improvement plan and final map checking time
- Established electronic Improvement/Precise Road Plan File
- Improved Assessment District developer reimbursement process

ENGINEERING & TRANSPORTATION PLANNING Future Improvements

- Incorporate E&TP projects and permits into Plan Track system
- Increase staff training, mentoring and cross training
- Improve information sharing
- City wide document management program/software
- Improve communication between design, permitting and inspections
- Improve communication between Divisions/Departments
- Refine peer review process





PLANNING DIVISION Accomplishments

- Single Project Numbering System
- Universal Planning Application
- Plan Track Permit Tracking System Overhaul
- HTE Fees Update Automation Efforts
- Enterprise Permit Tracking Software RFP
- OnBase Document Scanning
- Parks and Open Space Policy Diagram
- Updated Desktop Computers
- Pre-Application Meetings Implemented
- Administrative Guidelines for Pre-Application Meetings

ACCOMPLISHMENTS

Enterprise-Wide Permit Tracking System RFP

- RFP complete
 - Responsive to needs of all departments interfacing with Community Development
- Enterprise System – Features Sought
 - Web interface
 - Greater GIS/Mapping integration
 - Linkage to electronic project documents (plans, documents)
 - Interface to accounting system
- Awaiting funding

Single Project Numbering System

- Consolidates application files into one project file
- ONE number to track all entitlements for a project
- A project's files stored in one place physically/electronically
- Allows use of a single application form

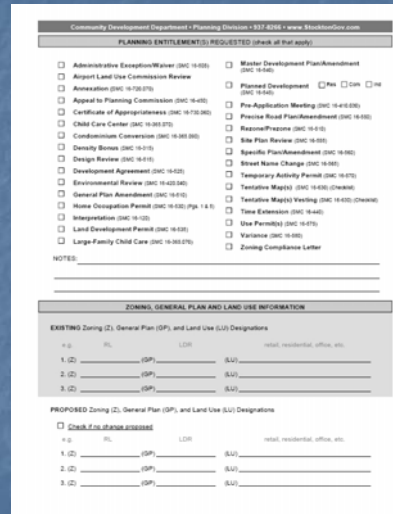
P09-001

VS.

- EIR10-05
- A-05-06
- DA08-05
- GPA10-05
- MDP5-05
- TM4-05
- TM5-05
- PR04-06
- Z-12-05



Universal Planning Application

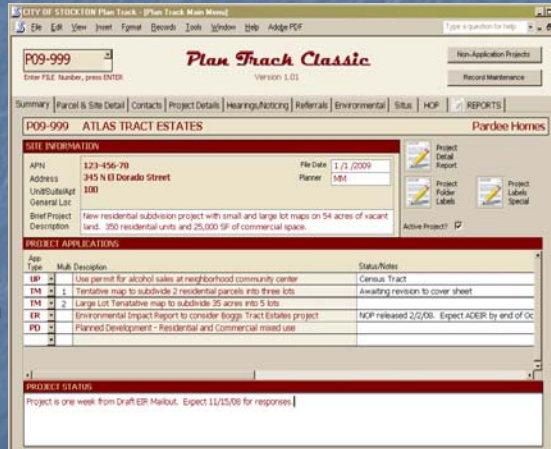


- Consolidates 31 application forms into ONE
- Available online – writable form
- Eliminates transcription to a second form
- Reduces duplication costs
- Eliminates effort to maintain/edit 31 forms
- Submittal Requirements Matrix

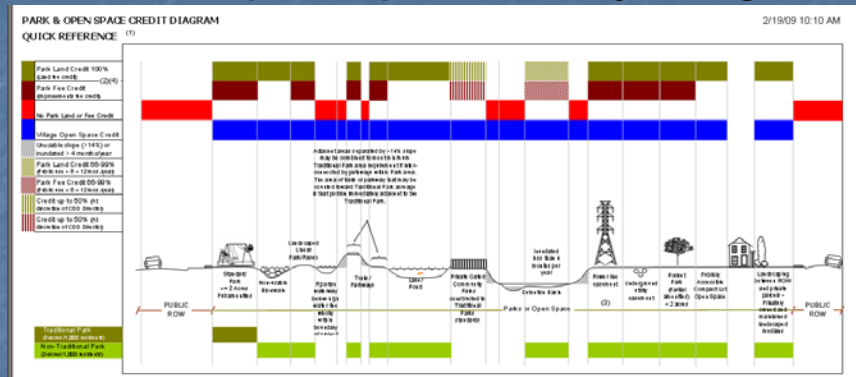


Plan Track Permit Tracking System

- User friendly
- Expanded information
- Automates processes
- Tracks new/old entitlements
- Planner/Management Tool
- On-the-fly customization
- Custom reports
- Cost-effective interim system
- Enterprise system template



Parks & Open Space Policy Diagram



- A simple solution to a complex issue
- Reduces uncertainty
- Responsive to the needs of the Development Community
- Clarifies policy and allows improved consideration of policy impacts
- Provides consistency in application of policy

Q & A

