



City Hall ● 425 N. El Dorado Street ● Stockton, CA 95202-1997 ● www.stocktonca.gov

Meeting Summary

The following is a summary of the topics discussed in the DevSTAT meeting on 02/18/2021. Analysis is provided by the Office of Performance and Data Analytics. Information in the memo has been edited to protect Personal Identifiable Information (PII) and ensure accuracy. Note that the data and visuals included in this memo reflect a specific period in time, and as a result, information below can be subject to change.

This memo will cover the following subjects in further detail:

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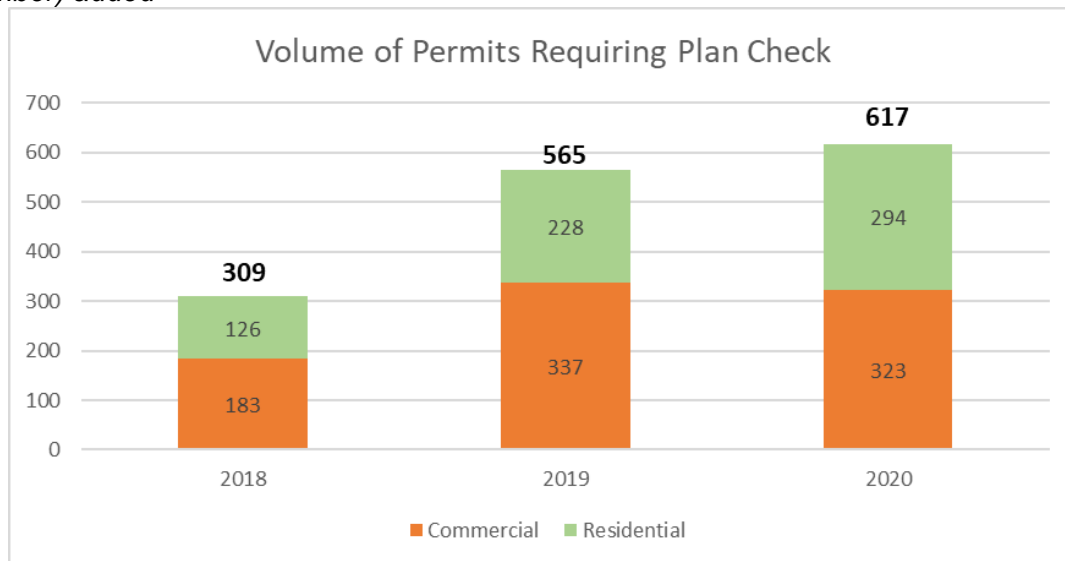
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Recent Key Accomplishments

- Three MUD SWQCCP Workshops held between 1/27-2/03, 138 total attendees.
 - MUD conducted 3 days of workshops. MUD will additionally make a link to the content available on the website for the future reference.
- Launched Customer Feedback survey (2/02)
 - A QR code is available within the permit center that will allow customers to give CDD feedback.
- Established baseline KPIs
- Established Building Plan Check improvement goals
- Launched new online permit: OTC-Reroof (02/11/21)
- Accela modifications needed for ongoing KPI tracking and reporting are drafted and undergoing testing as of 2/16

2020 Year-End Data

Revised KPI baseline 2018-2020 with 2020 end-of-year data (mid-November through December) added



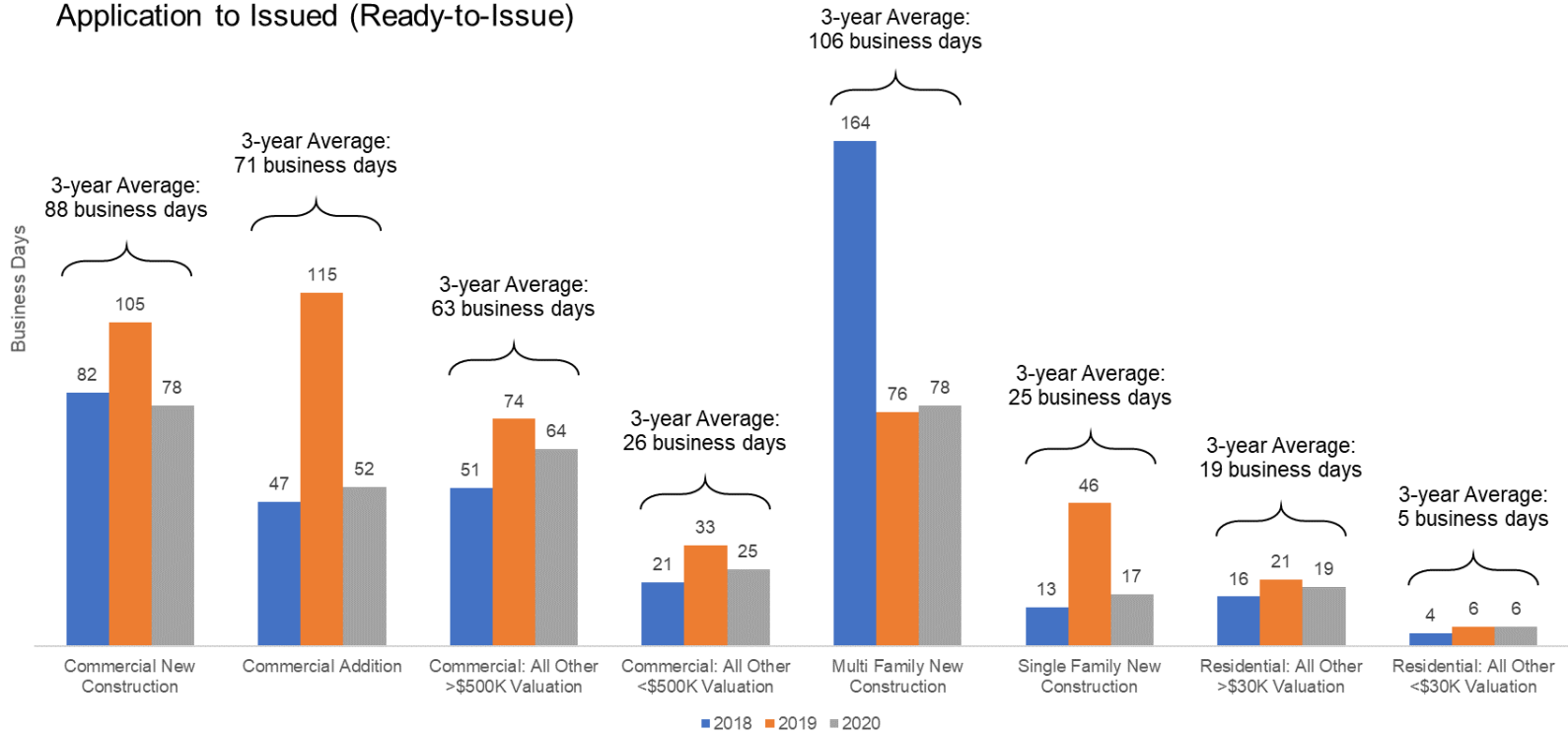
Note: Volume of Permits has had a year-by-year increase however there is a reduction of commercial permits from 2019 to 2020.

Baseline (2018-2020 Calendar Years)

Type	Category	Subcategory	First Review - % of Target Met	Resubmittal - % of Target Met	Average # of Submittals
			Avg.	Avg.	Avg.
Commercial	n/a	New Construction	15%	46%	3.0
Commercial	n/a	Addition	25%	42%	2.6
Commercial	n/a	All Other \geq \$500K Valuation	39%	73%	2.7
Commercial	n/a	All Other $<$ \$500K Valuation	39%	67%	2.5
Residential	Multi-Family	New Construction	3%	36%	2.7
Residential	Single Family	New Construction	43%	57%	2.4
Residential	n/a	All Other \geq \$30K Valuation	40%	72%	2.5
Residential	n/a	All Other $<$ \$30K Valuation	40%	78%	2.5

New Tracking Metric: Timeline from Application to Issued / Ready-to-Issue

Average Working Days from Application to Issued (Ready-to-Issue)

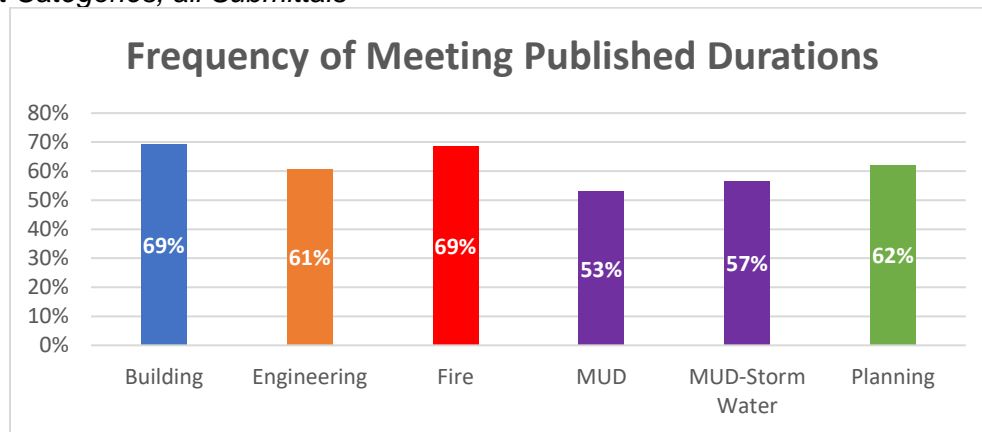


KPI Baseline Drilldown by Department & Division

NOTE: Data included below represents averages from 1/1/2018 – 12/31/2020

By Category: Frequency of Hitting Published Targets, Average Durations for First and Resubmittals

All Permit Categories, all Submittals



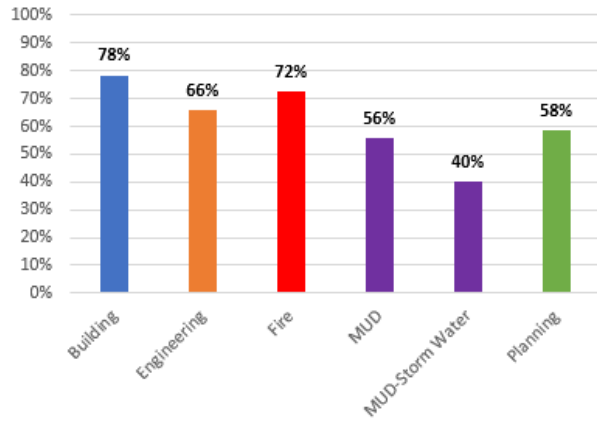
The following three sections cover a sample of all permit types.

Commercial New Construction

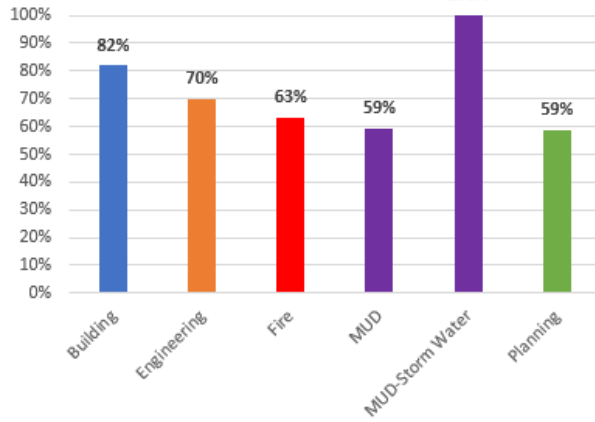


Commercial: Valuation > \$500K

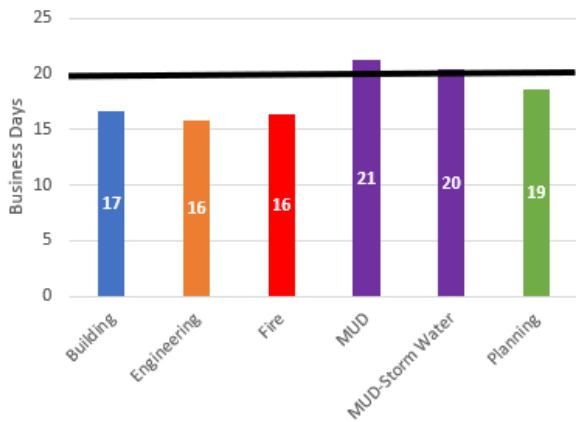
**Published Durations Met
First Submittal**



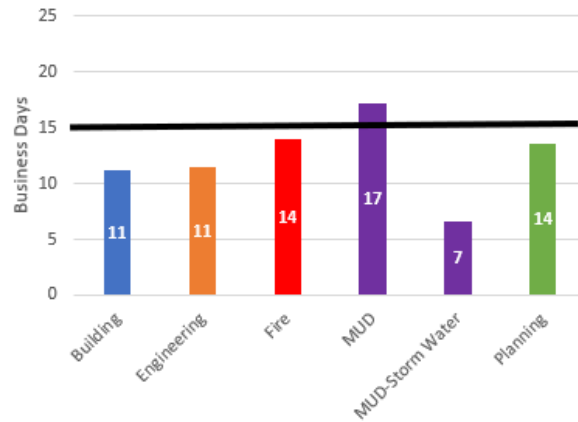
**Published Durations Met
Resubmittals**



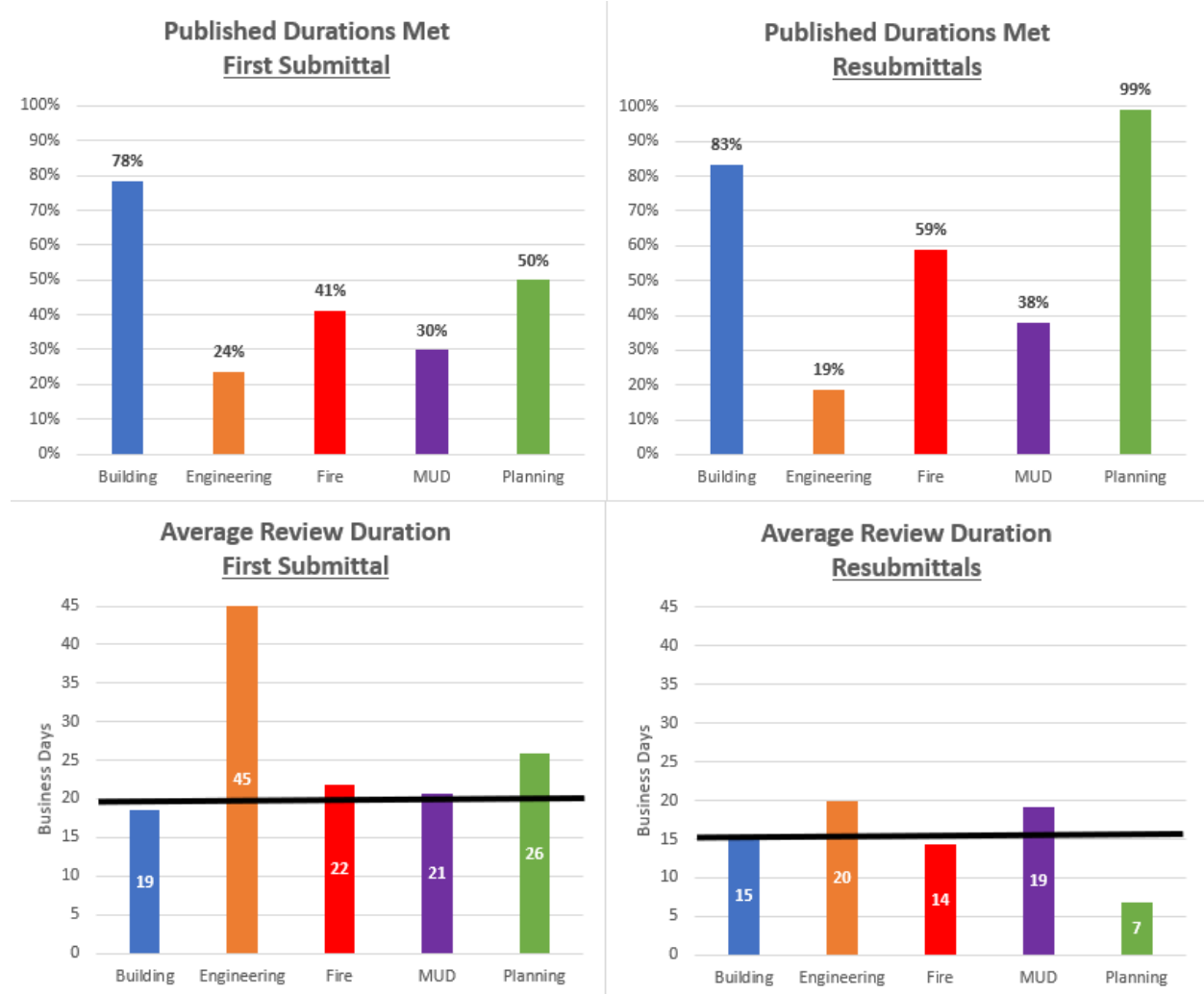
**Average Review Duration
First Submittal**



**Average Review Duration
Resubmittals**



Residential: Multi-Family New Construction



How is each department working to improve the Building permit process?

- Increase education with the workshops to hopefully see an increase in consistency and quality of submittals.
- Increase communication between departments.
- Partnering with submitters leads to higher quality submissions.
- Emphasize the importance of completing review work in the shared system or updating the shared system to reflect completion.
- Establish a single point of contact/gate keeper/project manager to orchestrate reviews across departments.

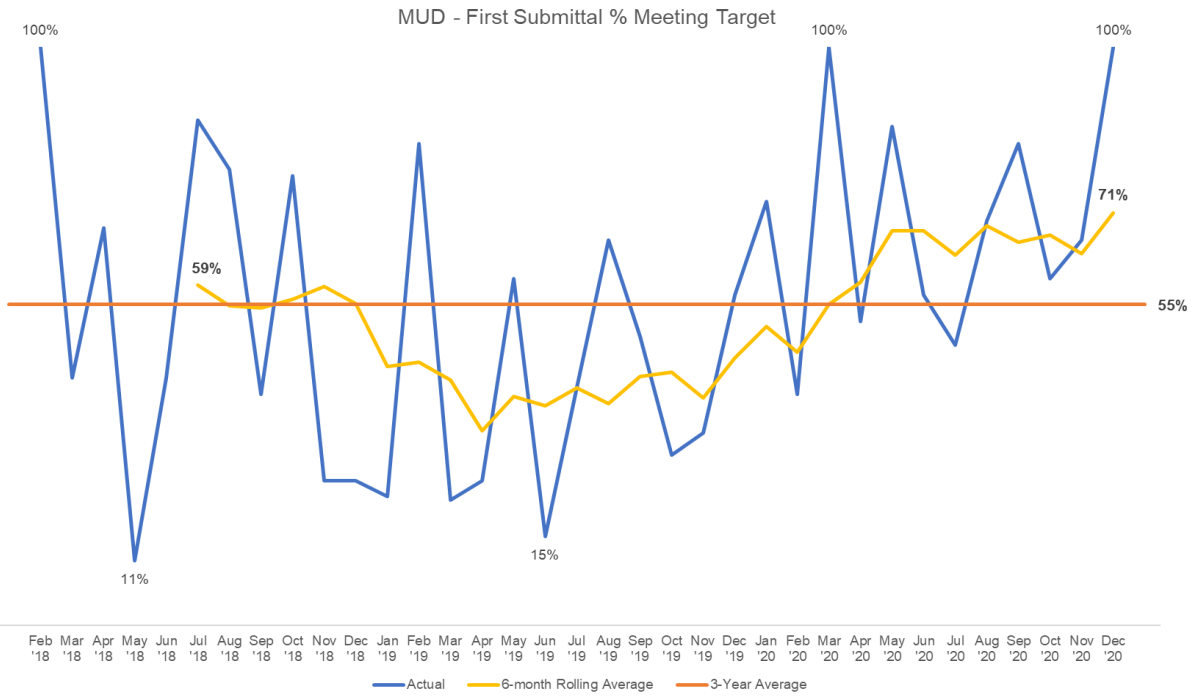
Question: Is the current application electronic?

The application is currently in 3 formats

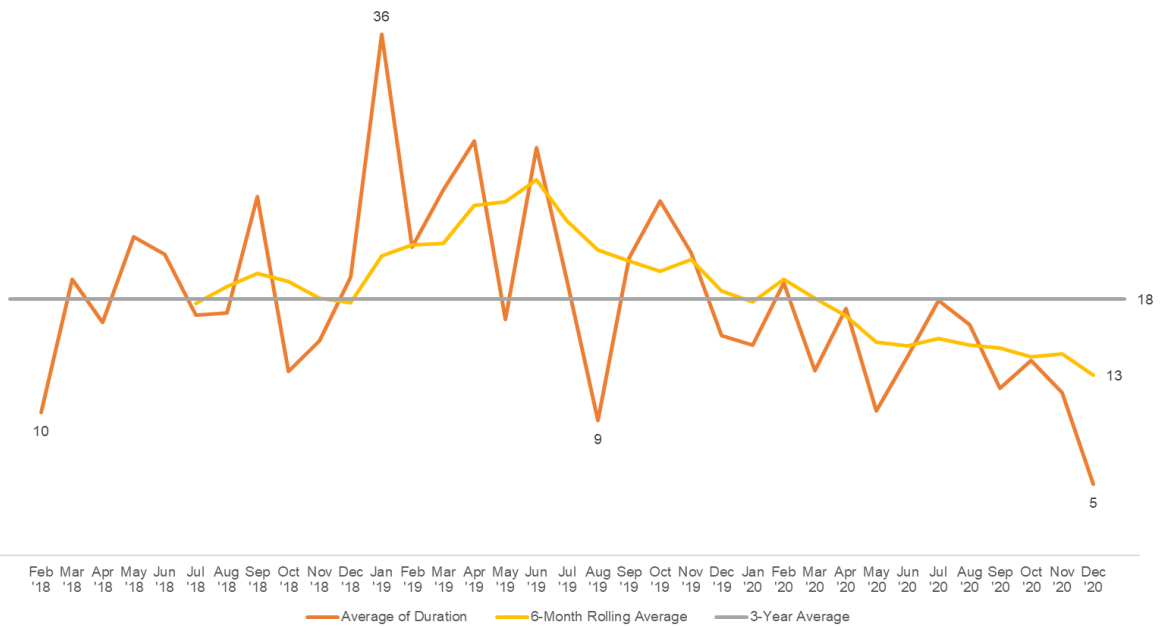
1. PDF fillable format online (COS website)
2. Over-the counter physical application
3. Filing electronically via Accela
 - a. Best and preferred option

Continued efforts to further automate the process through systems and electronic interfaces.

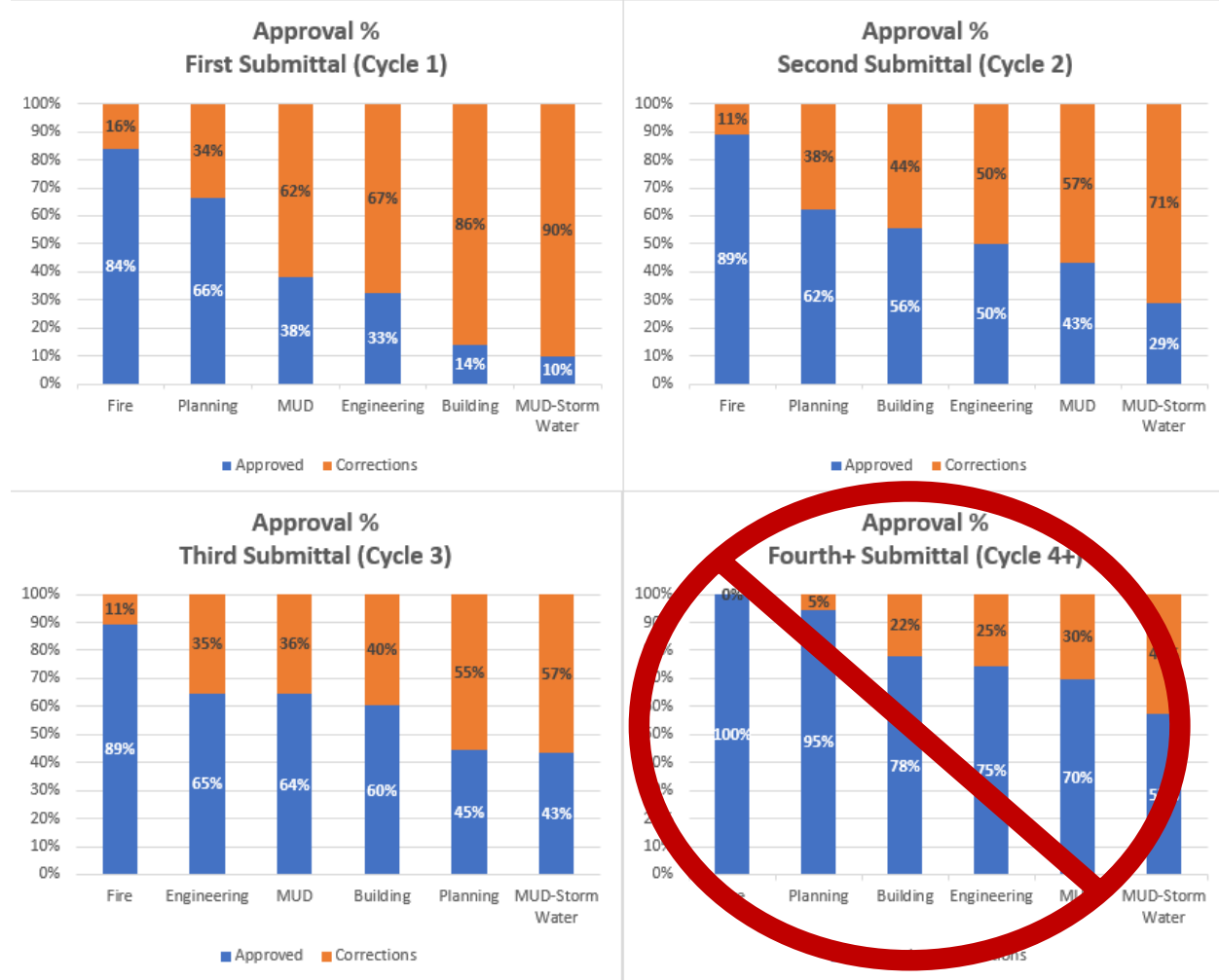
MUD First Submittal Over Time



MUD - First Submittal Average Duration in Business Days



New Tracking Metric: Frequency of Approval by Submittal (Cycle) – All Projects



Key Observations

- We succeed or fail as a team. Percentages shown for individual groups indicate average performance meeting published review targets, however, if one reviewer fails to meet the target, the team fails to meet the target for that project.
- Keys to Success
 - Establishment of tracking and reporting tools (Accela), and overarching project oversight (Project Liaison/Lead) is critical to meeting target goals on a project basis. Each reviewing group must be accountable to ensure that as a project, the goal is met.
 - Improvement of submittal quality and communication with applicants to reduce cycle counts and first review duration. Achieved through:
 - Clarify submittal expectations & standards
 - Customer-First philosophy – Partnering with applicants for compliance
- It was noted that the majority of submitted plans are ~60% completed and therefore receive ~60% reviews.
 - This negatively affects the average duration of review times as the clock starts for the departments as soon as an application is received.

- The department constantly weighs the cost-benefits between allowing incomplete plan designs to be reviewed to provide outstanding customer service and requiring complete plans to be reviewed efficiently.
- Discussed implementing a first gate or a pre-submission status to ensure plans are ready for review before beginning the clock.

Goal Setting

For the last quarter of the Fiscal Year (April 1 – June 30), for plan checks started (First Submittal) after 3/30/21:

1. Reduce average review duration for project reviews (not individual reviewers) by 25%

Type	Subcategory	First Review (Cycle 1)			Resubmittals (Cycle 2+)		
		Published Target Duration	Baseline: Average Duration	GOAL: -25% from Baseline	Published Target Duration	Baseline: Average Duration	GOAL: -25% from Baseline
Commercial	New Construction & Additions	20	31.6	23.7	15	20.6	15.5
Commercial	All Other \geq \$500K Valuation	20	27.8	20.8	15	13.1	9.8
Commercial	All Other $<$ \$500K Valuation	15	21.3	16.0	10	10.0	7.5
Residential	Multi-Family New Construction	20	41.6	31.2	15	33.7	25.3
Residential	Single Family New Construction	15	21.3	16.0	10	10.3	7.8
Residential	All Other \geq \$30K Valuation	12	18.1	13.6	10	9.8	7.3
Residential	All Other $<$ \$30K Valuation	10	15.3	11.4	8	6.7	5.0

2. Meet published duration targets for project reviews (not individual reviewers):
 - a. 50% of the time in categories where baseline is $<$ 50%
 - b. 75% of the time in categories where the baseline is \geq 50%
 - c. 85% of the time in the one category where the baseline is $>$ 75%

Type	Subcategory	First Review (Cycle 1)			Resubmittals (Cycle 2+)		
		Published Target Duration	Baseline: Target Met % of Time	GOAL: -Target Met % of Time	Published Target Duration	Baseline: Target Met % of Time	GOAL: -Target Met % of Time
Commercial	New Construction & Additions	20	17%	50%	15	45%	50%
Commercial	All Other \geq \$500K Valuation	20	39%	50%	15	73%	75%
Commercial	All Other $<$ \$500K Valuation	15	39%	50%	10	67%	75%
Residential	Multi-Family New Construction	20	3%	50%	15	36%	50%
Residential	Single Family New Construction	15	43%	50%	10	57%	75%
Residential	All Other \geq \$30K Valuation	12	40%	50%	10	72%	75%
Residential	All Other $<$ \$30K Valuation	10	40%	50%	8	78%	85%

Two Week Lookahead

- Begin to develop tools & methods for ongoing project pipeline management
- Begin to develop Socrata visuals & story page for ongoing KPI monitoring and reporting
- CDD, Fire, MUD to meet to brainstorm:
 - Application acceptance criteria, intake triage for plans
 - Project pipeline oversight, deadline monitoring, reporting
- Complete process improvements related to Utility Billing notifications for new projects

Next Meeting Focus

- Deep dive into improvement measures for improving performance for Building Plan Check process

Task List Summary – Goal: Reduce Duration & Cycle Count of Building Permit Plan Check Process

Task Name	% Complete	Start	Finish
Goal: Reduce Duration & Cycle Count of Building Permit Plan Check Process	16%	Mon 8/31/20	Fri 12/31/21
Establish baseline KPIs	79%	Mon 1/11/21	Thu 2/18/21
Improve ongoing KPI tracking & reporting capability	57%	Mon 12/7/20	Tue 3/30/21
Perform staffing allocation plan to ensure staffing levels are adequate to meet target review durations	0%	Tue 3/30/21	Tue 4/27/21
Change staff plan review styles to a "customer first" approach	18%	Fri 1/1/21	Wed 9/15/21
Improve submittal quality	8%	Mon 1/4/21	Fri 12/31/21
Goal Tracking & Report	0%	Thu 4/1/21	Thu 7/22/21

Appendix A - MUD SWQCCP Workshops Summary

SWQCCP 2021 Workshops Results

Original Invite List:	194			
Total invited (minus project staff and BOS)	179			
Total RSVPs:	168			
Response rate:	94%			
		RSVPs	Attended	
			Response Rate	
	27-Jan	61	47	77%
	29-Jan	50	44	88%
	3-Feb	57	47	82%
		168	138	82%

Recap of 1/27 workshop:

61 participants logged onto to the meeting
 14 of those were speakers or project team (including Fritz)
 7 called in by phone
 24 who were registered, did not attend
 4 attended who were not registered

Recap of 1/29 workshop:

50 participants logged onto to the meeting
 9 of those were speakers or project team
 5 called in by phone
 12 who were registered, did not attend
 1 person attended who was not registered

Recap of 2/3 workshop:

55 participants logged onto to the meeting
 10 of those were speakers or project team
 2 called in by phone
 15 who were registered, did not attend
 2 people attended who were not registered

Appendix B – Detailed Task List for Goal

Transformation Plan									
ID	Accla Item	Lab Item	Task Name	% Complete	Start	Finish	Precedence	Notes	
44			Goal: Reduce Duration & Cycle Count of Building Permit Plan Check Process	15%	Mon 8/31/20	Fri 12/31/21			
45			Establish baseline KPIs	79%	Mon 1/11/21	Thu 2/18/21			
46		✓	Analyze 2020 data	100%	Mon 1/11/21	Mon 1/18/21			
47		✓	Analyze 2018 & 2019 data	100%	Fri 1/22/21	Mon 1/25/21			
48		✓	Finalize starting baseline including 2020 end-of-year data	50%	Wed 2/3/21	Thu 2/18/21		to be confirmed at 2/18 DevStat	
49		✓	Data: Application to Permit Ready to Issue	100%	Mon 2/1/21	Wed 2/10/21			
50			Improve ongoing KPI tracking & reporting capability	57%	Mon 12/7/20	Tue 3/30/21			
51	✓		Build reports: Duration & cycle count by record, duration & cycle count by task/division/department	100%	Mon 12/28/20	Fri 1/22/21		1/22 - Confirmed Accela has uploaded Crystal report Need KPI data report to feed into Socrata - Review	
52	✓		All BP tasks "Public works" renamed to "Engineering"	100%	Tue 2/9/21	Tue 2/9/21			
53			ID & execute Accela configuration changes to facilitate better data quality and tracking	51%	Mon 12/7/20	Wed 3/10/21			
54			BP auto routing to Sr. Planner for plan review	100%	Mon 12/7/20	Thu 1/21/21		02/01/21 - Confirmed working per Planning Manager	
58			Misc. Accela configuration & reporting modifications	75%	Mon 2/1/21	Wed 2/24/21		2/15/21 - In SUPP, ready for testing...	
59		✓	Develop tools & method for ongoing project pipeline management for staff & supervisors	0%	Thu 2/18/21	Wed 3/10/21	5855+1 wk?	Tools: Accela task lists, periodic status report Method: PMO-style? Project Liaison? Regular reports to staff and supervisors?	
60	✓	✓	Finalize Accela reports & establish Socrata visualizations & Story Page for ongoing KPI tracking &	10%	Thu 2/18/21	Tue 3/30/21	59		
61			Perform staffing allocation plan to ensure staffing levels are adequate to meet target review durations	0%	Tue 3/30/21	Tue 4/27/21	50		
62			CDD	0%	Tue 3/30/21	Tue 4/27/21		Includes Building, Planning, Engineering	
63			MUD	0%	Tue 3/30/21	Tue 4/27/21			
64			Fire	0%	Tue 3/30/21	Tue 4/27/21			
65			Change staff plan review styles to a "customer first" approach	18%	Fri 1/1/21	Wed 9/15/21			
66		✓	Develop training strategy & plan for all reviewing discip	0%	Thu 4/1/21	Wed 9/15/21		Letter of the law vs. reasonableness / intent, best prac	
67			Transition to 100% Electronic Plan Check	69%	Fri 1/1/21	Mon 3/1/21			
68			Improve submittal quality	8%	Mon 1/4/21	Fri 12/31/21			
69		✓	CDD/MUD/Fire brainstorm on intake triage, submittal requirements, and review policy/procedure/checklist	0%	Mon 2/15/21	Fri 2/26/21		Storm Water submittals, Deferred submittals, etc.	
70			Evaluate decision tree customer service tool	39%	Mon 1/4/21	Tue 4/27/21		Open Counter, Camino, G-Wiz	
71		✓	Establish minimum application acceptance criteria + establish "when the clocks starts"	0%	Tue 6/1/21	Fri 12/31/21		Group discussion needed; need project liaison in-place	
72			Improve design professional understanding of submittal requirements - Plans, Checklists,	3%	Wed 1/27/21	Mon 8/16/21			
73			Building Plans	0%	Mon 2/1/21	Mon 8/16/21			
74		✓	Draft a matrix of all submittals and project types	0%	Mon 2/1/21	Fri 3/26/21		Reassigned to John S.	
75		✓	Develop Handouts - What makes a good plan submittal? What makes a bad plan submittal.	0%	Mon 3/29/21	Fri 6/18/21	74	Reassigned to John S.	
76			First Workshop	0%	Mon 6/21/21	Mon 8/2/21			
77		✓	Plan	0%	Mon 6/21/21	Fri 7/16/21	75		
78		✓	Schedule	0%	Mon 6/21/21	Fri 7/2/21	75		
79		✓	Host Workshop	0%	Mon 8/2/21	Mon 8/2/21	78FS+1		
80		✓	Establish plan for ongoing quarterly workshops	0%	Tue 8/3/21	Mon 8/16/21	79		
81			Storm Water Plans	9%	Wed 1/27/21	Fri 5/21/21			
82		✓	MUD Workshops for SWQCCP	100%	Wed 1/27/21	Wed 2/3/21		1/27/21 - ~60 participants in first session	
83		✓	Plan Standards and Checklists	0%	Mon 3/1/21	Fri 5/21/21		Discussion needed	
84			Goal Tracking & Report	0%	Thu 4/1/21	Thu 7/22/21			
85			Tracking period	0%	Thu 4/1/21	Wed 6/30/21		For First Submittals starting within this period	
86			Report on performance for tracking period	0%	Thu 7/22/21	Thu 7/22/21			

Tue 2/16/21

Appendix C – Permit Type Definitions

Type	Permit Category	Description	Common Issues
Commercial	New Construction	New “ground up” building construction	<ul style="list-style-type: none"> -Aggressive project schedules leading to incomplete submittals to “get started” -Coordination between onsite & offsite improvement plans -Stormwater Quality Control design not completed -Phased construction (i.e. piecemealing permits) -Concurrent Building/Planning reviews, coordination between submittals
	Addition	Additions to existing buildings	-Similar issues as those for new construction
	<i>All Other ≥ \$500K Valuation</i>	Alterations of buildings, Tenant Improvements, installation of equipment, grading and site improvements	-Change of use requirements not discussed w/ CDD ahead of submittal
	<i>All Other < \$500K Valuation</i>	Repairs, maintenance, façade improvements, electrical, mechanical, plumbing standalone permits	-Exterior changes not going through Design Review prior to BP submittal
Residential	New Construction – Multi-Family	New “ground up” duplex, apartments, condos	<ul style="list-style-type: none"> -Moving targets based on funding sources -Aggressive “drop dead” dates for affordable housing projects -ADA accessibility -Fee calculations and credits
	New Construction – Single-Family	New “ground up” single family dwellings	<ul style="list-style-type: none"> -Designers lack of code knowledge -Compliance w/ SB 5 Floodplain regs -PFF fees
	<i>All Other ≥ \$30K Valuation</i>	Alterations, additions, repair and maintenance due to valuations may not include electrical, mechanical and plumbing	-Designers lack of code knowledge
	<i>All Other < \$30K Valuation</i>	Alterations, additions, repair and maintenance; include electrical, mechanical and plumbing, solar and over the counter permits.	<ul style="list-style-type: none"> -Property owners not hiring design professionals -Revisions on solar permits -Work completed without permit (Code Enforcement case)