

Development Services System Improvement Project



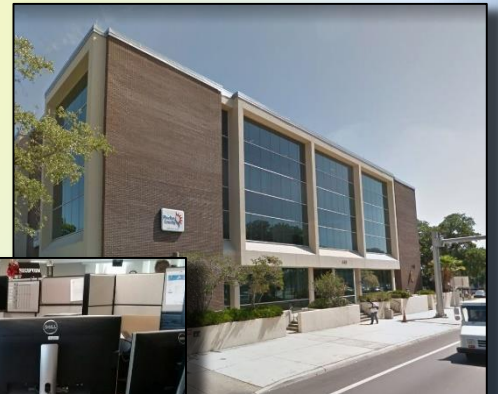
County Board Work Session
September 3, 2020

Who is George N. Arimes?

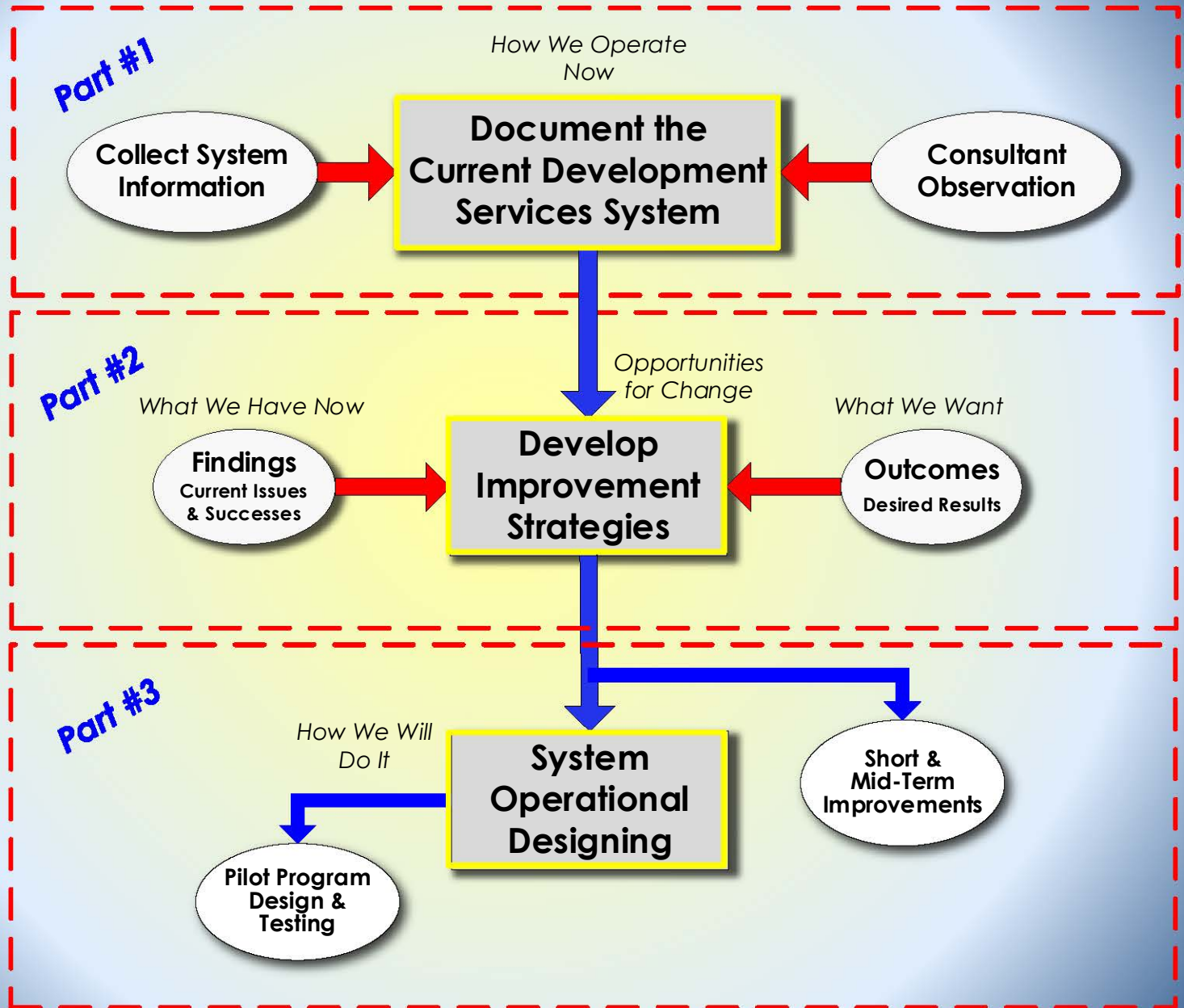
- ▶ Over 40 Years Experience in the Development Services Arena, both Public & Private
- ▶ 19 Years Experience in Local Government Supervising & Managing Planning, Engineering, Landscape & Environmental Staff
- ▶ 21 Years Training & Consulting with Cities & Counties Across the U.S.
- ▶ Registered Civil Engineer – Design of Bridges, Drainage & Highway Facilities

Today's Agenda

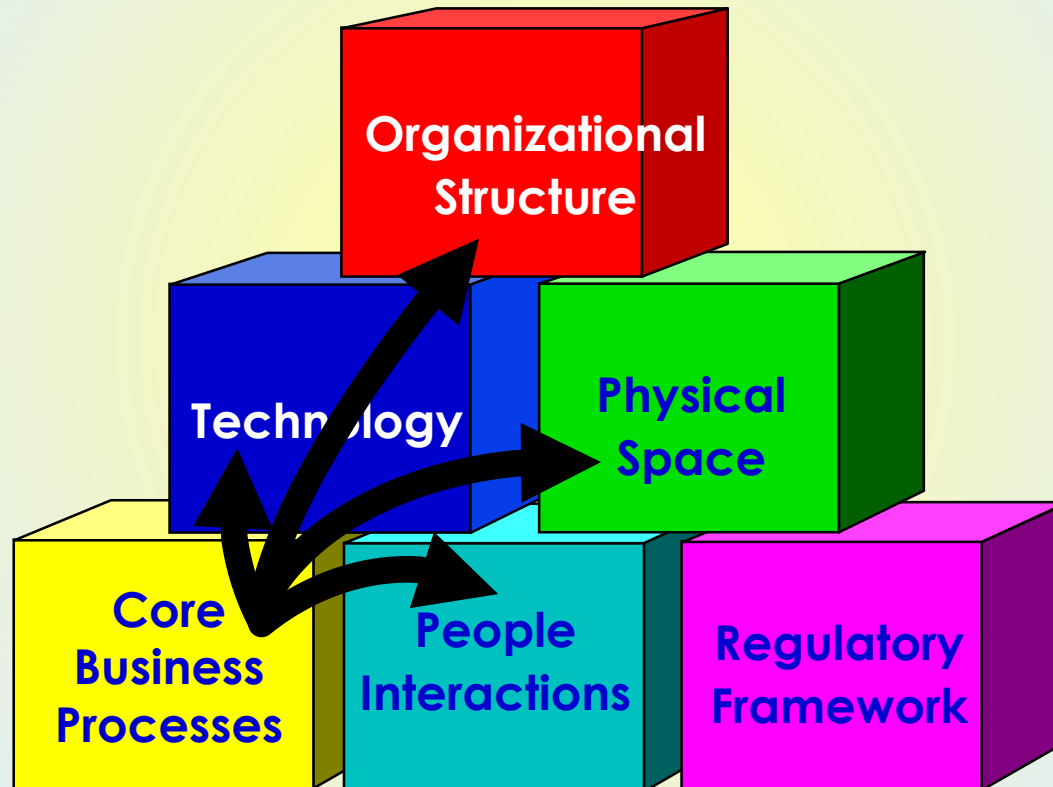
- ▶ Development Services Improvement Process Overview
- ▶ Progress & Accomplishments
- ▶ Next Steps & Upcoming Requested Actions by the Board



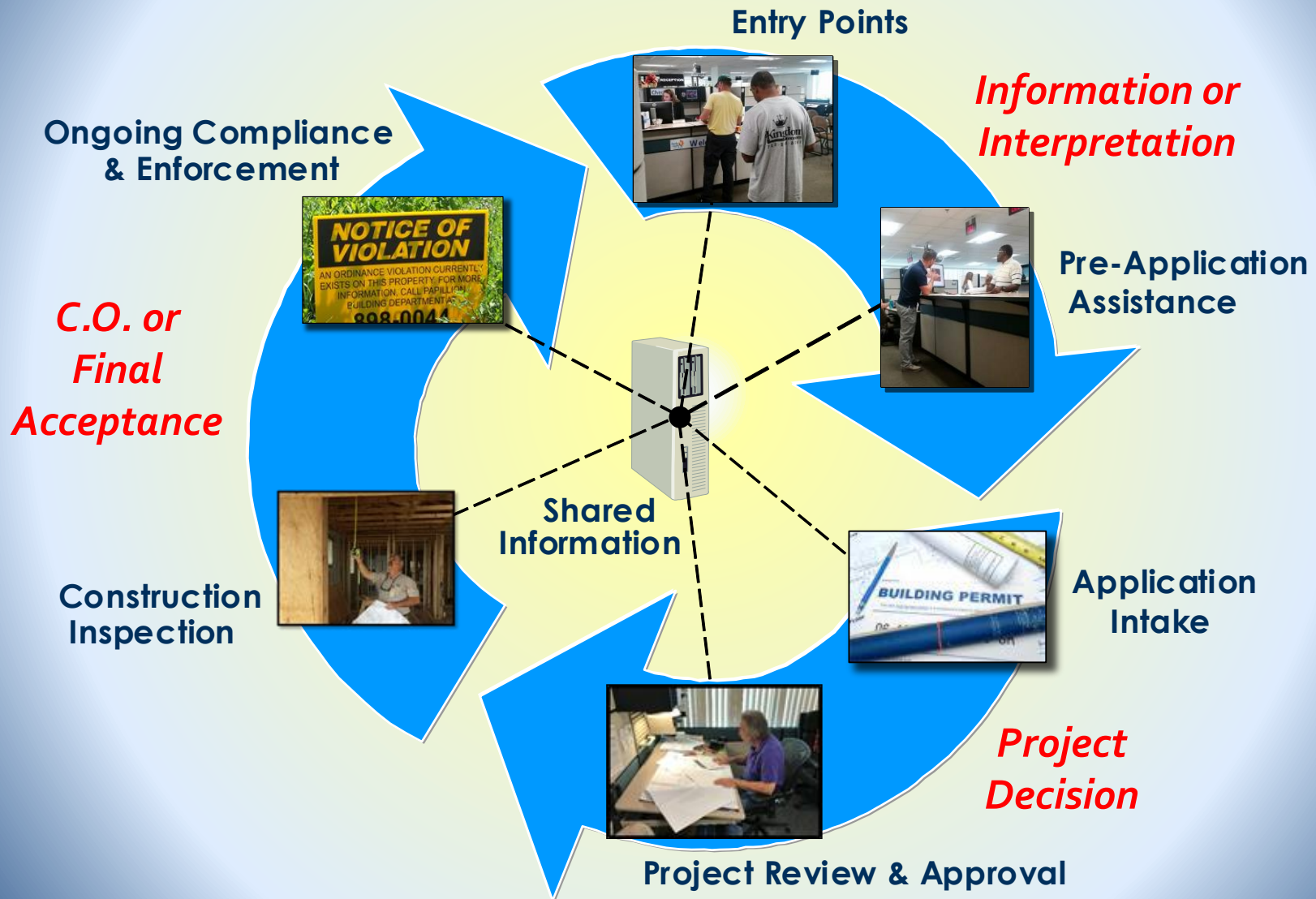
Development Services System Improvement Process



Development Services System “Building Blocks”

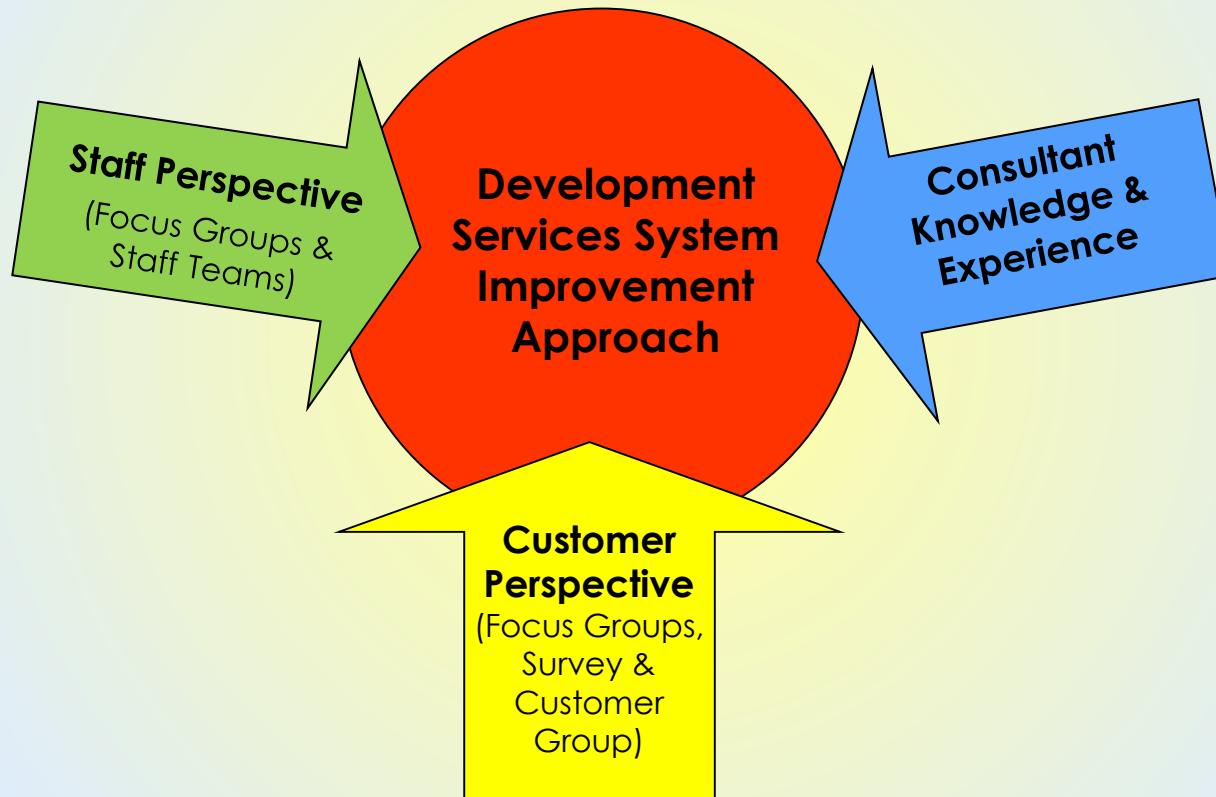


Core Business Processes

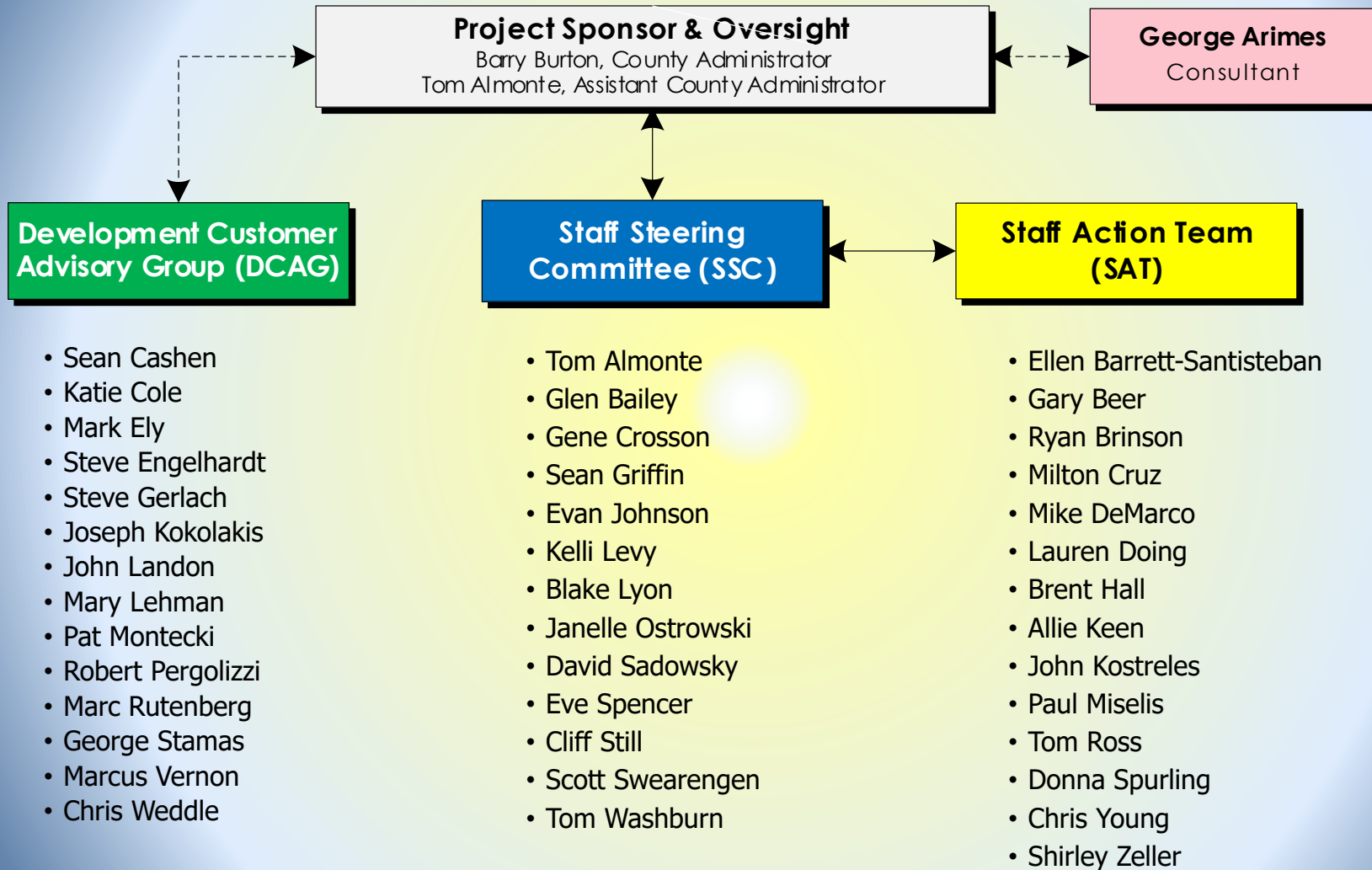


Gathering Perspectives

Striving for cooperation, buy-in and ownership

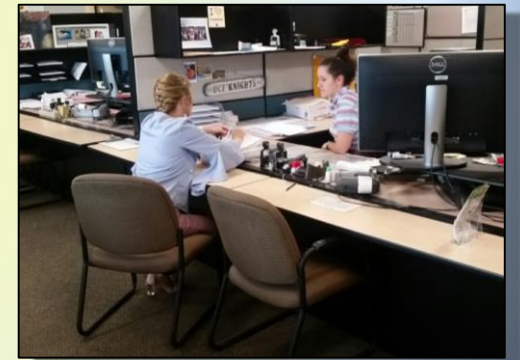
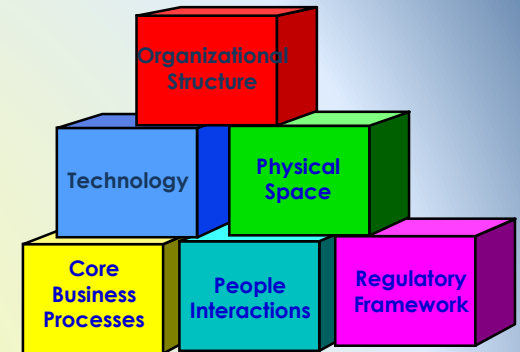


Change Management Structure



System Improvement Progress

- Evaluated & documented the overall process using the “building block” philosophy
- Completed customer focus groups/survey & staff interviews
 - ✎ Identified Performance Issues
 - ✎ Identified Improvement Recommendations
- Completed code & regulation analysis
 - ✎ All Development Code chapters
 - ✎ Affordable housing regulations
 - ✎ Some stormwater & transportation criteria
- Short-term process improvements
 - ✎ Pre-application meeting documentation
 - ✎ Cross-discipline performance metric review team
- Developing a project-oriented process design, pilot program and improvement plan



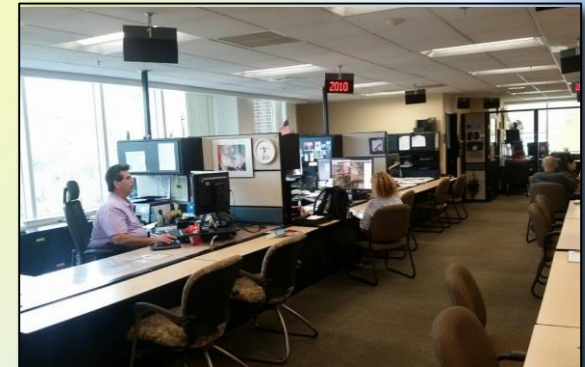
Current System Best Practices

- Building & Development Review Services (BDRS) organization
- Professional & dedicated development-related staff
- Permit Center with co-located staff
- Latest technologies for cueing customers, GIS & new Accela tracking software
- Formalized pre-application meetings
- Development Review Committee (DRC) to evaluate & approve complex projects
- Recently adopted Land Development Code & Stormwater Manual



Customer Feedback

- ▶ One-on-One Interviews with Customers (38)
 - ✘ Attorney (4)
 - ✘ Civil Engineers (11)
 - ✘ Planners (1)
 - ✘ Landscape Architect (1)
 - ✘ Plan Expeditors (3)
 - ✘ Home Builders/Developers (11)
 - ✘ Contractors (4)
 - ✘ Business Owners (2)
 - ✘ Government (1)
- ▶ Received 190 Customer Survey Responses
- ▶ Ongoing Development Customer Advisory Group (DCAG) Discussions



Key Customer Feedback

- ▶ General Processing – Many customers believe that County's process works well, but there is room for improvement
- ▶ Regulations - Overly complex regulations, especially stormwater & environmental requirements
- ▶ Timeliness – Overall approval timelines are long
- ▶ System Culture – Need to have more practicality and flexibility within the complex regulations



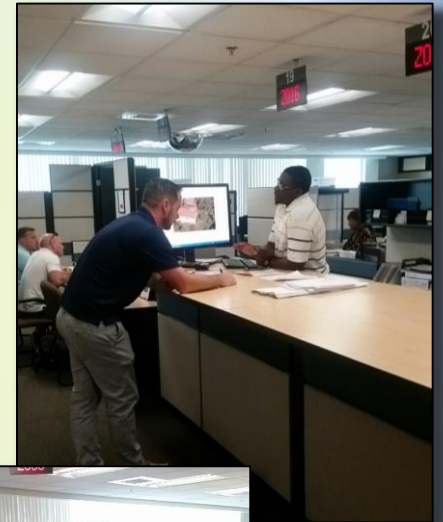
Key Customer Feedback

- ▶ Decision-Making – Not a clear and consistent process for resolving issues and making decisions
- ▶ Pre-Application Meetings – Lack of documentation of discussion & agreements
- ▶ Workload/Staffing Levels – Staffing levels are not adequate to deal with backlog. Simple projects should be dealt with more quickly.
- ▶ Technology – Qmatic software is effective for customer cueing, however customers must repeat information multiple times



Primary Customer Service Objectives

- ▶ Customers have the best possible experience with the County's development services
- ▶ The customer's service request is completed in a timely & predictable manner
- ▶ There is a partnership culture between customers & staff



Improvement Opportunities

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Improvement Opportunities

- ▶ Look at space related options to implement a project-oriented system
- ▶ Evaluate information resources for customers, including publications & web-based tools
- ▶ Benefit from more efficiencies with the new Accela tracking technology

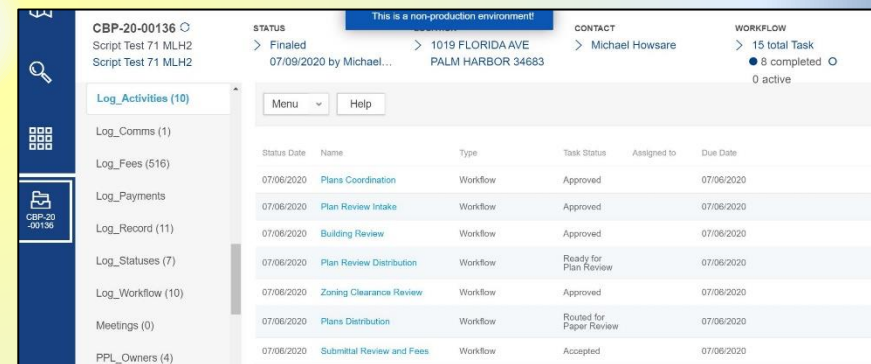
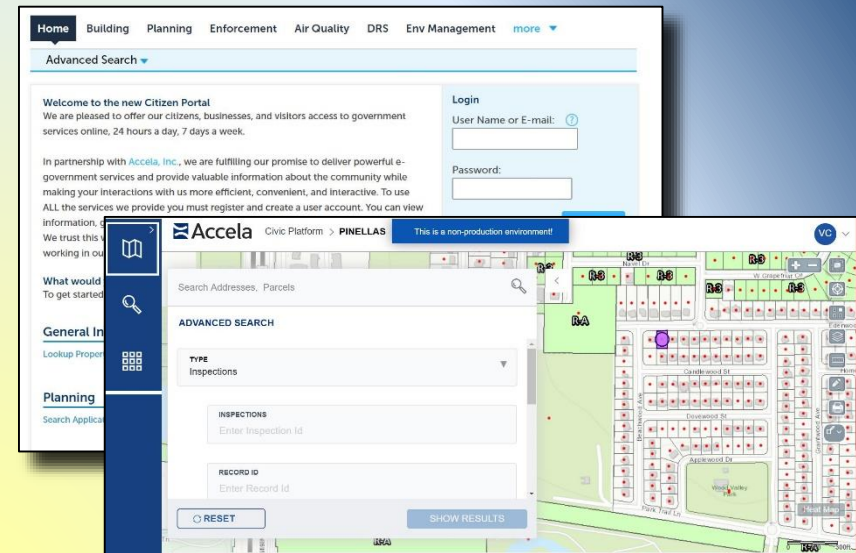


THIRD FLOOR	
←	RECEPTIONIST
←	BUILDING & ZONING PERMITS
←	HABITAT PERMITS
←	INTERLOCAL COMMUNITY SERVICES
←	UTILITIES & FLOOD MANAGEMENT
←	INSPECTIONS-COMPLAINTS VIOLATIONS



Accela Technology Enhancements

- ▶ Accela Citizen Access
- ▶ Application Tracking & Reporting
- ▶ Web Self Service
- ▶ Geographic Information System (GIS) Interface
- ▶ Mobile Applications for Inspectors
- ▶ Online Plan Review System



Next Steps

- ▶ Bring forward short-term Code/regulation fixes & simplifications through the legislative process
 - ✂ Chapter 138 – Zoning
 - ✂ Chapter 154 – Site Development & Right-of-Way, Transportation Manual
 - ✂ Chapter 158 – Floodplain & Stormwater Manual
 - ✂ Chapter 138/166 – Landscaping & Habitat
 - ✂ Affordable Housing
- ▶ Continue to design the project-oriented system & piloting program with the staff teams
- ▶ Continue monthly meetings with the Development Customer Advisory Group (DCAG)
- ▶ “Go live” with the Accela application tracking system by October/November

Questions & Discussion

