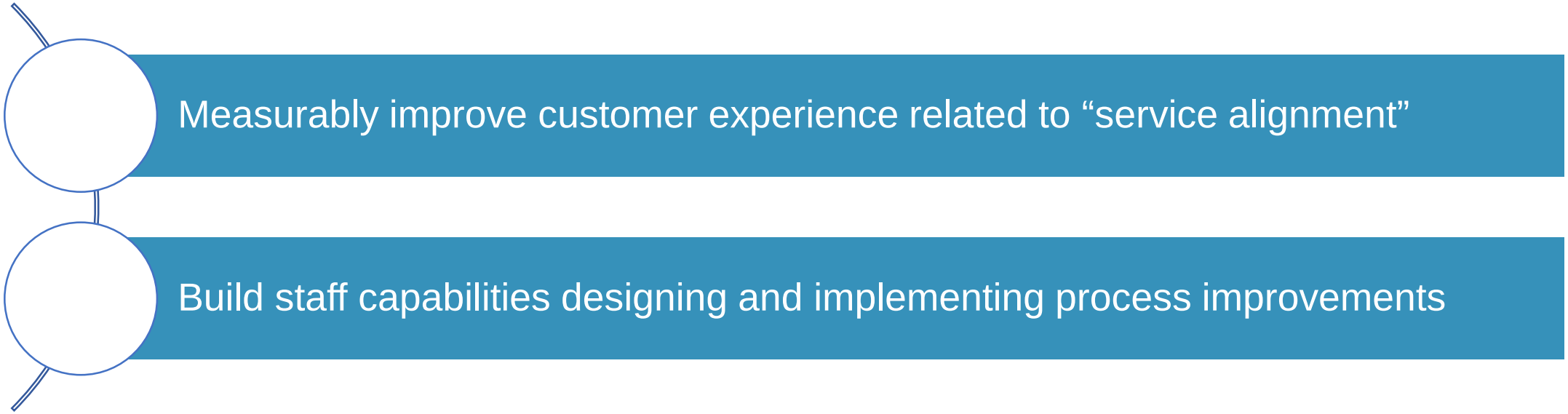
Smart Cities & Service Improvements Committee

Development Services Process Improvements

June 7, 2018

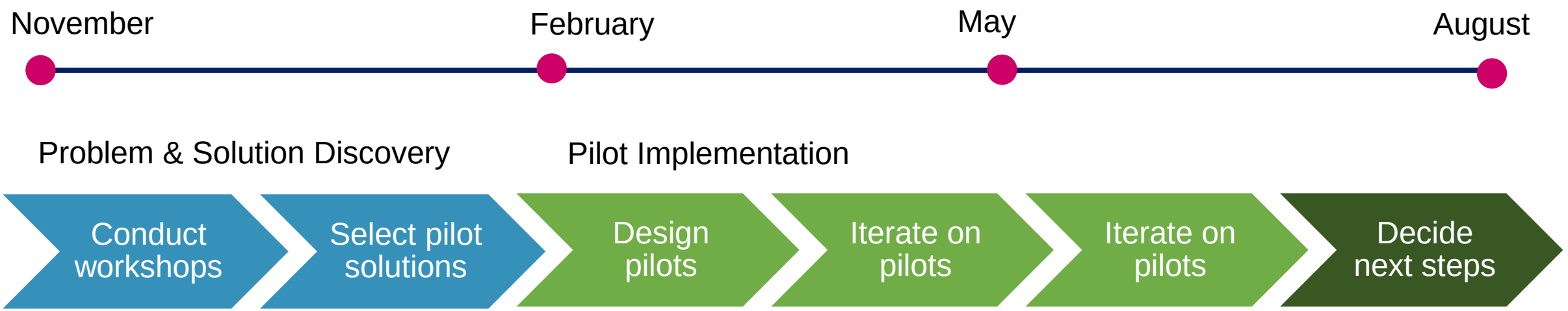
Desired Outcomes



Principles

- Champion the Customer
- Learn Through Data
- Iterate to Improve

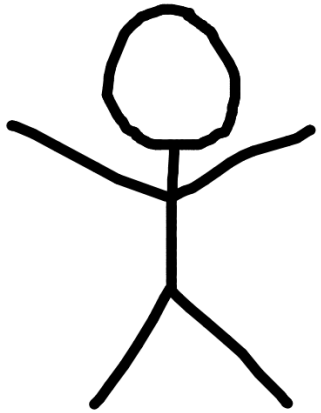
Timeline

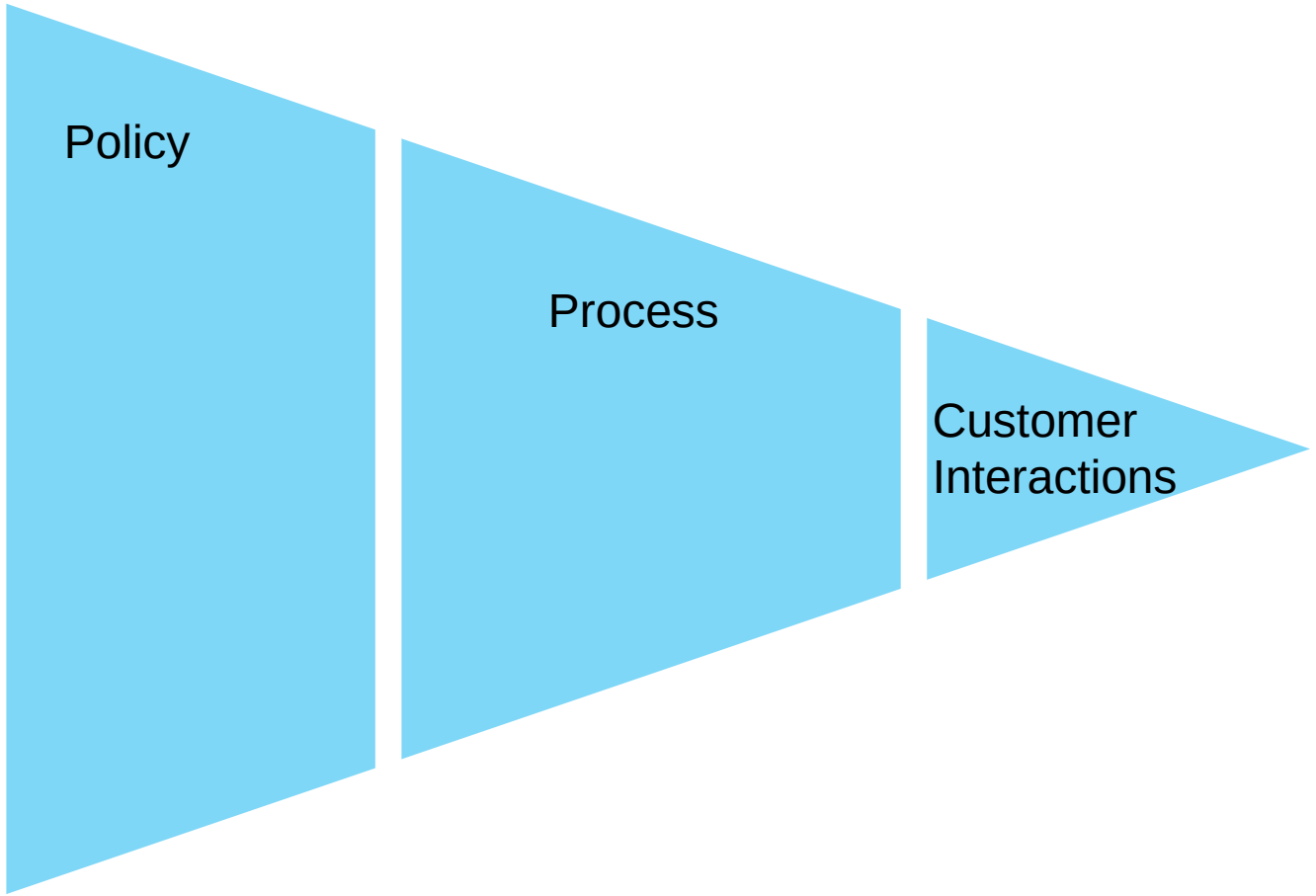


Two pilot solutions were recommended for exploration: Upfront Info and Power Teams

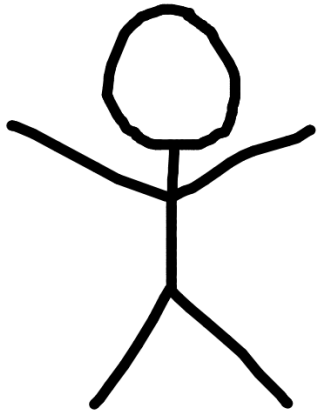
We are here

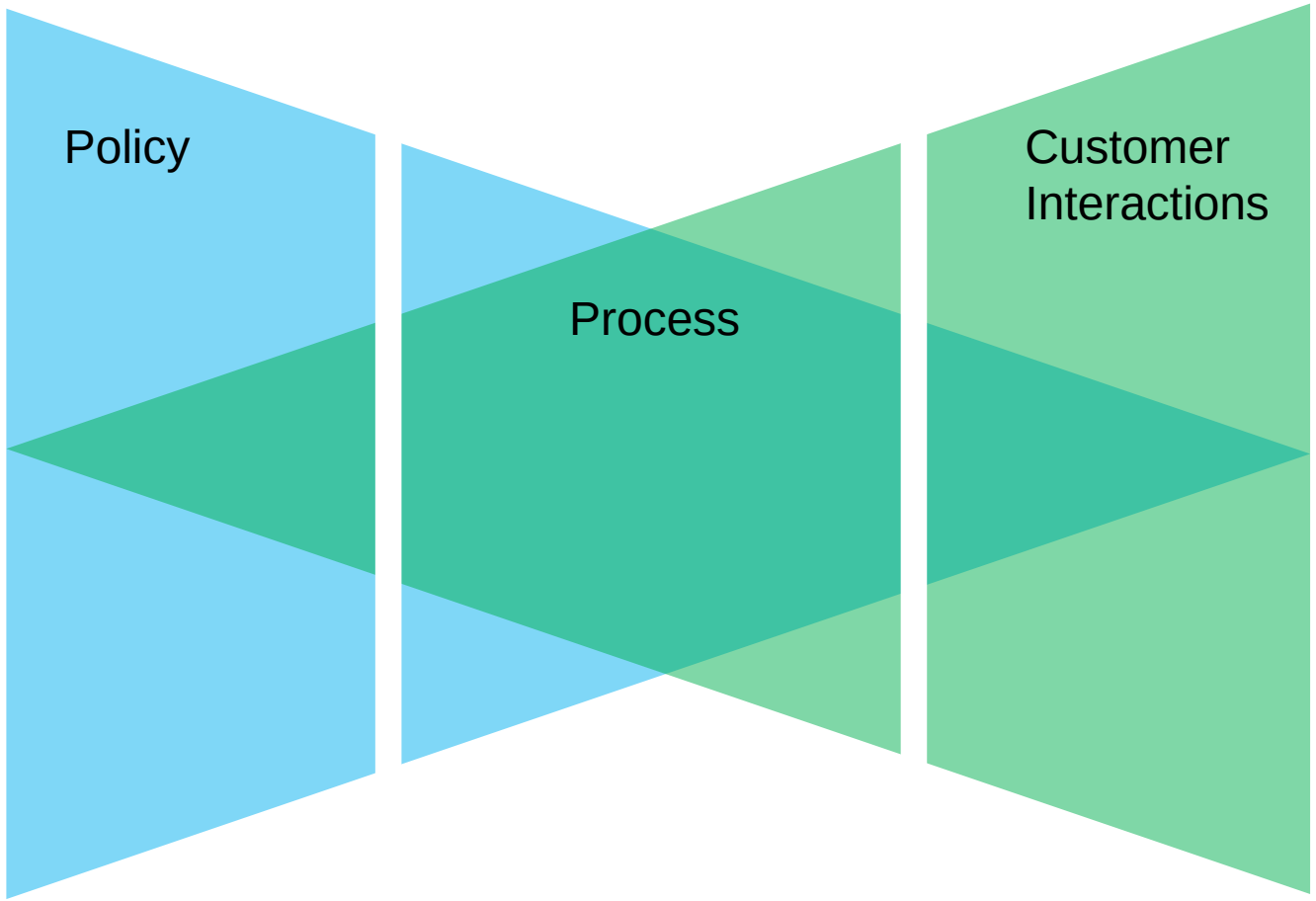
What government sees



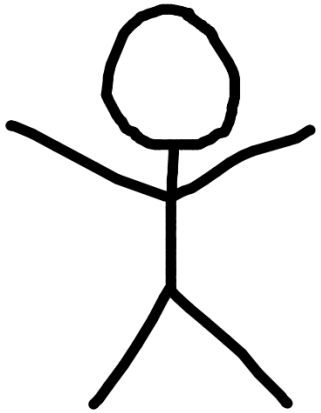


What government sees





What customers see



Customer Interviews

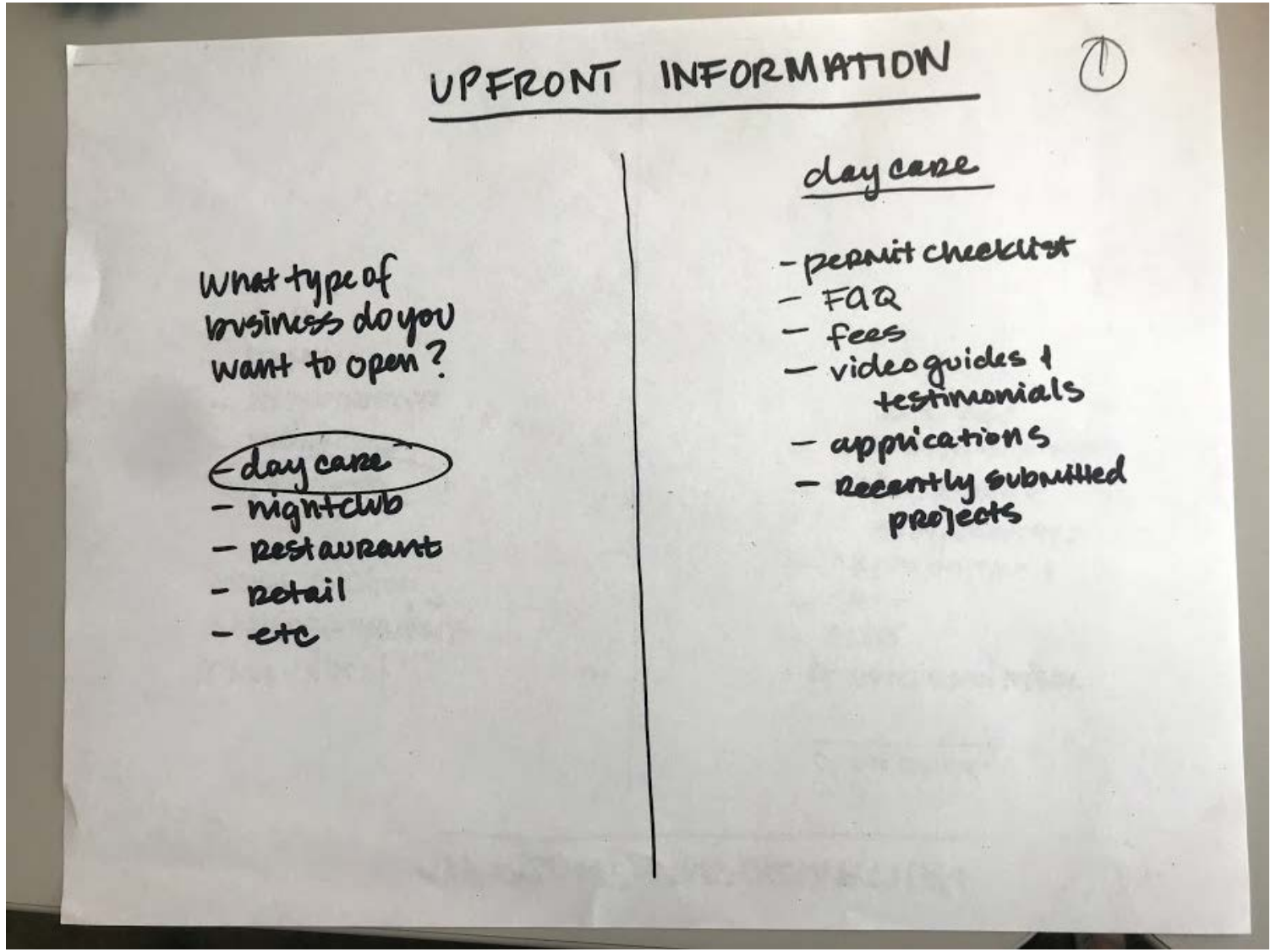
Customer Pain Point: Navigating City Requirements

Proposed Solution #1: Upfront Info

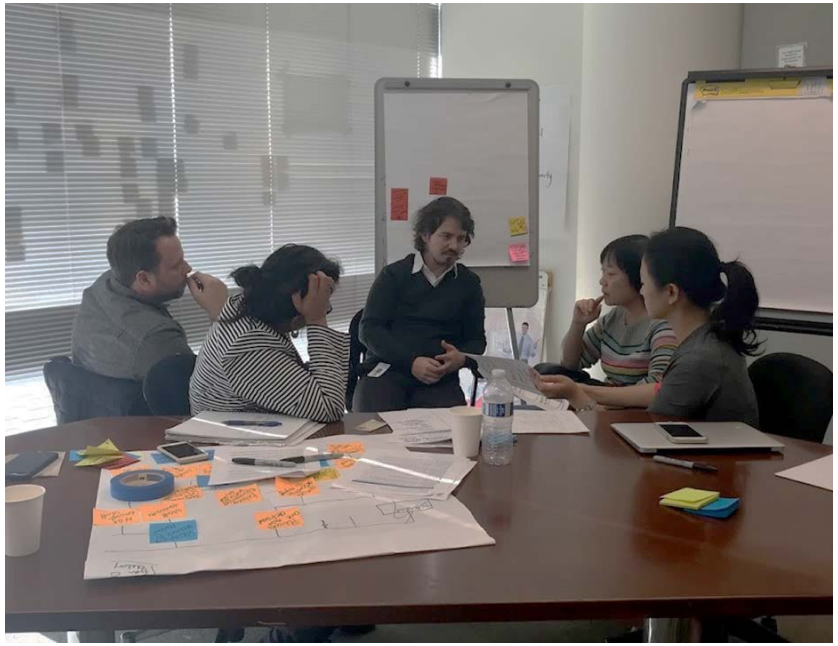
An online tool that helps business owners get simple answers to their research questions.

- Is my business allowed in this location?
- What type of permits do I need? (Planning, Building, Public Works, Fire)
- Roughly how long will it take?
- Roughly how much will it cost?

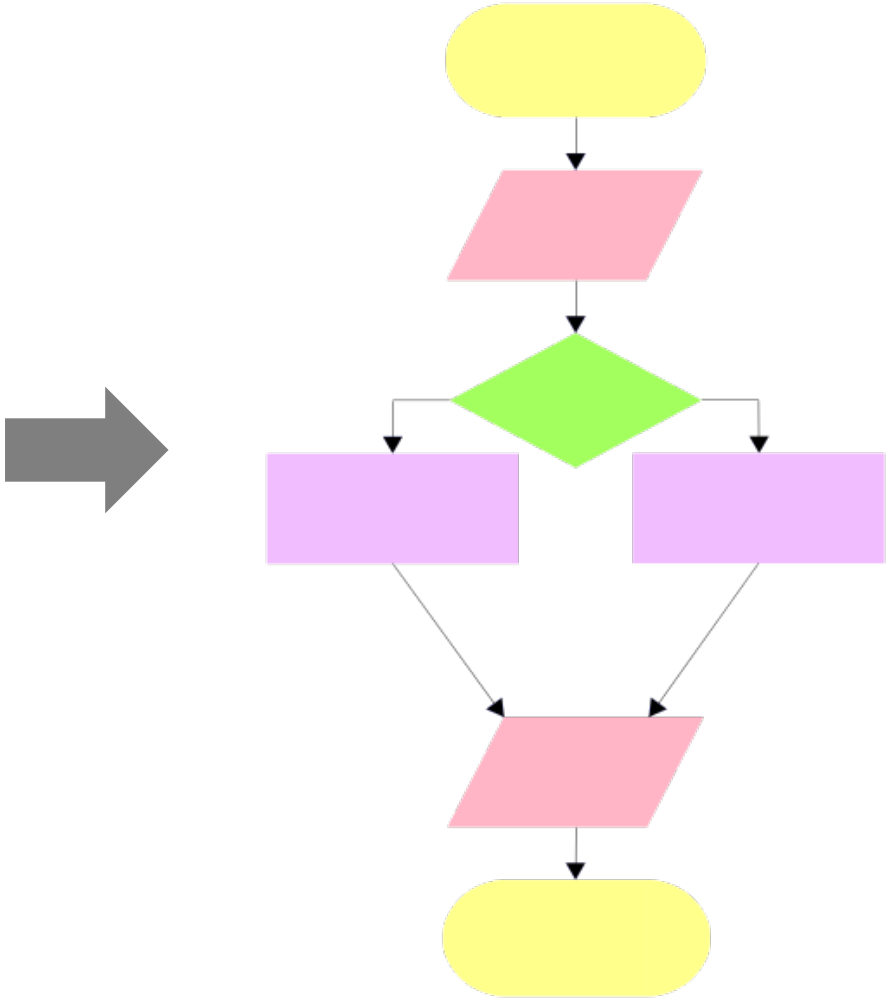
Prototype #1 was created with paper and a marker



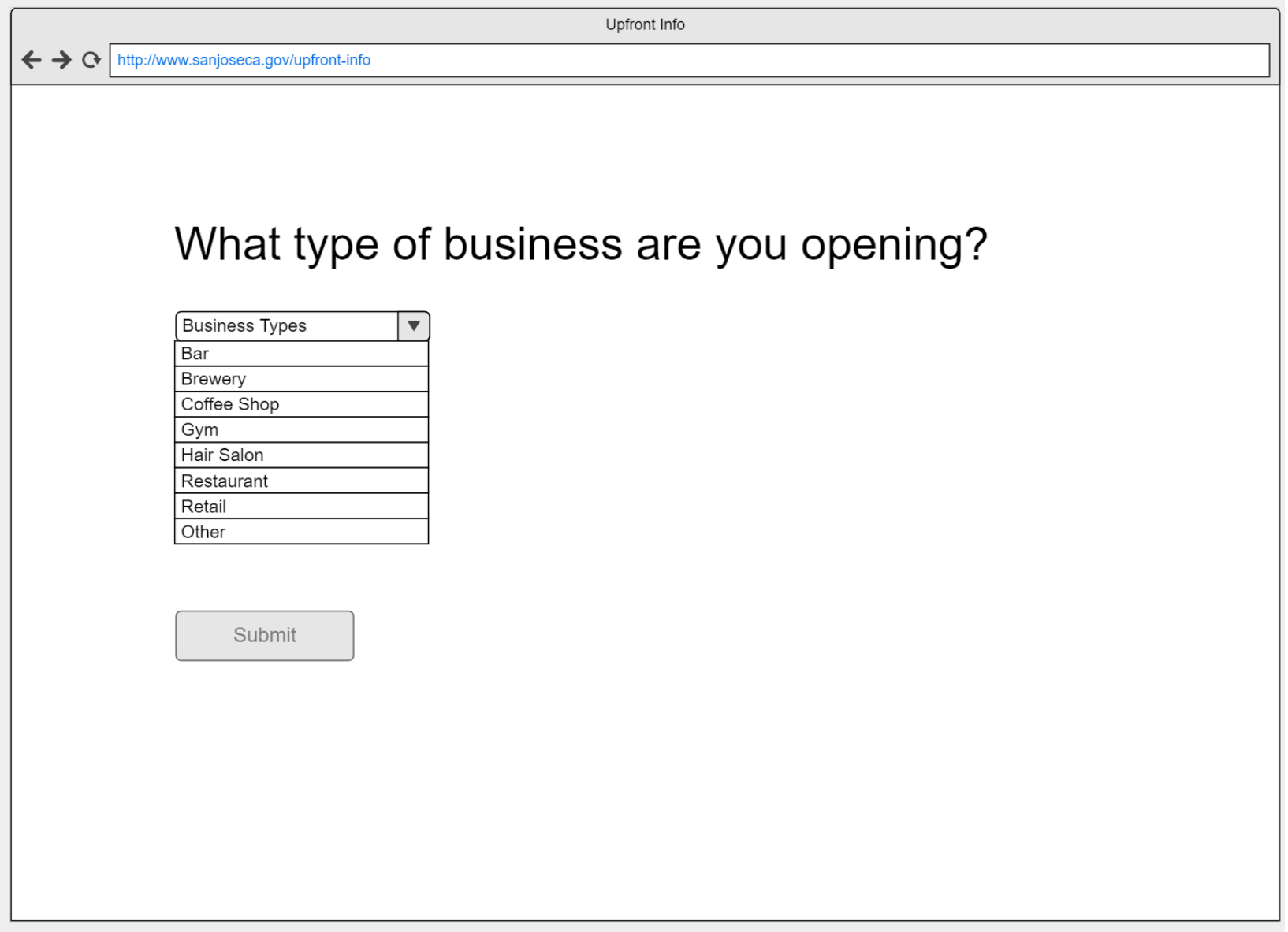
Tested with 10 business owners and consultants



Prototype #2 – Flow chart mapping out City requirements



Visual “mock-up”



Tested with 3 customers; more testing planned

Upfront Info: Measuring Success

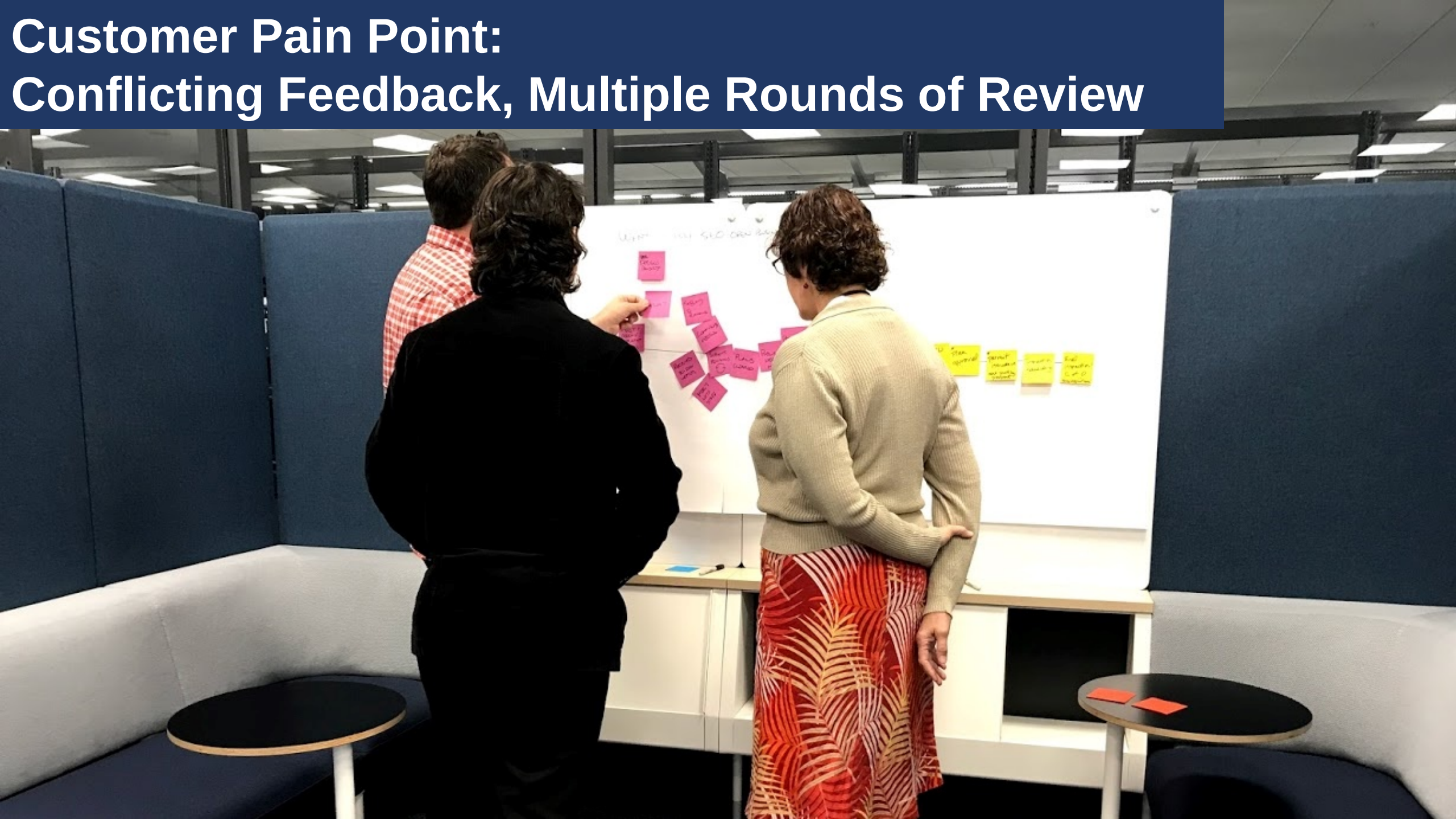
Customer Test Questions

- “How likely is it that you would recommend this tool to a colleague or friend? (Scale of 0 to 10)
- How much do you trust the information you received? (Scale of 1 to 5)
- How confident do you feel about next steps in the process? (Scale 1 to 5)

Ultimate Goal:

Reduce time customers spend researching requirements

Customer Pain Point:
Conflicting Feedback, Multiple Rounds of Review



Proposed Solution: Power Teams

A cross-disciplinary team of reviewers that collaborates throughout the permitting process, with shared ownership for getting projects through the process.

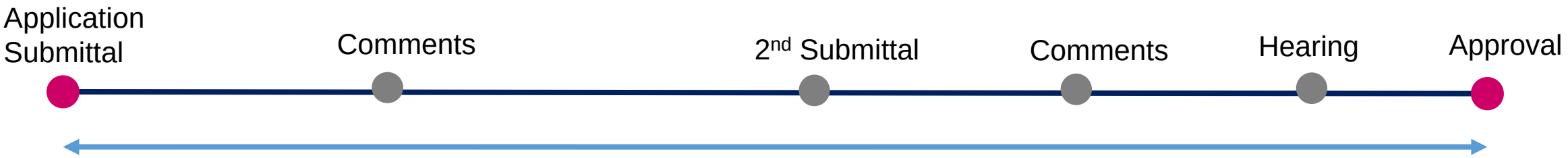
Goals:

- Identify and solve problems early
- Eliminate conflicting feedback
- Provide end-to-end consistency for applicants

Power Team

Power Teams: Initial Metrics

Typical project is a Site Development Permit or Conditional Use Permit, less than 35,000 sq.ft.



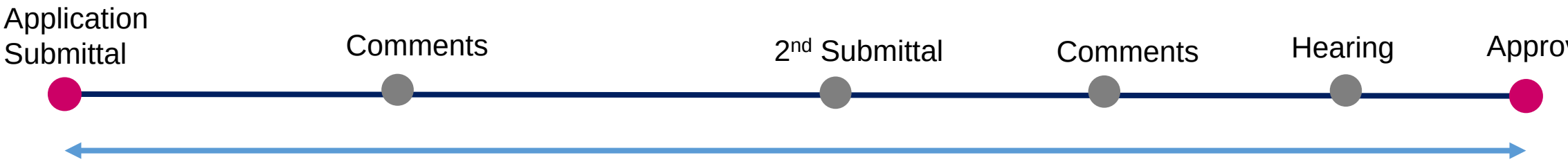
 # days between 1st submittal and approval

 # days between 1st submittal and full comments from all departments

% of applications ready for hearing after 2nd submittal

Power Teams: Initial Baseline

Based on 13 Site Development Permits
Commercial, Medical and Industrial projects
between 3,000 and 30,000 sq.ft.



 # days between 1st submittal and approval
Average: 7 months
Min: 1.5 months
Max: 15 months

% of applications ready for hearing after 2nd submittal

23% (3 of 13 applications)

 # days between 1st submittal and full comments from all departments
Average: 28 days
Min: 15 days
Max: 35 days

 # days between 2nd submittal and full comments from all departments

Lessons Learned So Far

- Testing early prototypes with customers yields valuable feedback
- Improving the customer experience requires deep collaboration
- Making time for process improvement work is a challenge

Next Steps

- Compare pilot performance to baseline metrics
- Continue testing and refining both pilots
- Develop recommendations for next phase of work (continue, pause or scale)