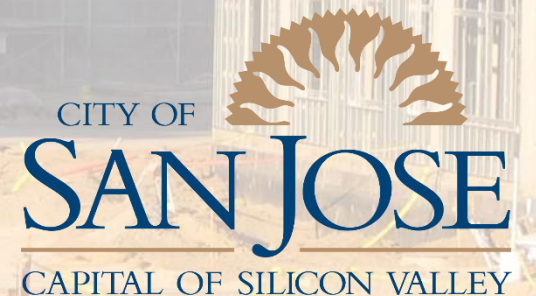


Ad-Hoc Committee on Housing Construction and Development Services



November 14, 2019



AGENDA

(d) 1. Development Services Transformation Update

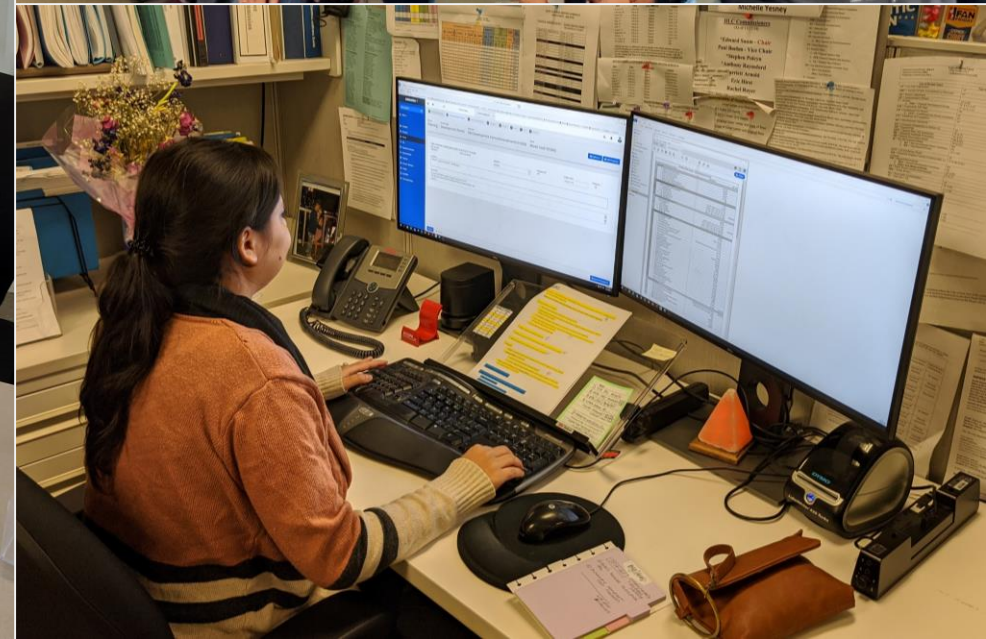
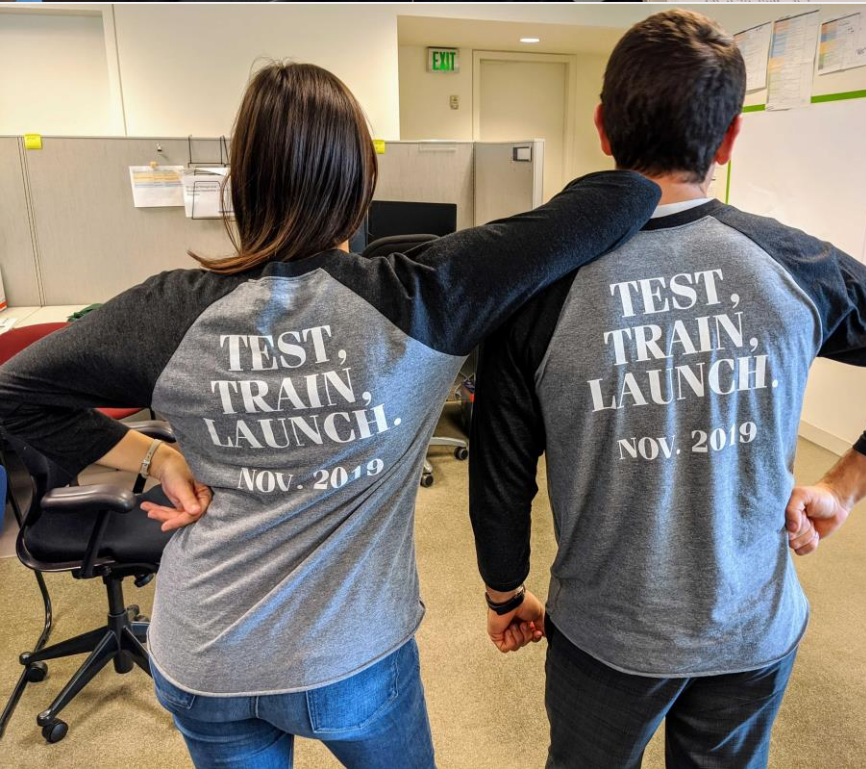
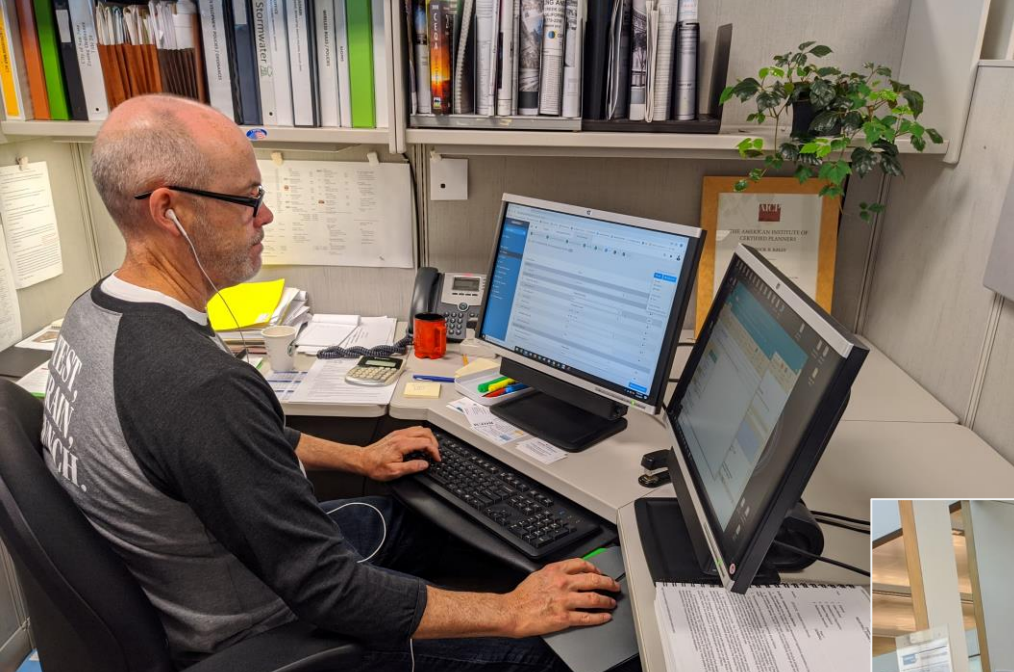
(d) 2. ADU Process Enhancement Update

(d) 3. ADU Amnesty Update

(d) 4. Housing Production Numbers Update



Development Services Transformation



Development Services Transformation Q3 2019 (Jul. - Sept.)

Objectives

Simple, Self-serve, Digital User Experience

Clear, Consistent, Effective Process

Strong, Collaborating Team

Great Internal Tools to Enable Teamwork

EXTERNAL

Key Results

INTERNAL

Commits

- ☐ Identify a Digital Customer Experience Lead
- ☐ Baseline and track Customer Satisfaction
- ☐ 4 out of 5 test users can successfully apply for a permit in Public Portal test

- ☐ 100% of Planning Projects have an estimated public hearing schedule by Review Cycle #2
- ☐ Baseline and increase ADU permit issuance within 2 reviews by 40%
- ☐ Complete and implement 4 out of 12 CEQA Process Improvements

- ☐ Complete 90% AMANDA 7 User-Acceptance Testing
- ☐ Develop Change Management Plan for A7 User Training
- ☐ 8 new AMANDA workflows are adopted and in use by all teams

- ☐ AMANDA 7 application upgraded and technology ready
- ☐ Stand up GeoCortex on-premise
- ☐ AMANDA 7 works with all 19 Priority 1 integrated business systems
- ☐ All San Jose mailing lists are created using GeoCortex

Stretch

- ☐ Online fee and permit estimator contract signed and project initiated
- ☐ 25% increase in the top five online permits

- ☐ Map customer journey for 2 Building and 2 Planning application processes to identify upstream pain points

- ☐ 6 new staff onboarded
- ☐ Baseline and increase Planning division time tracking by 50%

- ☐ Stand up ProjectDOX infrastructure & configure 1 e-Plan Review workflow
- ☐ Identify a technology solution for Fire to better respond to customer questions around inspections and permit statuses

100% goal met > 65% goal met < 65% goal met

CEQA Process Improvements

- ☑ Eliminated “Fire Wall”
- ☑ Published Environmental Consultant List
- ☑ Launched Environmental Roundtable
- ☑ Continued staff training
- ☑ Continued quality assurance of documents



Development Services Transformation Q4 2019 (Oct. - Dec.)

Objectives

Simple, Self-serve, Digital User Experience

Clear, Consistent, Effective Process

Strong, Collaborating Team

Great Internal Tools to Enable Teamwork

EXTERNAL

- ☐ Baseline and report "Ease of Use," performance measure
- ☐ *Online fee and permit estimator contract signed and project initiated**
- ☐ Baseline and report "Throughput," key performance measure
- ☐ Develop 1 pilot solution to address customer pain points identified during Customer Journey Mapping in Q3
- ☐ *60% ADU permits are issued within 2 review cycles**
- ☐ Conduct Environmental Consultant Roundtable Kickoff

INTERNAL

- ☐ **All 34 Primary Leads and Super Users are trained and have trained their workgroups by launch**
- ☐ Baseline and report "Speed," key performance measure
- ☐ Initiate Technology Fee study for FY20-21 budget process
- ☐ Draft Transformation 2020 plan (resources and delivery timelines)
- ☐ Hire or contract fill 2 out of 3 Fire Development Services vacancies
- ☐ **AMANDA 7 launched and working with all integrated systems***

Key Results

Customer Satisfaction Survey - Background

- Questionnaire & Protocol similar to that used since 2006
- 1,001 customers surveyed in Feb & Mar 2019
- Used customer database for sample, randomly selected.
 - Associated with at least one permit between Jan 2018 and Jan 2019
- Mixed-method approach
 - Recruited via phone and email
 - Data collection via phone and online
 - 15-minute average interview length
- KEY CONCLUSIONS: Positive results given the regulatory nature of the process
 - 66% of discretionary customers and 72% of ministerial customers satisfied with their most recent project overall
 - 75% satisfaction across all individual stages in 2018

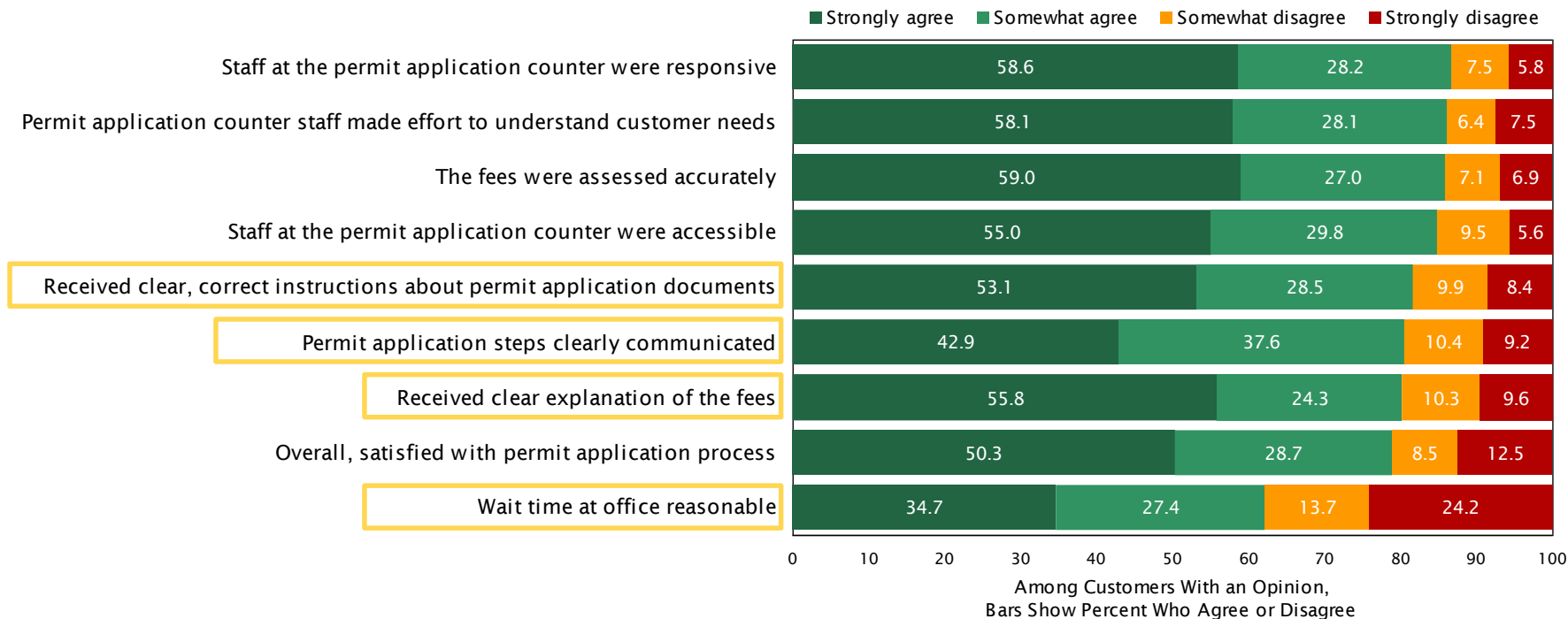


Customer Satisfaction and Persistent Performance Measures

Proposed Performance Measures:

- Speed (reduce the amount of time spent processing applications)
- Throughput (increase the efficiency of applications)
- Ease of Use (reduce staff time involved for permits that do not require significant staff assistance - ie. Online & Over the Counter)

Customer Satisfaction Response to Permit Application and Issuance



Graph from True North 2018 Customer Satisfaction Survey



Development Services Transformation Q4 2019 (Oct. - Dec.)

Objectives

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Great Internal Tools to Enable Teamwork

EXTERNAL

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Key Results