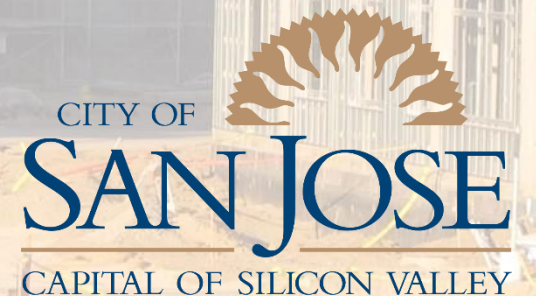


# Ad-Hoc Committee on Housing Construction and Development Services



November 14, 2019



# AGENDA

(d) 1. Development Services Transformation Update

(d) 2. ADU Process Enhancement Update

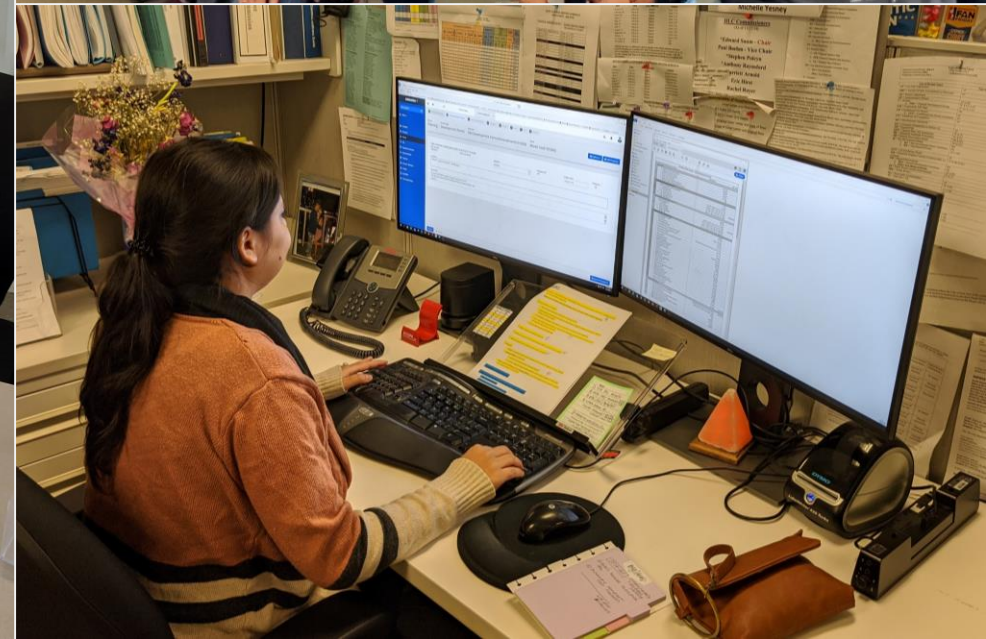
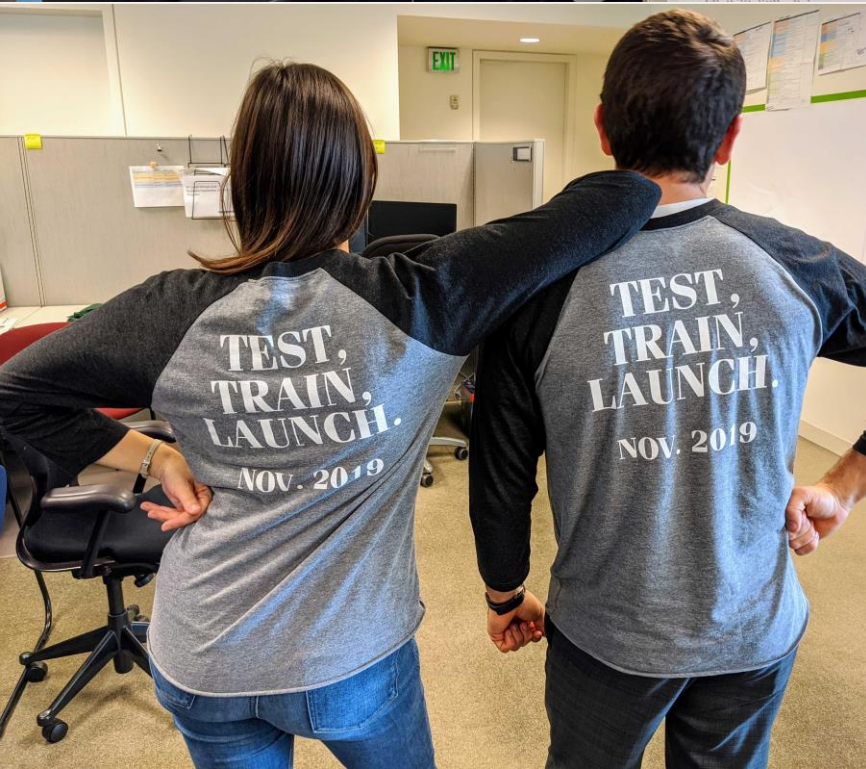
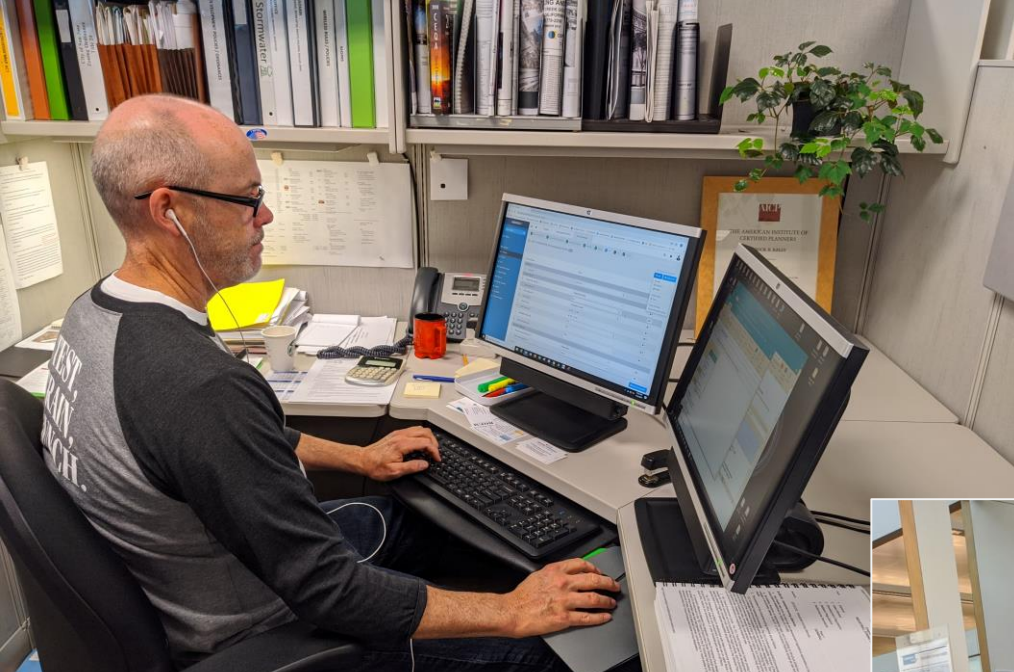
(d) 3. ADU Amnesty Update

(d) 4. Housing Production Numbers Update



# **Development Services Transformation**





We are using new permit software today.  
Thank you for your patience.  
SANTANA Development Services Permit Center



# 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



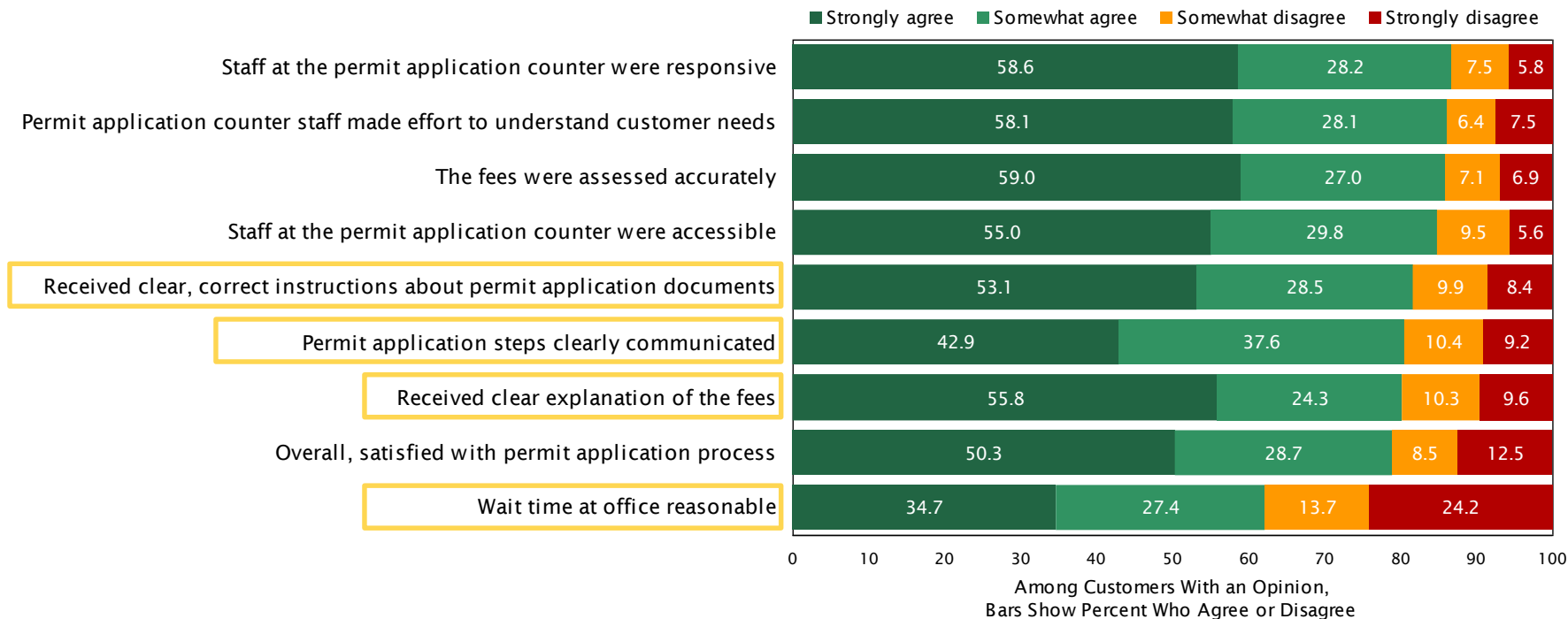


# Customer Satisfaction and Persistent Performance Measures

## 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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## Key Results