

# Ad-Hoc Committee on Housing Construction and Development Services

January 16, 2020

# AGENDA

(d) 1. Development Services Transformation Update

(d) 2. ADU Process Enhancement Update

(d) 3. Housing Production Numbers Update



**Development  
Services  
Transformation**

# 2020 Transformation Team

## Executive Team:

- **Rosalynn Hughey (PBCE)**
- Matt Loesch (PW)
- Chief Robert Sapien (FIRE)
- Rob Lloyd (IT)
- Jacky Morales-Ferrand (🏠)
- Chu Chang (PBCE)
- Chris Burton (OED)

### CMO Sponsor:

Kip Harkness, Deputy City Manager

### Technology Leader:

Jerry Driessen, Assistant CIO

## Transformation Team

- **Alex Powell (PBCE, Product Owner)**
- Jennifer Piozet (Plan)
- Sylvia Do (Plan)
- Thai Chau-Le (Plan)
- Shilpi Dwivedi (IT)
- Jennifer Luong (IT)
- Wil Mondala (IT)
- Heidi Geiger (Fire)
- Joe Dyke (PW)
- Erica Garaffo (CMO)
- Jerry Driessen (IT)
- ❖ Ray Burleigh (IT)
- ❖ Minh Nguyen (IT)
- ❖ ITD Project Manager
- ❖ Stefanie Farmer (Plan)
- ❖ Sina Dadras (Bldg)
- ❖ Jian Wang (IT)
- ❖ Ritu Srivastav (IT)
- ❖ Keith Paxton (Bldg)

❖ *New staff*

## Extended Team:

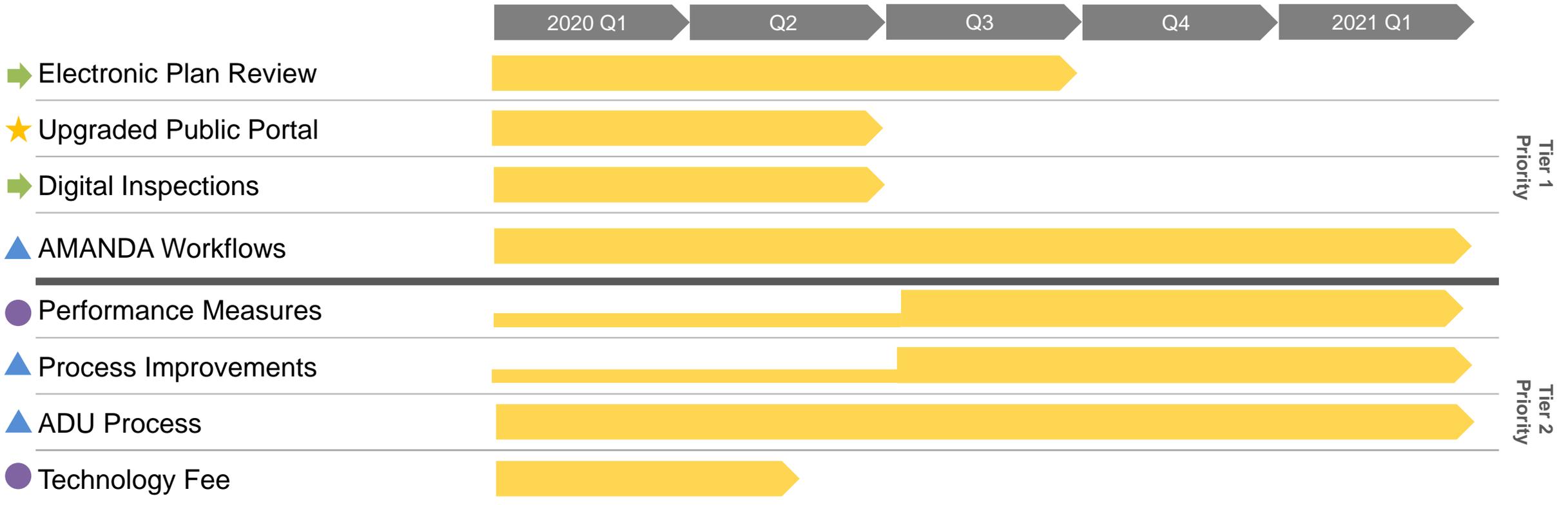
- Tom Borden (PW)
- Raman Bassi (PW)
- Jennifer Quezada (PW)
- Vivian Tom (PW)
- Marc Garcia (Bldg)
- Mike Davis (Bldg)
- Maria Zepede (IT)
- Andrew Nguyen (IT)
- JJ Sheu (IT)
- Karolyn Nguyen (IT)
- Eric Pham (IT)
- ADU Team
- ITD Team

Responsible for strategic decision making and direction

Lead drivers for each of the OKRs. Responsible for the daily execution of this work.

Critical to program success but on less than daily basis

# 2020 Transformation Project List



## Objectives

- ★ Simple Digital Experience
- ▲ Effective Process
- Collaborative Team
- ➔ Great Internal Tools

## Projects “On-deck”

Doc Imaging Improvements	Inspection Scheduler	Planning Time Fee Modification
Open Counter	Code Enforcement (CES)	Qmatic Integration
A7 Geo Data Model	Planning Fee Refactoring	Data Validation / Trust



# 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

## INTERNAL

Key Results

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

### PROCESS IMPROVEMENTS

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

Hire or contract fill 2 out of 3 Fire Development Services vacancies

**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)

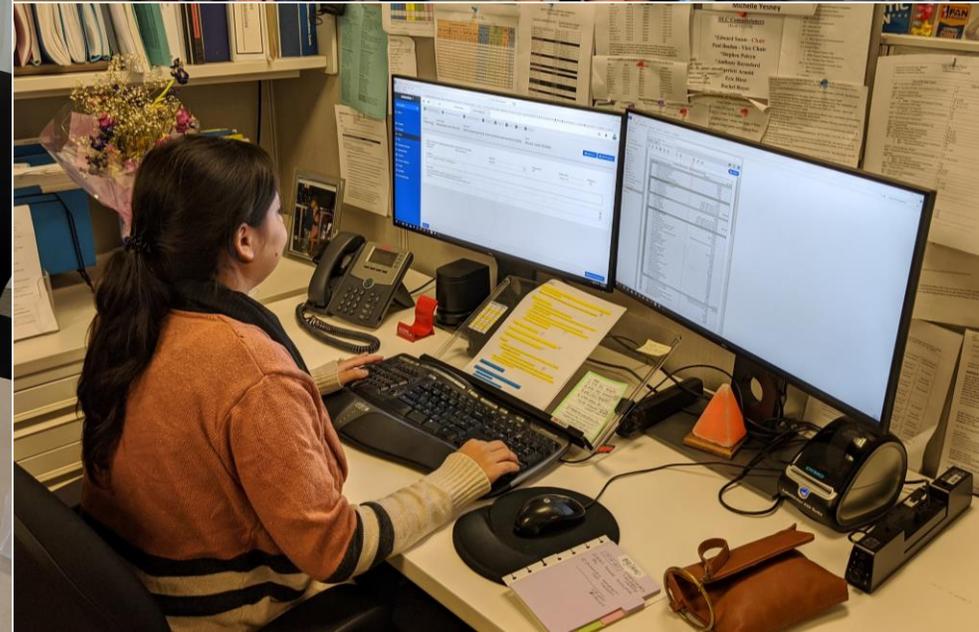
**AMANDA 7 launched and working with all integrated systems\***

100% goal met

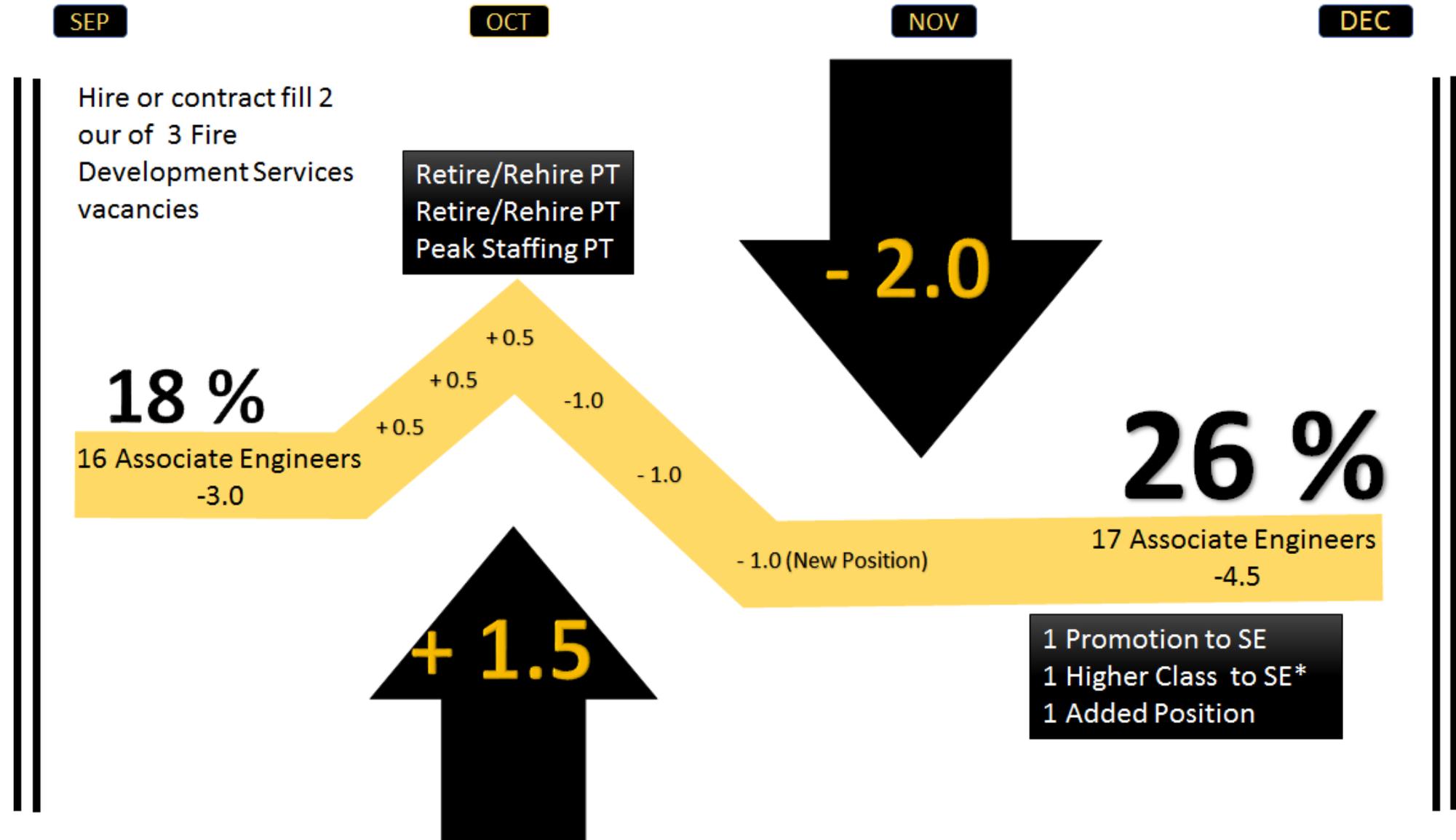
> 65% goal met

< 65% goal met

\*brought forward or adapted from a Q3 Key Result



# Process Improvements: Fire Vacancies – Associate Engineer



# Process Improvements: Fire Inspections

## ***Short Term/Immediate (1-3 months)***

- ✓ personnel shift
- ✓ process improvement
- ✓ workforce focus

## ***Medium Range (3-6 month)***

- ✓ recruitment
- ✓ staff development
- ✓ increase workforce (temp)

## ***Long Range (6-9 month)***

- ✓ recruitment
- ✓ employment criteria
- ✓ classification

## **Actions**

Utilized Peak Staffing Contract (PBCE Master Agreement)  
Cross Trained select staff – shift need  
Reassign Personnel

Retire/Rehire: Side letter, recruit/onboard

Classification study for Associate Engineer  
New Fire master agreement for Peak Staffing RFP  
Cross train ALL development staff

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## **Assumptions:**

Workforce will remain stable, staff will stay  
Applicants will qualify to interview, MQ & equivalency  
Contract and Retire Rehire employees will be available

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## **Lessons Learned**

Recruitment & retention: unable to attract or retain staff  
AE compensation is not competitive with job market  
Aggressive recruitment from competing agencies  
Loss of employees early in their career is common, churn



# Technology Fee - Introduction

## Purpose

- Create sustainable funding source for technology infrastructure maintenance instead of relying on individual appropriations.
- Clearly identify for customers what portion of fees are going to technology instead of estimate added to existing fee structure.
- Develop more forward thinking technology budget to guide future decisions regarding technology enhancements and projects.

## Anticipated Outcomes

Introduce Technology Fee in FY20-21 applied to future permits and reduce fees to remove current accounting for technology costs.

## Timeline

Finalize recommendation in Q1 2020 to incorporate into annual budget process.



# Draft Development Services Transformation Performance Measures

## What are our Performance Measures?

**Speed:** How fast are projects moving through the pipeline

**Throughput:** How many projects are we processing over a period of time

**Ease of Use:** How easily can customers and staff complete the application

## How are we proposing to measuring them?

- Average days from intake to building permit issuance
  - Number of plan reviews meeting first review target date
  - Average days until next available building inspection
  - Percent of inspection attempts that return as customer "not-ready"
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- Total building permits opened each month
  - Total building permits issued each month
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- Percent of ADU permits issued within 3 review cycles
  - Percent of online permits issued in person

Our **performance measures** focus on a subset of customer groups:

### HIGH IMPACT PROJECTS

Multi-family > 100 units  
Commercial >100K square feet

### LOW EFFORT PROJECTS

Online and Over-the-Counter permits

### ACCESSORY DWELLING UNITS (ADUs)



# Development Services Transformation Q1 2020 (Jan. - Mar.)

Objectives

Simple, Self-serve, Digital User Experience

Clear, Consistent, Effective Process

Strong, Collaborating Team

Great Internal Tools to Enable Teamwork

## EXTERNAL

- Complete 90% User Acceptance Testing for new Online Permitting Portal (version 1.0)
- Publish public Performance Measure Dashboard on Speed, Throughput and Ease of Use
- PROCESS IMPROVEMENTS
- 65% ADU Permits issued within 2 review cycles\*
- Develop and present the City of San Jose CEQA Instruction Guide to Environmental Consultant Roundtable
- Hire or contract fill 5 out of 5 Fire Development Services vacancies\*

## INTERNAL

- Finalize Technology Fee Study recommendations
- Design and build 2 Electronic Plan Review workflows
- Develop digital inspection MVP prototype
- Deploy 2 new Public Works AMANDA workflows
- Design and build 1 Fire AMANDA workflow

\*brought forward or adapted from a Q3 Key Result

Key Results

# Customer / Public Feedback