Public Service & Engagement

Responsibility & Accountability

Innovation & Sustainability

Diversity & Inclusion

Ethics & Integrity

CITY OF AUSTIN · FOUNDED 1839

Roadmap for Building a Better Austin
ACTION PLAN

Development Services Department (DSD)
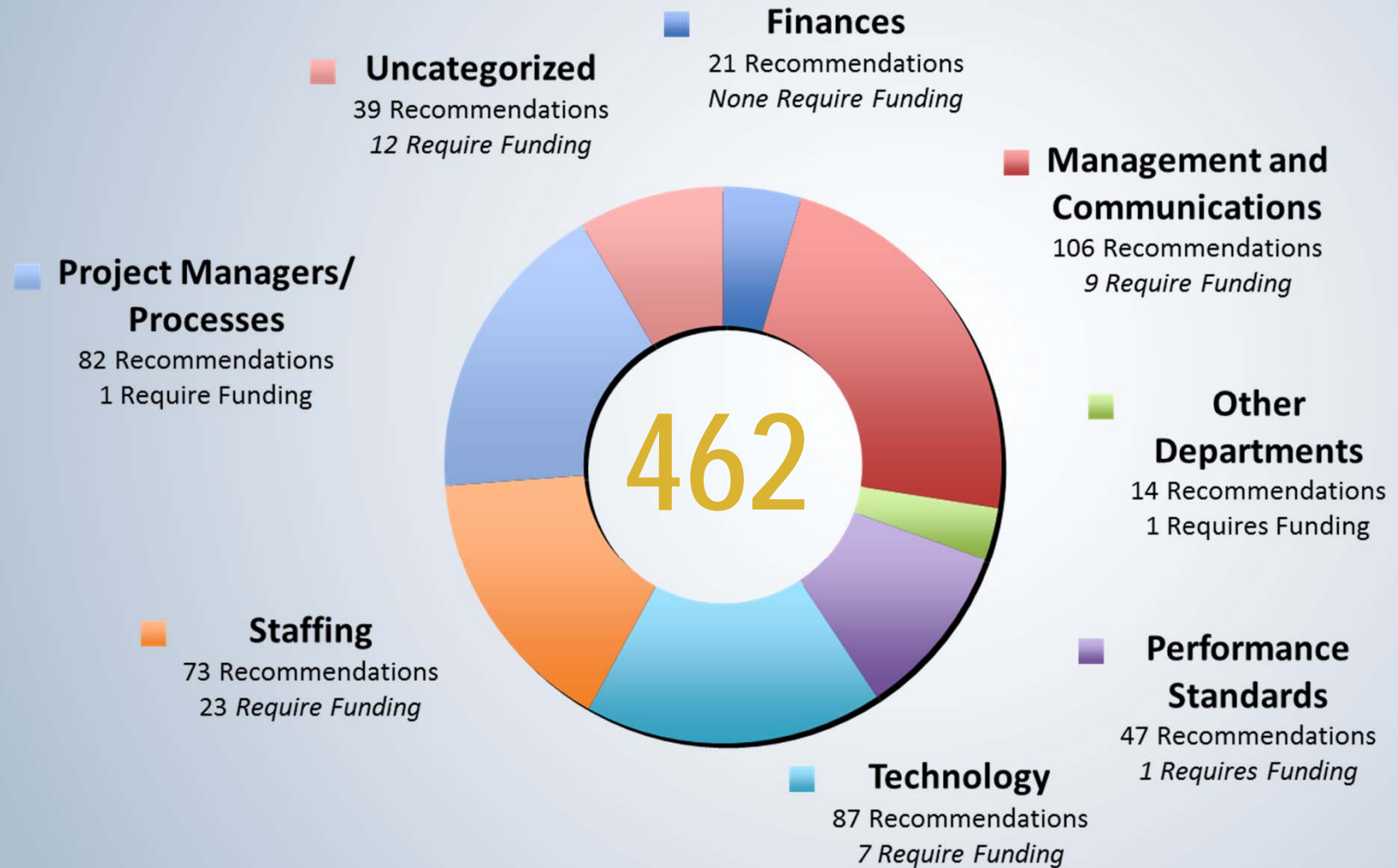
Planning and Zoning Department (PAZ)

Overview

- Linking the Action Plan to Previous Efforts
- Zucker Analysis
- Action Plan Goals and Key Areas of Focus
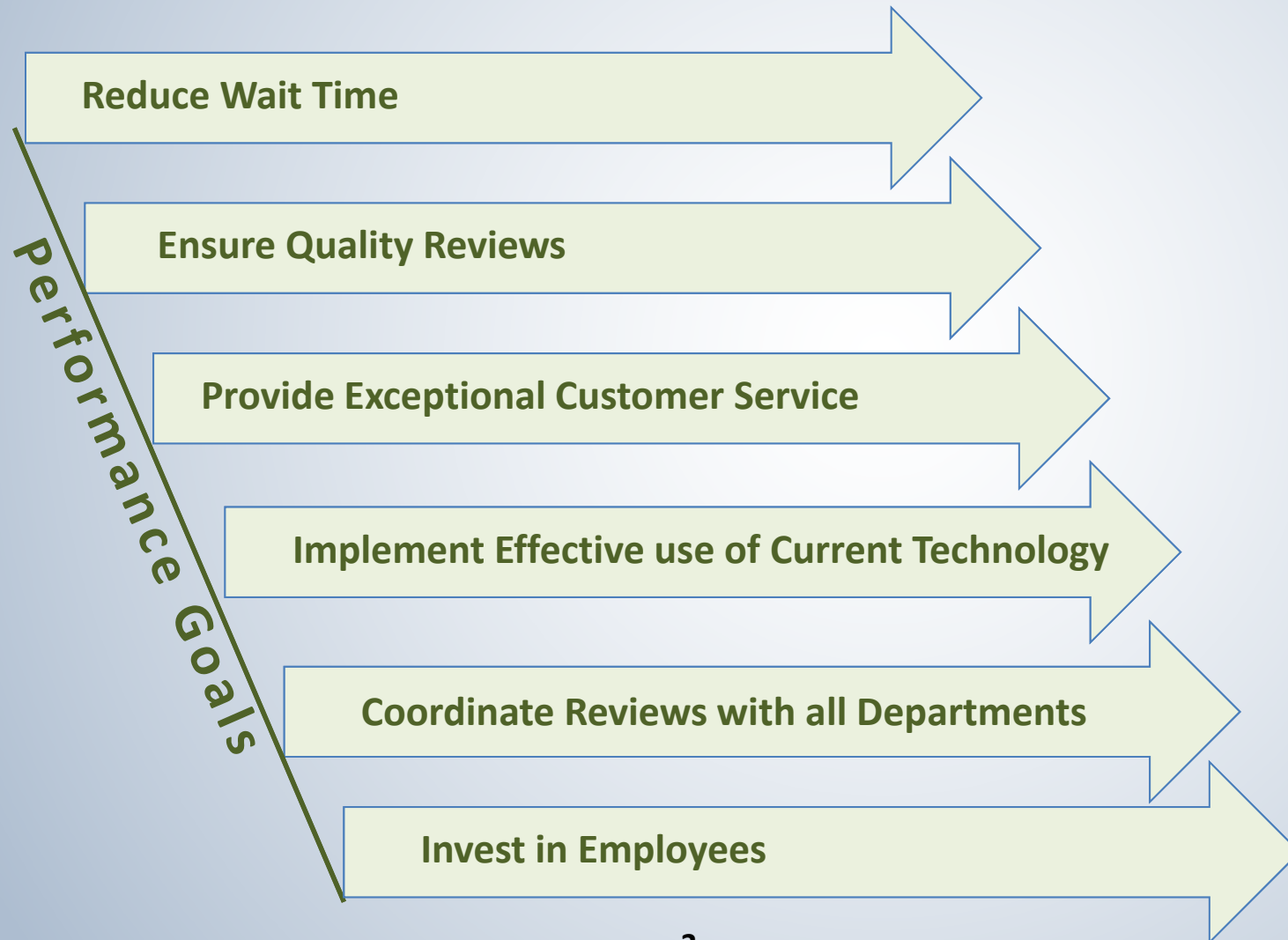- Measurable Results using Key Performance Metrics

Zucker Analysis

Finances
21 Recommendations
None Require Funding

Uncategorized
39 Recommendations
12 Require Funding

Management and Communications
106 Recommendations
9 Require Funding

Project Managers/ Processes
82 Recommendations
1 Require Funding

Other Departments
14 Recommendations
1 Requires Funding

462

Staffing
73 Recommendations
23 Require Funding

Performance Standards
47 Recommendations
1 Requires Funding

Technology
87 Recommendations
7 Require Funding

Action Plan

Two-Year Roadmap with Measured Results

Performance Goals

Reduce Wait Time

Ensure Quality Reviews

Provide Exceptional Customer Service

Implement Effective use of Current Technology

Coordinate Reviews with all Departments

Invest in Employees

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Customer Service

| |
|---|
| Modify performance reviews to include returning phone calls within 24 hours (October 2015) |
| Implement training curriculum including customer service for all employees (February 2016) |
| Provide financial support towards professional certifications for employees to increase skillsets (October 2015) |
| Develop memos of understanding to streamline Partner Department reviews based on consultant recommendations (December 2015) |
| Utilize contracts and overtime to meet review times (October 2015) |
| Add Customer Service Support (2) to the Call Center (January 2016) |
| Dedicated resource for community engagement (January 2016) |
| Dedicated resource to improve website (January 2016) |
| Implement BizRight, an educational and interactive portal (May 2016) |
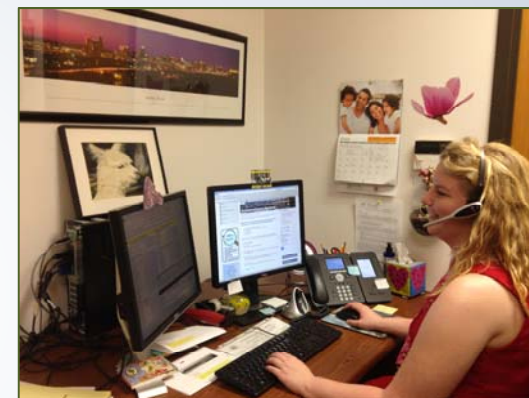
Technology

| |
|---|
| Implement online permitting to eliminate fax permits (January 2016) |
| Expand online payment options (January 2016) |
| Implement Electronic Plan Review (September 2016) |
| Utilize MicroStrategy Intelligence Dashboards to monitor performance and forecast workload (December 2015) |
| Upgrade Application Management and Data Automation (AMANDA) to Version 6 (December 2015) |
| Install new AMANDA functions:
- Automate Excel databases for Fiscal Surety and Underground Storage Tanks into AMANDA (December 2015)
- Fee and security updates to AMANDA (December 2015) |
| Provide tablets for inspectors for field operations (December 2015) |
| Dedicated resource to implement new online solutions (January 2016) |
| Provide remote access to services for residents and customers (July 2016) |
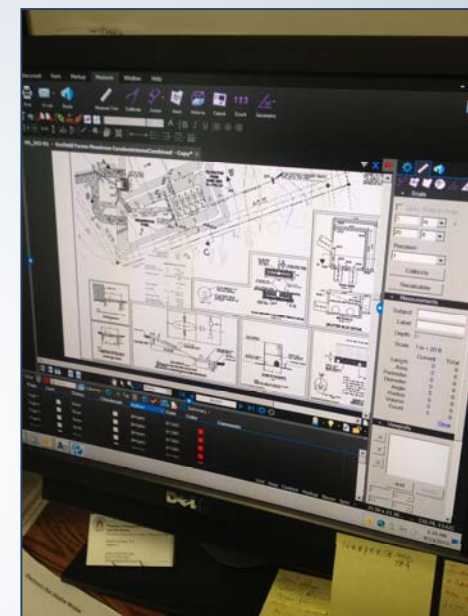
Facility Improvements

January 2016
Expand the Permit Center (1st floor)
Improve signage for all floors

March 2016
Add conference/customer meeting rooms (2nd floor)
Add work space for residential plan reviewers (2nd floor)
Combine residential and commercial intake counters (2nd floor)
Remodel Building Inspections work area (3rd floor)
Reconfigure reception area (4th floor)

Action Plan
Division Impact

Development Services Department

- Permit Center
- Development Assistance Center
- Land Use Review
- Land Use Review – Trees
- Commercial/Residential Review
- Building Inspections
- Site/Subdivision Inspections
- Service Delivery

Technology

Planning and Zoning Department

- Comprehensive Planning/ Urban Design
- Current Planning
- CodeNEXT

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Performance Goals ▶ Results Oriented

Two-Year Roadmap with Measurable Results

2015-2016

Wait Time ▶

Zoning/Site Plan Consultation
▶ Wait time from 35 minutes to 25 minutes

Site and Subdivision Application Intake
▶ Reduced from 7 days to 2 days

Site and Subdivision Plan Review
▶ On time review from 60% to 90%

Environmental Review Consultation
▶ Wait time from 28 minutes to 19 minutes

Commercial Plan Review
▶ On time review from 35% to 90%

Trade Permits Sent via Fax
▶ Wait time from 2 days to same day

Response Rate for Incoming Calls
▶ Answer rate from 47% to 75% to 100%

Performance Goals ▶ Results Oriented

Two-Year Roadmap with Measurable Results

2015-2016

- **Quality Reviews**

- **Coordinated Reviews with Departments**

- **Investment in Employees**

Customer Surveys (anecdotal and scientific)
- ▶ Codes and policies applied in a fair and practical manner
- ▶ Staff anticipated obstacles early on and provide options that were available
- ▶ Understand the development review process

Training, Certifications, and Market Pay
- ▶ Employee surveys on effectiveness
- ▶ Employee retention rates

Performance Goals ▶ Results Oriented

Two-Year Roadmap with Measurable Results

2015-2016

- **Exceptional Customer Service**

- **Effective Use of Current Technology**

Customer Surveys (anecdotal and scientific)
  ▶ The department provided good customer service
  ▶ Review services completed the date promised
  ▶ Staff was easily accessible when I needed assistance in resolving problems

Technology
  ▶ Percent of all available online transactions that are conducted online
  ▶ Use of latest software versions
  ▶ Percent of technology solutions supporting process improvements

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Planning and Zoning Department

- Comprehensive Planning/Urban Design
- Current Planning
- CodeNEXT

Comprehensive Planning/Urban Design

Major Recommendations

– Establish a strategy to update existing neighborhood plans

– Focus plan implementation and resources on regional, community and neighborhood centers in accordance with Imagine Austin

– Reconfigure neighborhood boundaries and reorganize neighborhood plan contact teams into larger areas

Department Action Steps

– Create weighted matrix to prioritize planning areas (Jan. 2016)

– Emphasize Imagine Austin growth areas (Jun. 2016)

– Research best practices from other cities (Mar. 2016)

Current Planning

Major Recommendations

- Create Policy and Procedure manuals
- Conduct internal and external cross training opportunities

Department Action Steps

- Update zoning manual (Jan. 2016)
- Create new manuals for annexation, historic preservation and code areas (Jan. 2016)
- Schedule regular training meetings (Oct. 2015)

CodeNEXT

Major Recommendations

– Code amendment planner to attend meetings with CodeNEXT staff to ensure successful implementation

– Appropriation for mapping of new code and electronic code

Department Action Steps

– The CodeNEXT leadership has created a cross departmental core team made up of 18 members (Completed)

– Mapping of new code and electronic code are key tools to apply the code and are planned in future budgets (Sept. 2016)

Questions

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