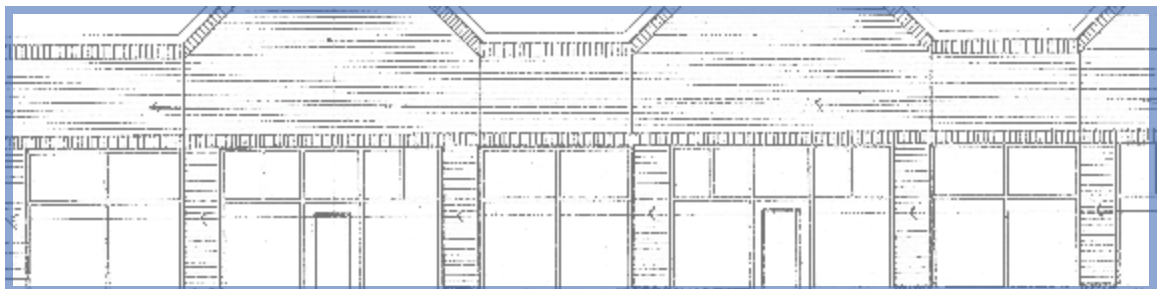


Comprehensive Assessment of the Development Review Process

April 2011

**Community Development Department
City of Colleyville, Texas
Ron Ruthven, AICP, Director**



Comprehensive Assessment of the Development Review Process

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Introduction

For the purpose of this report, the development review process includes all functions of City of Colleyville government that pertain to the regulation of Colleyville's Land Development Code, Building Code, Fire Code and the Code of Ordinances, specifically as they relate to the construction, alteration or modification of any private structure and/or property. The primary departments that are involved with the development review process include community development, public works and engineering, fire, police, and economic development.

The purpose of the development review process for any municipality is to ensure the promotion of the public health, safety and welfare through the enforcement of codes that, first and foremost, protect individuals from harm but that also ensure adherence to the highest quality construction standards and conformance to the particular construction and development preferences of the individual community.

Given the noble goals of promoting the public's health, safety and welfare, the process also generally holds true that in many circumstances, the most noble of intentions make for good pave stones to the underworld, as the saying is more or less recited. To be more concise, the bureaucracies created in many cities to review compliance of the myriad development regulations that may be adopted can, in some ways, stifle the promotion of the community's health, safety and welfare in the form of biting the proverbial hand that feeds it. With a cumbersome and unresponsive bureaucracy, potential new businesses may choose to locate to another community, existing businesses may choose to leave the community or simply forego expansions or improvements with the undesired effect of either draining, or slowing the growth of the community's vital commercial tax base.

Therefore, in the name of ensuring a responsive, flexible and business friendly development review process, it was determined the first order of business is to pay a visit to the doctor for a complete physical. This report is a detailed analysis of that assessment.



Executive Summary

In April 2010, the City Council was presented with a plan to perform an assessment of the development review process, which stemmed from one of the goals of the newly created strategic plan to "foster a long-term commitment to economic development". The process review began in May 2010 with the distribution of the external survey to all members of the development community. A roundtable was held with the development community (contractors, developers, architects, engineers and brokers) in July 2010 to discuss the results. A second survey was then sent to internal development review staff in August 2010, after which an internal roundtable meeting was held in October to discuss the results.

The report is the final step in the review process and includes summaries of the survey results and roundtable meetings. Based on the input received from the meetings and surveys, the proposed Development Review Process is comprehensive and will ensure adherence to the highest quality construction standards and conformance to the particular construction and development preferences of the individual community. The document will be reviewed annually to ensure that the process continues to provide a responsive, flexible and business friendly development review process.

The survey results indicated a desire for the City to continue to utilize technology with more emphasis on developing a single "one stop shop" web page. Through internal and external meetings, innovative practices and communication techniques will continue to be enhanced.

The final recommendations of the report include addressing the technological and communication initiatives mentioned above, as well as breaking down silos, and eliminating redundancies in development review duties. Some of the recommendations have already been implemented. Finally, given the new normal, the recommendations address the need to explore and identify resource sharing and contracting of specific development related services through separate cost-benefit analysis, whereby costs to the City can be reduced, while service to the development community can be improved.



The Impetus

Given the absence of the profit motive inherent to the private sector and with regard to the delivery of public goods and services, it is imperative that local governments seek to maintain a nexus of excellence between the efficient delivery of services versus the effective delivery of services, as these goals can sometimes be at odds with one another. The maintenance of this nexus involves a process of constant evaluation and improvement. Therefore, with this nexus established as the foundation, the primary goal of this report is to ensure that the development review process in Colleyville is operating at a highly efficient and effective level of service to both the community of citizens and the development community.

In late 2009, the City of Colleyville created a comprehensive strategic plan centered around five goals. These goals are:

Why Examine the Development Process?

- Make a long term commitment to economic development
- Foster a more diversified tax base
- Protect and preserve neighborhoods
- Deliver sustainable government
- Brand Colleyville with a unique identity

Shortly after the creation of the strategic plan, a citizen survey was sent to every household in Colleyville in January 2010. Of the responses received the question “what is the most critical issue facing Colleyville today?”, the most frequent response was “attracting/keeping quality businesses”. Therefore, the secondary goal of this report is to ensure that the development review process is not impeding the community’s long term commitment to economic development including the retention and attraction of quality businesses.

Current Development Conditions

As of March 2011, Colleyville is 88 percent developed and should reach “buildout” no later than 2025 according to the *2004 Colleyville Plan*. Once buildout is attained, only 10.1 percent of Colleyville’s total land area will be devoted to commercial land uses with 90 percent of the commercial land located along Colleyville Boulevard (SH26). The average age of all commercial structures Citywide is ten years while commercial structures along Colleyville Boulevard are on average 15 years old. The typical life of a commercial structure is 20 to 30 years before it is either expanded/remodeled or demolished. Given these



conditions, in addition to any new commercial construction, there will be a likely increase in demand for redevelopment of existing commercial buildings and properties over the next five to ten years. Therein lies the third goal of this report: measuring abilities to quickly adapt to rapidly changing development conditions and trends.

User Driven Innovation Through Technology and Thinking Outside the Box

The fourth and final goal of this report simply involves finding a better way of doing business through constant feedback from internal and external customers, embracing technology to increase efficiency and exploring opportunities to reduce delivery costs through outsourcing and/or collaborative efforts with other entities—public or private.

In late 2008, the Community Development and Fire Department added new permitting software from CRW Systems. As part of this software upgrade, field inspectors were equipped with handheld computers allowing them to print inspection reports and access permit records in the field. Contractors schedule inspections either online or via an interactive telephone voice response option, and contractors may now apply for permits online. Adoption of these technological upgrades is partly responsible for improved departmental efficiency while reducing community development staff by 38 percent over the same period. Given the \$300,000 cost of the software measured against the reduced labor costs, increased productivity and reduced paper costs, the capital cost of the software will have paid for itself by the end of 2012.

Finally, taking a cue from the business world and listening to customers, both internal and external, is important for fostering innovation. These communicative relationships can be in the form of collaborative exercises (business incubators, focus groups) or a simple email suggestion. These may, in turn, lead to such innovations as improved regular communication vehicles such as monthly stakeholder meetings, outsourcing or shared resource relationships with other cities, private third party inspections companies, or utilization of internal resources as yet unseen.

Why Examine the Development Process?



Development Review Oversight

The principal departments responsible for the development process in Colleyville include the community development, public works and engineering, fire, police and economic development departments.

It should be noted that the Development Review Committee (DRC) contains representatives from parks & recreation, city manager's office and information services (GIS) as well as the departments noted above. However, the DRC acts, primarily, as an internal staff advisory body for the review of cases that will be considered by the Planning & Zoning Commission and/or the City Council. For the purposes of this report, only departments and positions that are involved in the day-to-day development process, which includes review of administrative permits and inspections, are included as part of this review.

There are 16 full-time, one part-time and one contract position devoted to some portion of the development review process. Of these positions, three are frozen and remain open.

The detailed breakdown of these positions and their contribution to the development review process is as follows (please note that the descriptions that follow are not official job descriptions and only describe the specific duties of the position's contribution to the development review process):

Community Development Department *Building Inspections Division*

- Building Official—DRC member; responsible for reviews of all building plans, including commercial and residential; updating and maintenance of building codes; chief administrator of the CRW permitting system; handling building permitting and code inquiries from citizens and development community; acting as the backup building inspector.
- Building Inspector—responsible for all building, sign and residential site inspections; sign permit application reviews.
- Contract Building Inspector (frozen)—performs the same duties as the building inspector. It is currently frozen given current permitting activity.

The Current Development Review Process



Development Review Oversight (continued)

- Permit Clerk—processes most incoming permit applications. These include building, sign, temporary use, fire, plumbing, electrical, mechanical; processes new contractor applications and handles walk-in department traffic and incoming phone calls.
- Permit Clerk (frozen) - this position is frozen given current permitting activity.

Planning & Zoning Division

- Community Development Director (NOTE: as of the date of this report, this position is also currently serving as the Interim Public Works Director) - DRC member; this position serves as the chief development officer for the City; responsible for the review of all zoning, plat, variance, and new commercial site plan cases; amends and interprets the Land Development Code as required; handles inquiries and regularly communicates with the development community; presents all cases noted above to the Sign Board/Zoning Board of Adjustment of Adjustment, Planning & Zoning Commission and City Council.
- Community Development Coordinator—processes all incoming zoning, plat and variance cases including public notifications and case preparation; supervises and backs up the permit clerk positions; responsible for efficient flow of caseload in department including the interplay between building inspections and planning and zoning; acts as recording secretary for the Sign Board/Zoning Board of Adjustment of Adjustment and Planning & Zoning Commission.
- Planner (frozen) - responsible for the review of all zoning, plat, variance and new commercial site plan cases; assists with amending and interpreting the Land Development Code as required; handles inquiries and regularly communicates with the development community; assists with the presentation of cases to the Sign Board/Zoning Board of Adjustment of Adjustment, Planning & Zoning Commission and City Council. This position is frozen due to reduced planning and zoning caseload.

The Current Development Review Process



Development Review Oversight (continued)

Public Works & Engineering Department

Engineering Division

- City Engineer—DRC member; responsible for engineering review of all zoning and plat cases as well as all administrative development permits such as building permits for new construction and retaining walls; responsible for review of all private installations of public infrastructure such as new residential streets built within new subdivisions; handles general engineering related inquiries from the development community.
- Construction Manager—responsible for inspections of private improvements within public rights-of-way such as driveway approaches, sidewalks and retaining walls; responsible for inspections of all private installations of public infrastructure such as new residential streets built within new subdivisions.
- Senior Engineering Technician—assists the building official with residential plan reviews; reviews new residential building permit plans for compliance with engineering guidelines related to stormwater runoff; assists the construction manager with inspections of private improvements within public rights-of-way and private installations of public infrastructure.
- Part-time Administrative Secretary (this position is currently split between parks & recreation and public works/engineering)—processes new driveway approach permits; provides administrative support to the city engineer, construction manager and senior engineering technician; handles department walk-ins and phone calls.

Public Works-Water Utilities Division

- Utility Supervisor—DRC member; reviews all water and sewer connections, taps and installation/modification plans related to new development cases and permits.
- Cross Connection Inspector / R.O.W. Control—reviews all building permits where a backflow preventer is proposed for compliance with water department rules; performs inspections of water and sewer connections, taps and installation/modifications including backflow preventers; assists utility supervisor with reviews of water and sewer connections, taps and installation/modification plans.

The Current Development Review Process



Development Review Oversight (continued)

Fire Department

- Fire Marshal—DRC member; responsible for fire department review of all zoning and plat cases as well as all administrative development permits such as building permits for any significant construction; inspects all construction of buildings and development and certificate of occupancy applications for compliance with fire code and fire provisions in the Land Development Code.

Police Department

Administration

- Lieutenant—DRC member; responsible for police department review of all zoning and plat cases and new commercial buildings; performs reviews of applications and inspections for certificates of occupancy and temporary events that may have significant police department interests.

Community Services Division

- Community Services Officer—DRC member; certified in Crime Prevention Through Environmental Design (CPTED) and performs CPTED assessments and inspections for selected developments; assists lieutenant with police department review of all zoning and plat cases and new commercial buildings; performs reviews of applications and inspections for certificates of occupancy that may have significant police department interests.

Economic Development Department

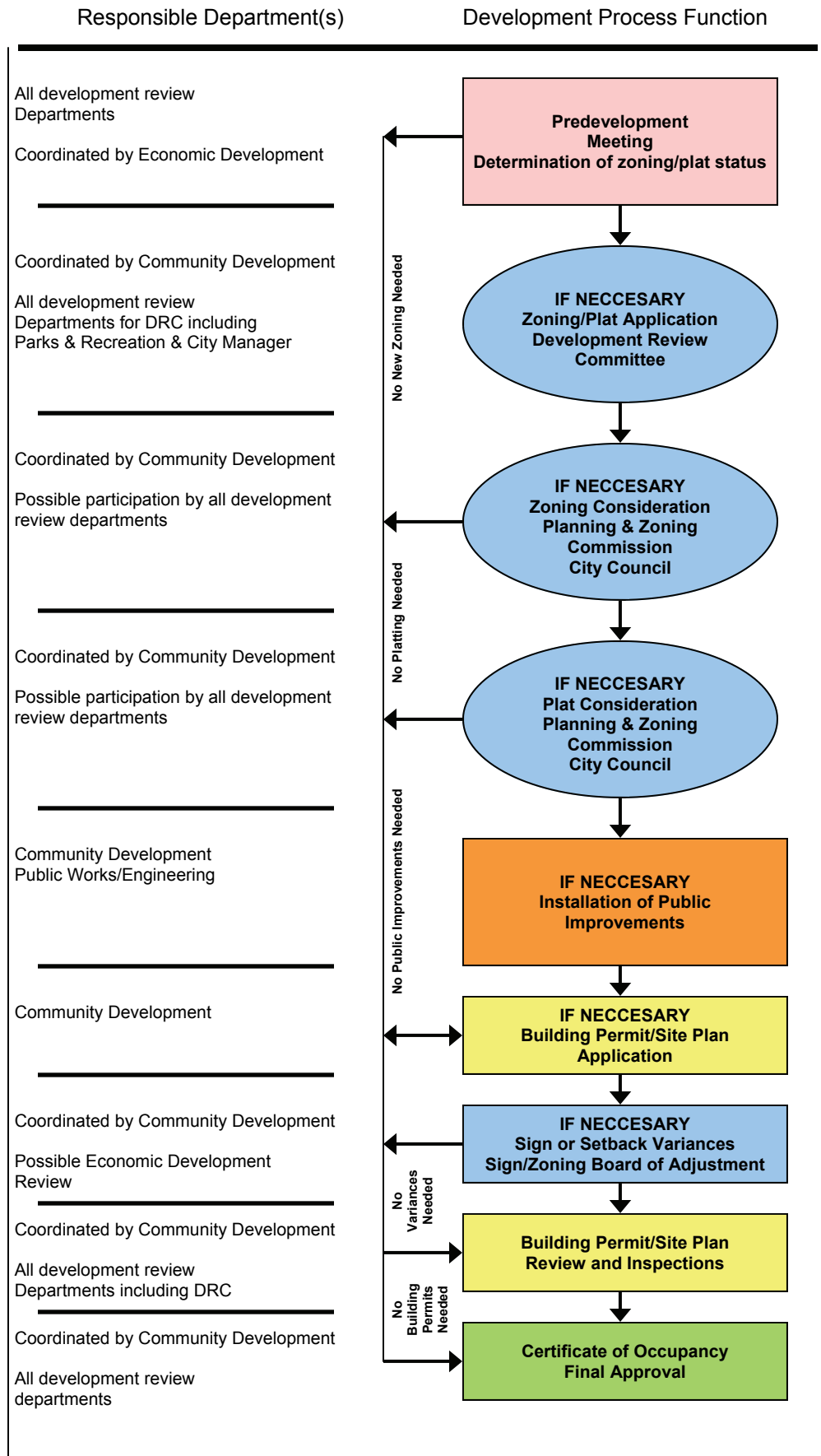
Economic Development Director—DRC member; works to recruit new development and businesses to the City; facilitates pre-development meetings with potential clients; serves as development ombudsman for selected developer/business clients; provides guidance and recommendations for potential new development through facilitation and connections with other development community players such as brokers, architects, engineers and financial institutions.

The Current Development Review Process



Current Colleyville Development Process Flow Chart

The Current Development Review Process



Overview of Assessment Timeline and Methods

The process of assessing the development review process involved four stages of review. The four stages are summarized as follows:

External Assessments

Stage One: Development process survey sent to development community
May 2010

Stage Two: Development roundtable held with development Community
July 15, 2010

Internal Assessments

Stage Three: Development process survey sent to Internal development staff
August 2010

Stage Four: Development roundtable held with internal staff
October 28, 2010

Process Assessment Results

External Assessments

The survey contained 22 questions and was created electronically on www.surveymonkey.com. Letters and emails containing the survey link were then sent in May 2010 to the following members of the development community:

- All registered general and sub-contractors
- Surveyors, developers, engineers, and architects who have submitted any plans or permits in the City over the past three years

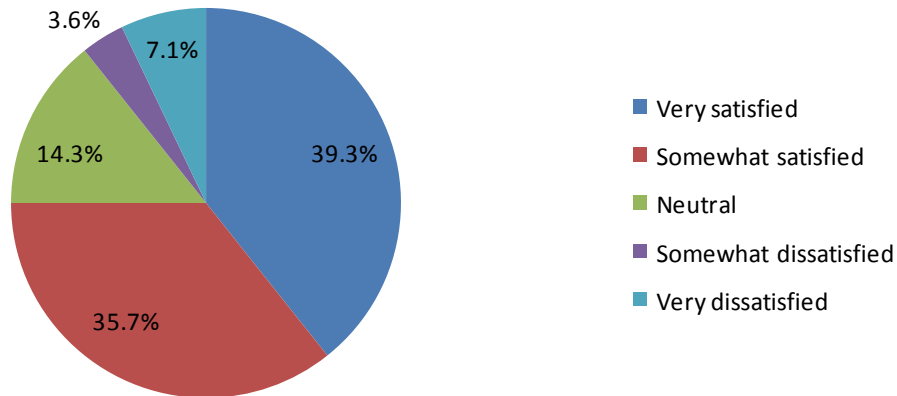
A link to the survey was also placed on the Community Development Department web page at www.colleyville.com. There was a total of 28 responses to the external survey.

Final external survey results were collected at the end of June 2010 and presented to a development roundtable on July 15, 2010. Notice of the roundtable was again sent to all of the members of the development community listed above. Flyers were posted at City Hall and notice of the meeting was placed on the City's web page two weeks prior to the roundtable. The roundtable was held at the Colleyville Senior Center at 2512 Glade Road.



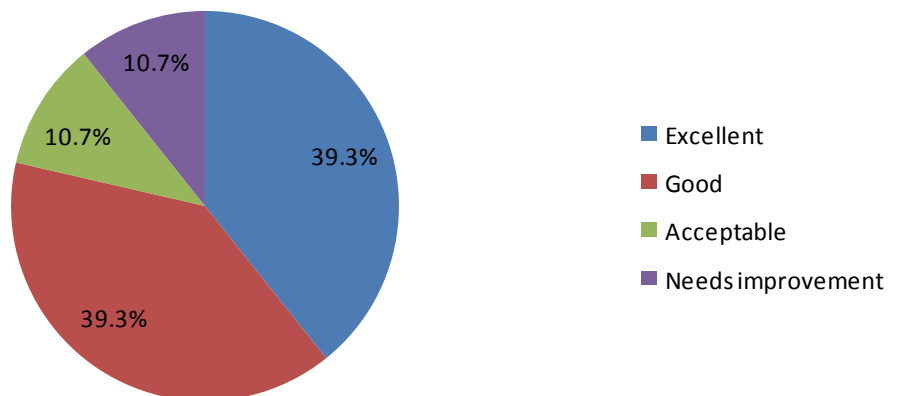
External Survey Results

How would you rate your overall satisfaction with the development process in Colleyville?



Survey Question One

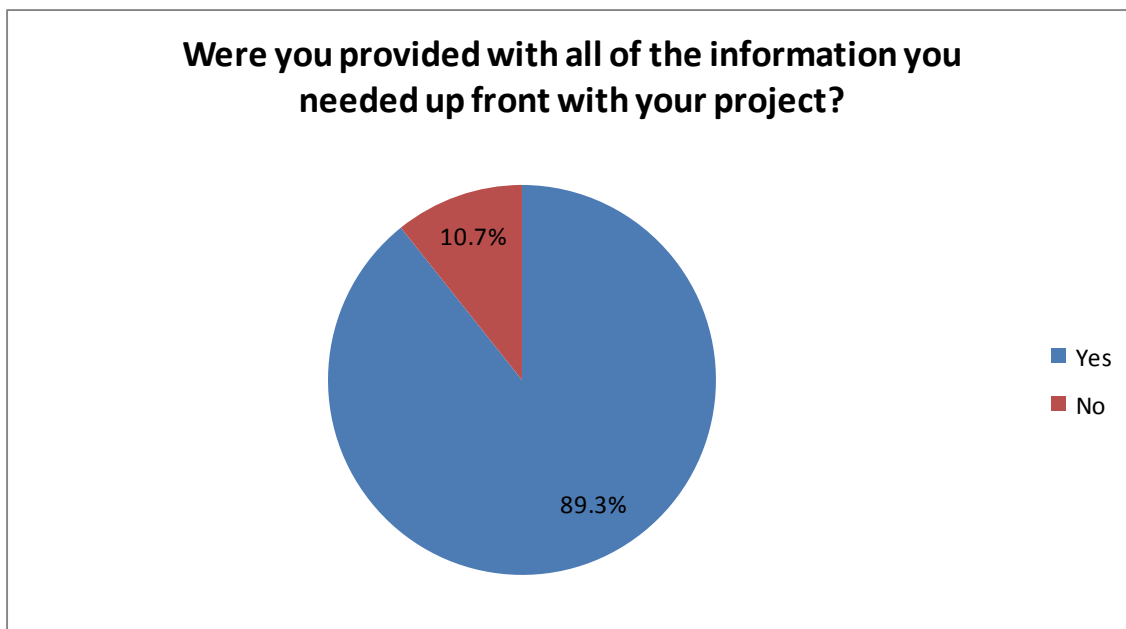
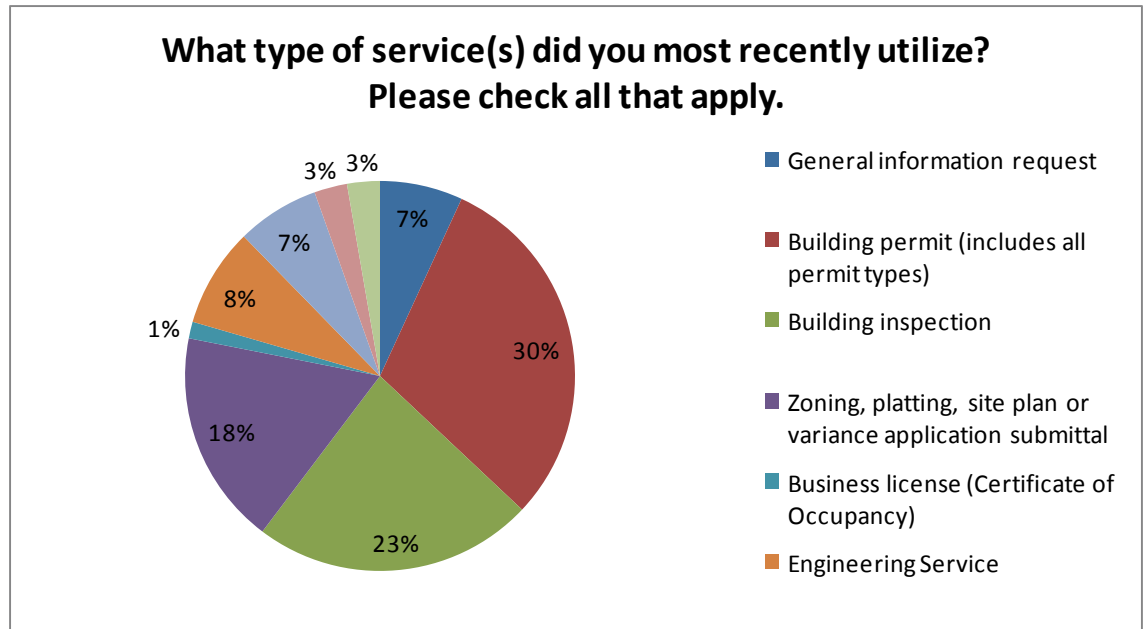
How would you rate the overall quality of the development services offered by the City?



Survey Question Two

External Survey Results (continued)

Survey Question Three



Survey Question Four

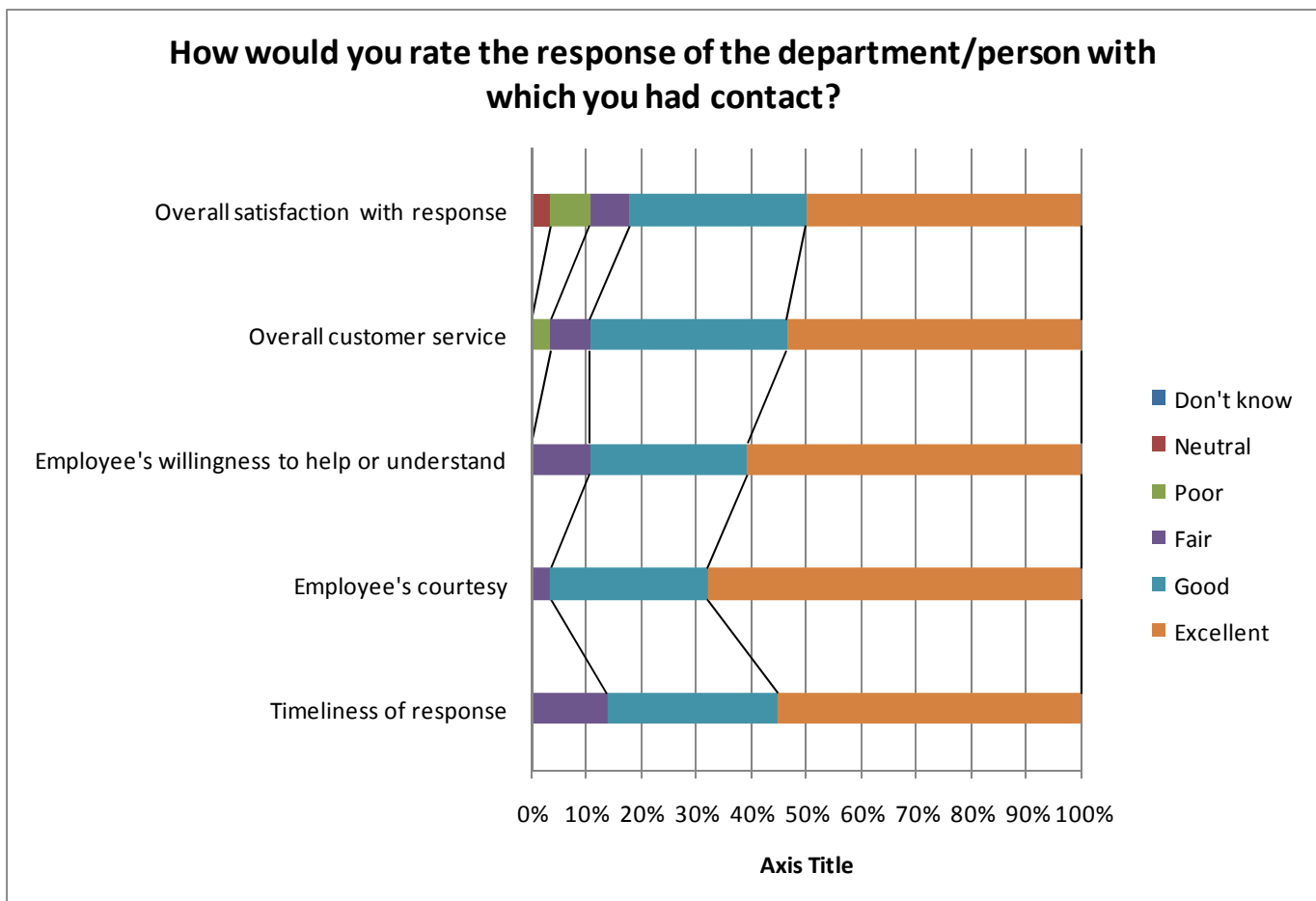
External Survey Results (continued)

Survey Question Five (follow-up question to question four):

If not, what did you need that we did not provide? Please list.

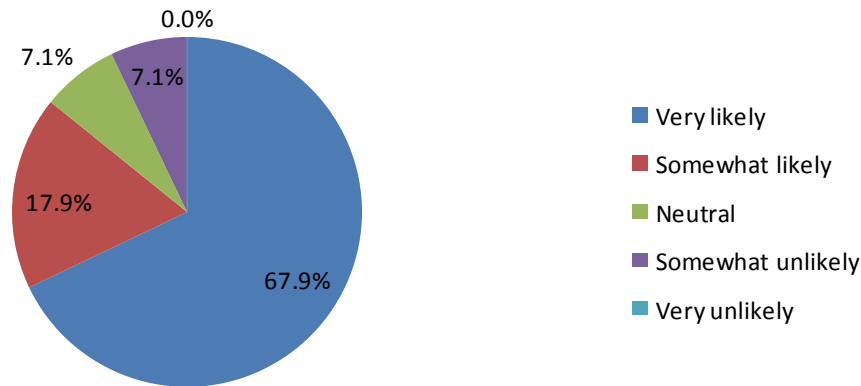
- Engineers are not readily available
- We thought this city would be able to provide quality services, including correct street repairs and trash pickup that was performed as if the neighborhood was a waste landfill
- The citizens of the City have not been presented an unbiased and balanced analysis of the implications of the gas well development within the city limits. The City has performed incomplete research.

Survey Question Six



External Survey Results (continued)

Based on your experience with the City of Colleyville, how likely is it that you would do business in Colleyville or recommend others to do business in the future?



Survey Question Seven

Survey Question Eight (follow-up question to question seven):

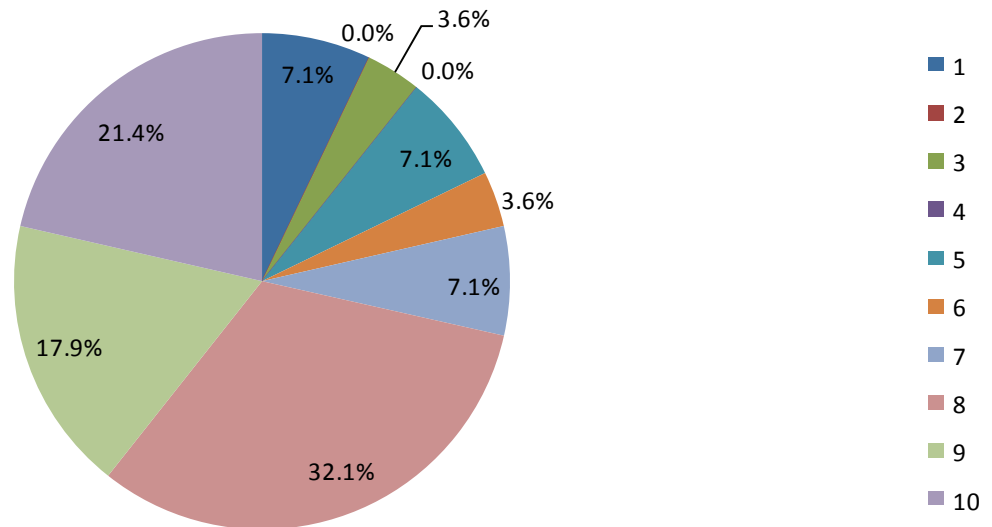
Regarding question 7, do you have any suggestions for improving our services?

- Fire Marshall needs to be more customer friendly. Inspectors in the field need to be more business friendly. They should spend more time helping to solve issues as opposed to trying to find issues.
- Making sure there is only one inspection request line, not an old and new and that all business cards reflect the new number
- I feel that when you have questions 90 percent of time the person you need to speak with is in meetings.
- No
- Get a waste contractor who cares. Provide street repairs that conform to some real specification
- Improve image of city as pro-business/ development. I do think it is coming along. just getting the word out.
- We have a new buildings on Gateway, the site next door started construction and then stopped. It has been challenging to motivate any maintenance of the unfinished site. It is very unattractive in its present condition.
- Offer inspections twice daily like Grapevine and Southlake do. As a builder, we have to waste up to eight hours waiting on an inspection; our time is valuable too.
- This response refers to SUP's non-compatible with the Master Plan being considered in residential areas of the city. If the Master Plan can't be honored, then it is ridiculous to be wasting time developing a Strategic Business Plan.

External Survey Results (continued)

Survey Question Nine

On a scale of 1-10 (1 being "very bad" and 10 being "very good"), please rate your experience with the Colleyville development review process compared to any other city's process you've encountered recently?



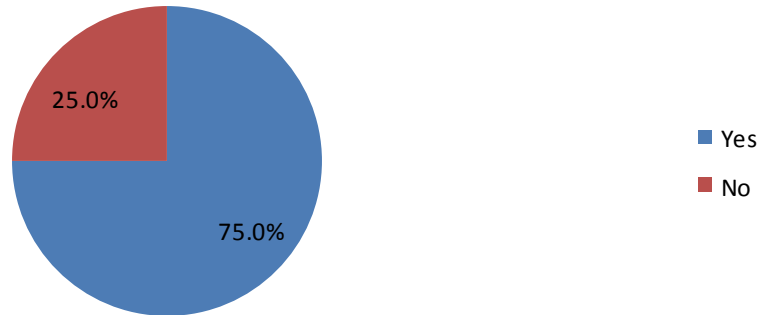
Survey Question Ten (follow-up question to question nine):

If the overall development process you encountered in another city was better than Colleyville's, or a specific portion of the process was better, please explain what made it better:

- One stop permitting in Raleigh north Carolina
- On major projects, I would recommend you have one preliminary development session with the developer/builder and the appropriate department personnel to review the project prior to final submittal
- In my opinion, Colleyville unduly restricts communication, feedback and access between applicants and Council members during the zoning process, making it more difficult to resolve issues and improve development in Colleyville. ALL other cities are better in this regard.
- Just completed a commercial building in Southlake, the process there was very tough and difficult.
- Flower Mound moratorium on gas well permits. Southlake presented an open forum on gas well operations based upon results of this activity from other cities that have already been through this process to emphasize the impact that this has had on residential areas.

External Survey Results (continued)

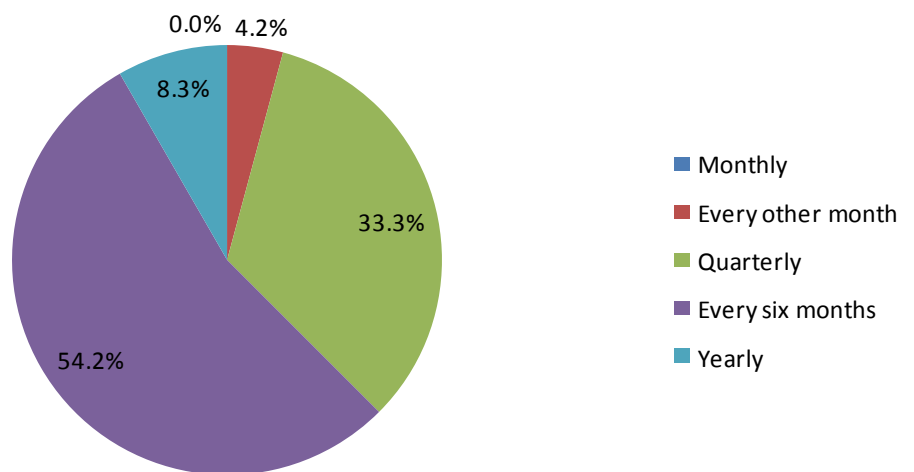
Would you be interested in attending a periodic City sponsored Development Process Workshop to discuss issues and information concerning the building, development and business community?



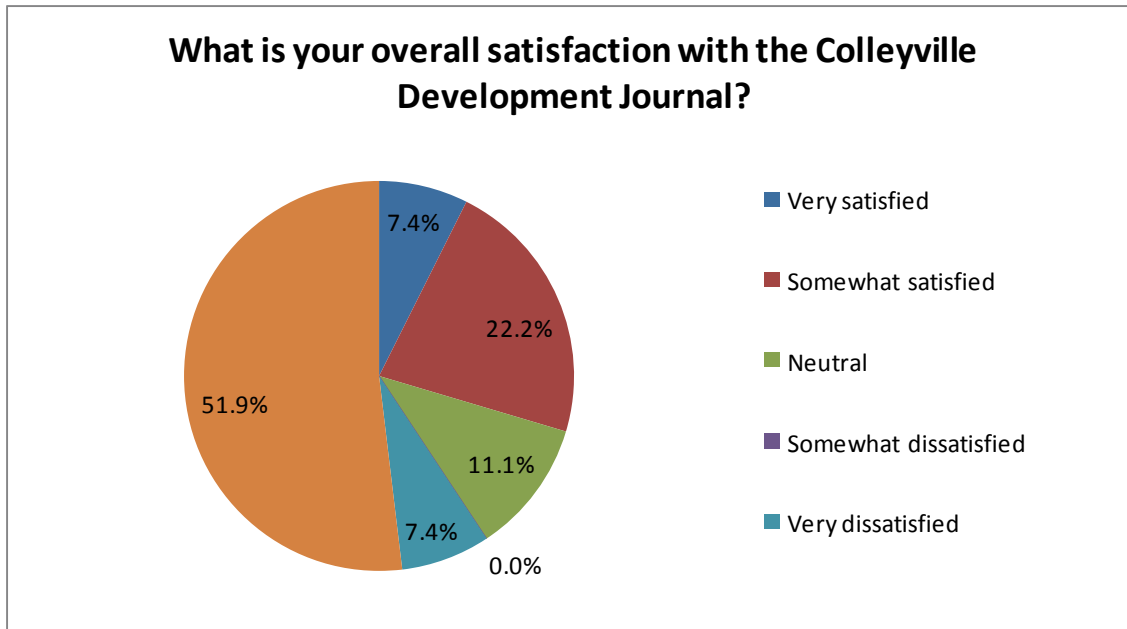
Survey Question 11

Survey Question 12

If so. How often should the Workshop take place?



External Survey Results (continued)



Survey Question 13

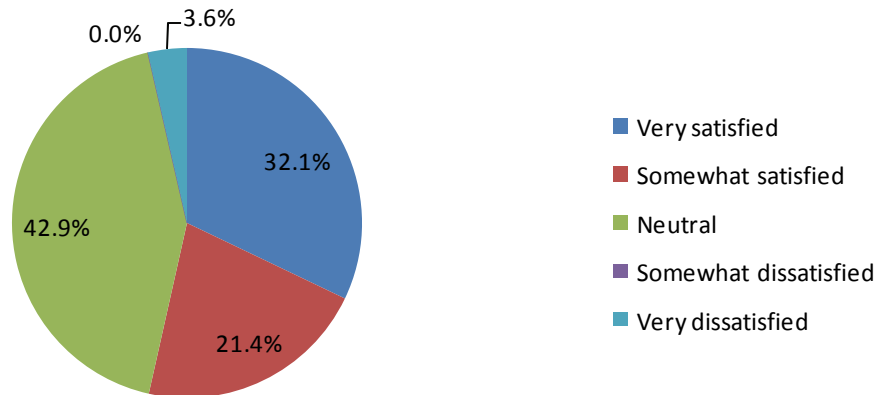
Survey Question 14 (follow-up question to question 13):

What can we do to improve the Colleyville Development Journal?

- Online inspection requests, Inspections available twice a day
- See 10
- The latest issue has incomplete data

External Survey Results (continued)

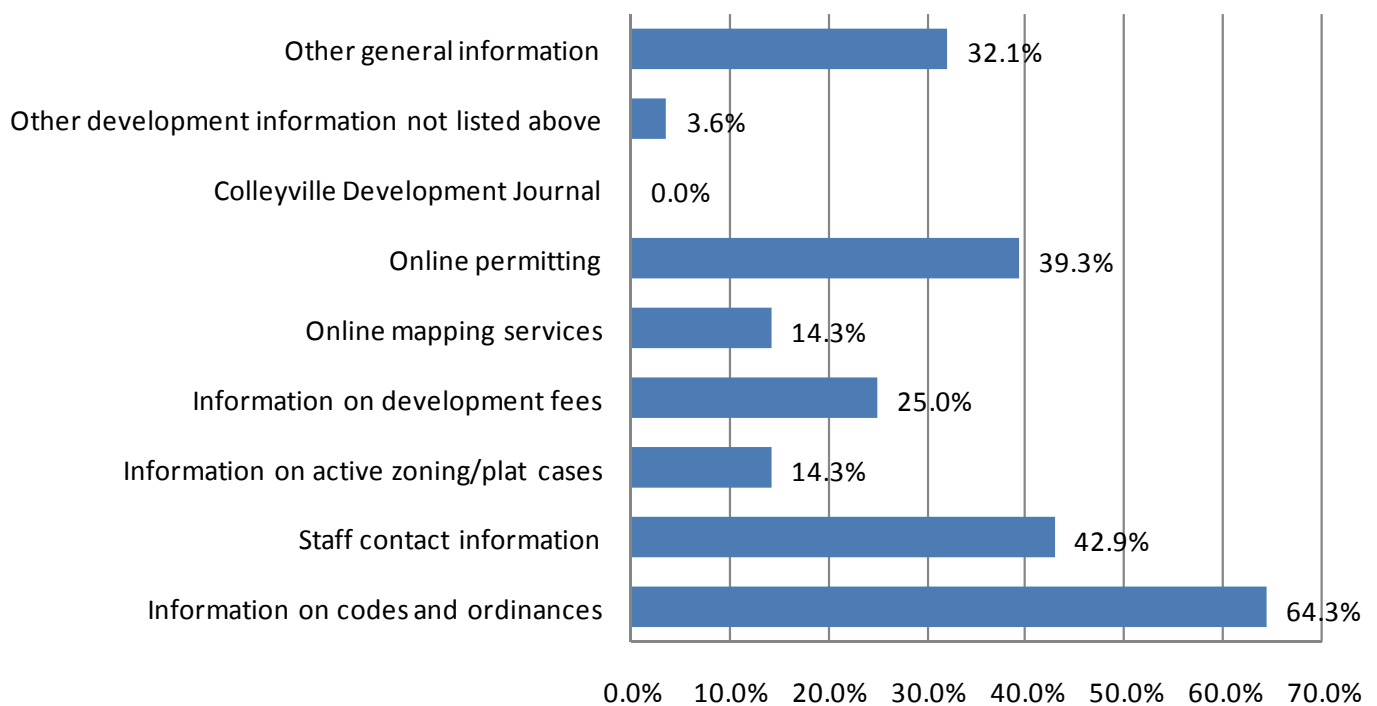
How satisfied are you with the City's website, www.colleyville.com, as it pertains to the development review process?



Survey Question 15

Survey Question 16

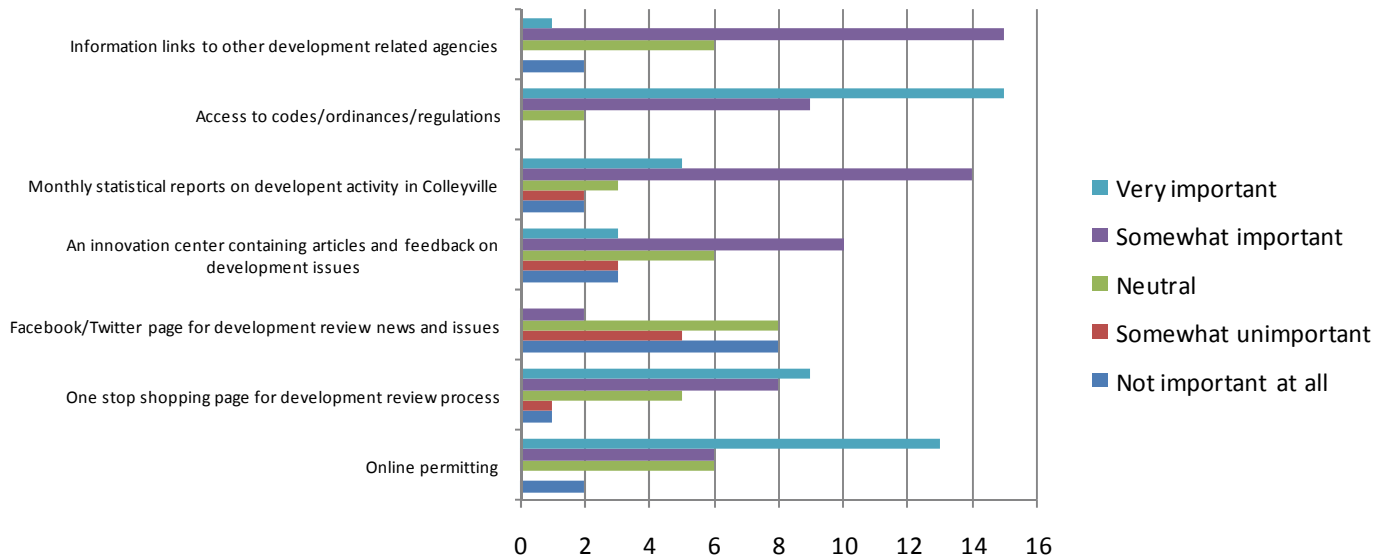
**When visiting www.colleyville.com what are you typically looking for?
Please check all that apply.**



External Survey Results (continued)

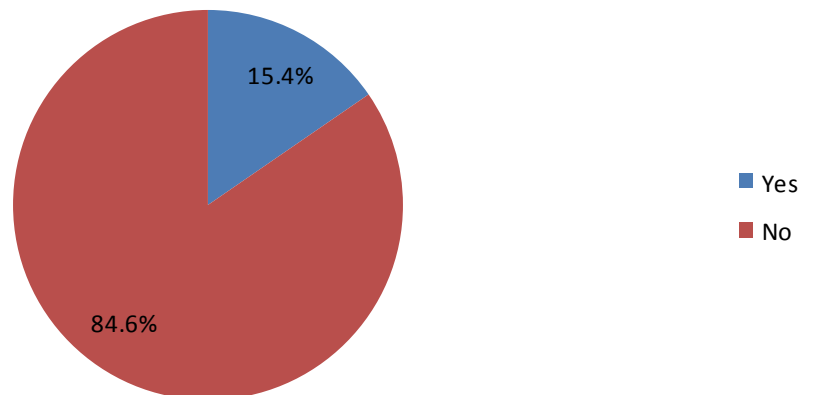
Survey Question 17

If the following services were added to www.colleyville.com, please rate the importance of each service to you or your business.



Survey Question 18

Are there any unaddressed needs that we should focus on regarding the development process?



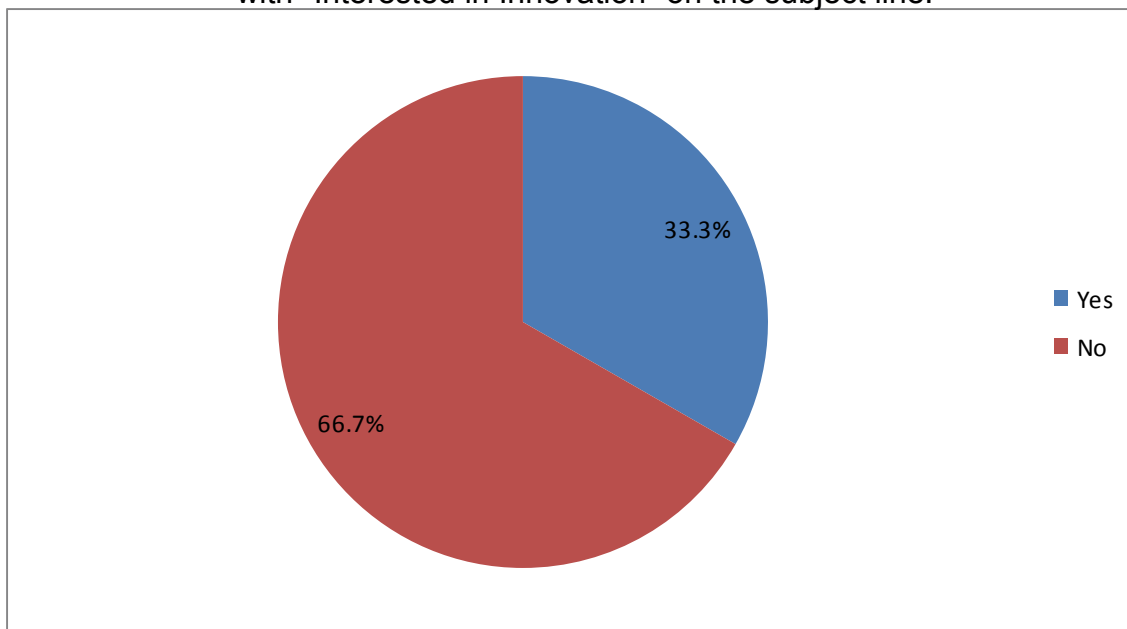
External Survey Results (continued)

Survey Question 19 (follow-up question to question 18):

If you answered yes to question 18, please describe the needs.

- Trakit on dept comments
- In general, I think the City should be more pro-active about helping businesses get open. Small businesses need to be guided through the development/permitting/inspection process.
- Holding escrow funds on Montclair and rose properties that I have done as a builder
- When considering a zoning change, don't rely on the requesting party for all of the information used to determine the request. There has been a rush to develop ordinance standards based on less than optimum standards incorporated by other communities for which they are now paying the price for those decisions. Colleyville needs to take a leadership role or it will be relegated to mediocrity. I have seen no leadership.

Would you be interested in serving on a voluntary basis on a customer innovation advisory group to help with our efforts to improve our services? If you answer yes, please email your contact information to rruthven@colleyville.com with "Interested in Innovation" on the subject line.

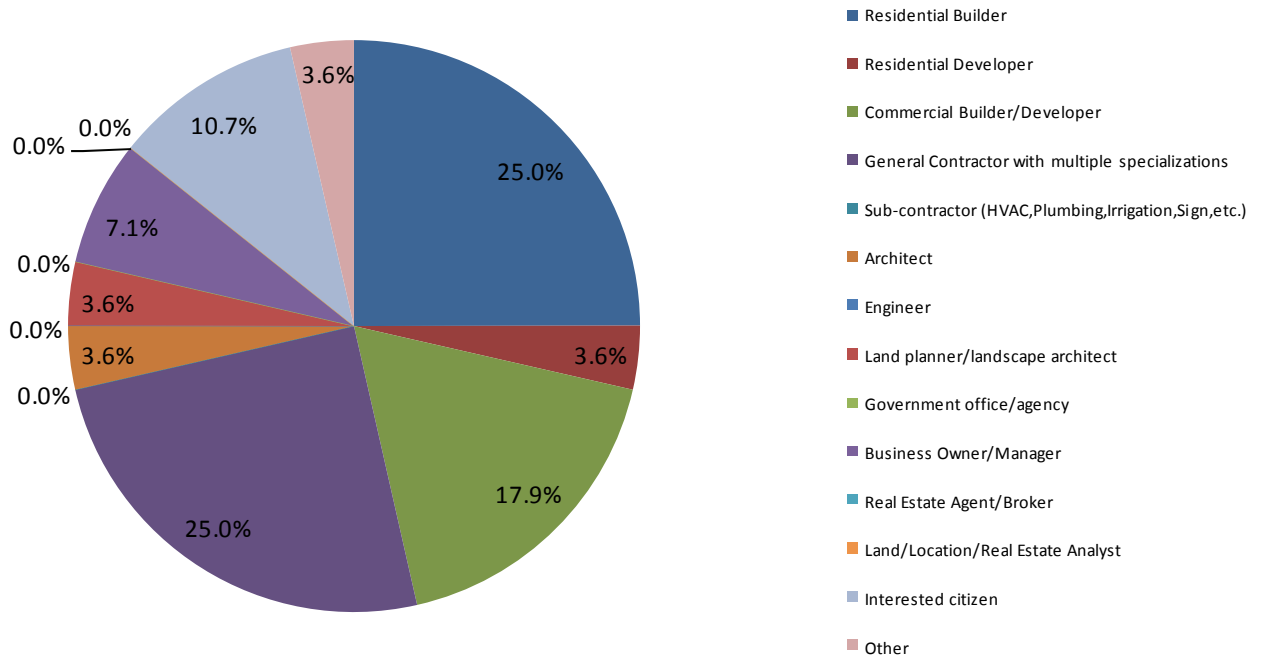


**Survey
Question
20**

External Survey Results (continued)

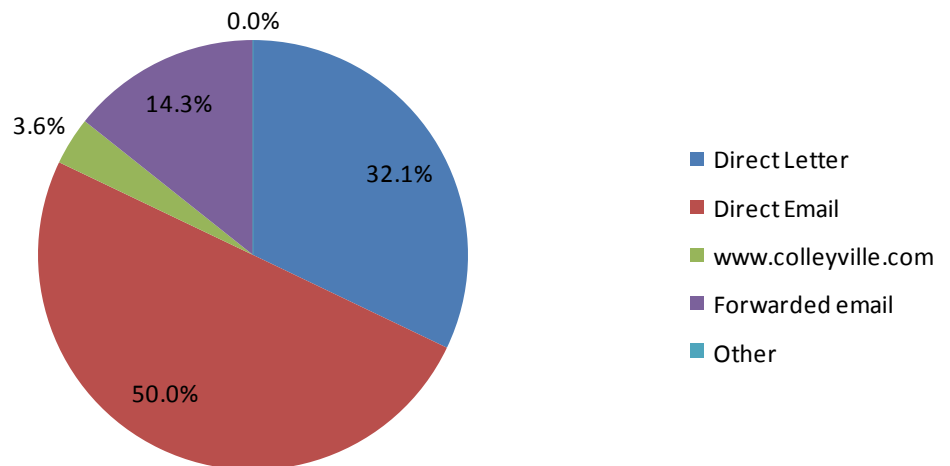
Survey Question 21

What is your primary business or occupation?



Survey Question 22

How were you informed about this survey?



Analysis of External Survey Results

The following are observations of the external survey results:

- The external survey had a response rate of 2.8 percent
- 75 percent of all respondents are satisfied with the development process in Colleyville
- 78.6 percent of respondents rated the overall quality of development services good or better
- 90 percent of all respondents had a good or better response from the City employee with which they the most recent contact
- 85.8 percent of all respondents stated it was likely that they would do business with the City of Colleyville again or recommend to someone else to do business with the City of Colleyville
- 78.5 percent of respondents rated 7 or higher of their experience with the Colleyville development review process
- 75 percent of respondents stated that they would be interested in attending a periodic development process workshop. 62 percent of those responses recommend the meeting occur every six months
- 53.5 percent of respondents stated that they were satisfied with City web page as it relates to the development review process.
- In terms of web based development services that were rated most important, the following scored highest in terms of importance:
 - Access to codes/ordinances/regulations
 - Information links to other development related agencies
 - Monthly statistical reports on development activity in Colleyville
 - One stop shopping page for Development Review Process
 - Online permitting

Process Assessment Results



Summary of External Roundtable Discussion

Although there was a concerted effort to notify as many members of the development community as early as possible, only five members of the public attended the July 15, 2010 roundtable.

The chief concerns mentioned at the meeting dealt with the difficulty in scheduling inspections and the need for an online permitting option. These items have since been addressed.

The following page contains a Colleyville Courier story published on July 20, 2010 covering the roundtable.

Conclusion of External Survey and Roundtable Results

Although the response rate to the survey and the roundtable were very low, the majority of those respondents and attendees are satisfied with the development review process. It can also be surmised that the low response rates indicate some level of satisfaction with the process.

Based on the survey responses, staff was able to propose recommendations, contained in the next chapter, to make to the process more user friendly.

Process Assessment Results



Colleyville Courier

Colleyville holds first development roundtable

Posted Tuesday, Jul. 20, 2010

BY STEVE NORDER

Special to the Courier

Colleyville's long-term commitment to economic development can ensure the community will remain viable in the future, according to Ron Ruthven, the city's director of community development.

Part of that viability hinges on the city government making the process for new business creation and private development work as efficiently as possible, Ruthven told a small group of developers and others at last week's first "development roundtable."

"We want that process to fire on all eight cylinders," he said, noting that the turnout of only five could be a good sign that there are few complaints from the business and development communities on how the city handles such things as permitting, plan reviews and inspections.

An ongoing survey, available online through the city's website, Ruthven said, shows that 74 percent of those in the building community are either very satisfied or satisfied with how the city and its staff handle development issues. Just 7.1 percent are dissatisfied. However, he admitted that so far only 29 people have taken the survey.

In answering another survey question, almost 68 percent of the respondents said they would be very likely to do business with the city again, Ruthven said.

Michael J. Wright, president M.J. Wright & Associates, a North Richland Hills architectural firm that does work in Colleyville and elsewhere, said at the round table that "permitting time is a lot faster [in Colleyville] than most cities." He praised Ruthven's roundtable approach and said Keller was in the process of creating the something similar.

Ruthven said he is aware that the city can make improvements. For example, he was asked about getting buildings inspected in a timely manner. The development director said that a tight budget has forced some cutbacks in inspections with only one full-time inspector, but the city does use another person on a contract basis to help when the load becomes too great. "However, we don't have near the number [of inspections] that we had in 2006-2007," Ruthven said. "We'll probably never get back to that number."

Developers and the business community have suggested the city utilize its website as part of the process, something that Ruthven said already is being worked on. That includes providing online permitting, putting all the information a developer might need --including specific status updates for projects -- on the site and using the site for the developmental department's newsletter.

After the meeting, Ruthven said he was pleased, even with the small turnout. "We had to do this," he said. "To my knowledge this hadn't been done in Colleyville before." He hopes to hold another developer roundtable in another six months.

Process Assessment Results



Internal Assessments

All development review staff, including all members of the development review committee and selected staff, not directly associated with the development review process, were sent an email containing a link to the survey on www.surveymonkey.com in August 2010.

Final survey results were then collected in early October 2010. Twelve survey responses were received.

The internal development roundtable meeting was held October 28, 2010 at City Hall.

The following pages contain the internal survey results.

Process Assessment Results

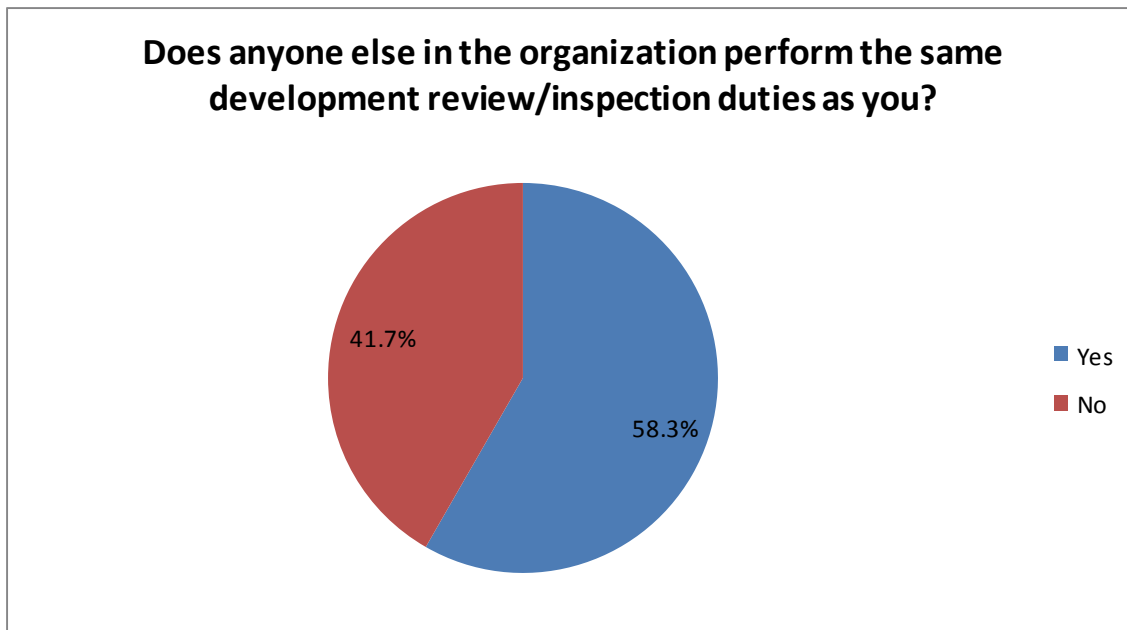


Internal Survey Results

Survey Question One

Please describe in detail your specific job functions that involve the development review/inspection process in Colleyville?

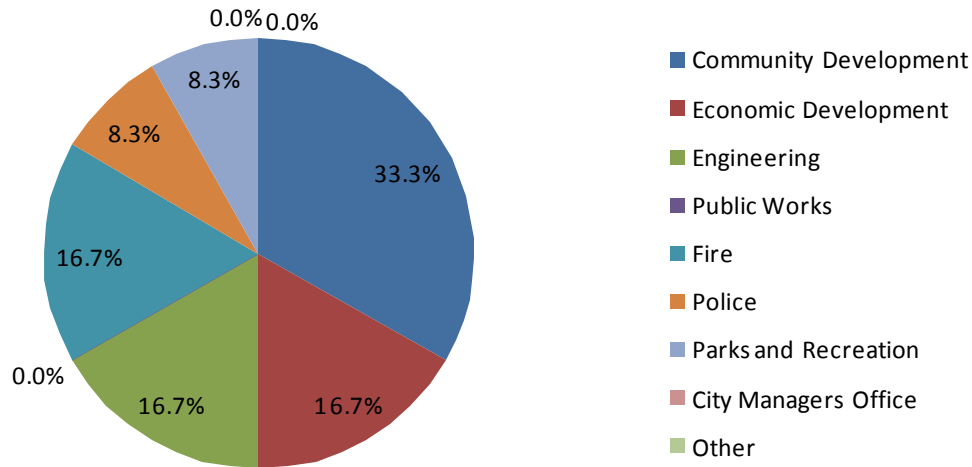
Of the 12 responses, only nine answered this question. For the purposes of anonymity, the responses have not been included in this report.



Survey Question Two

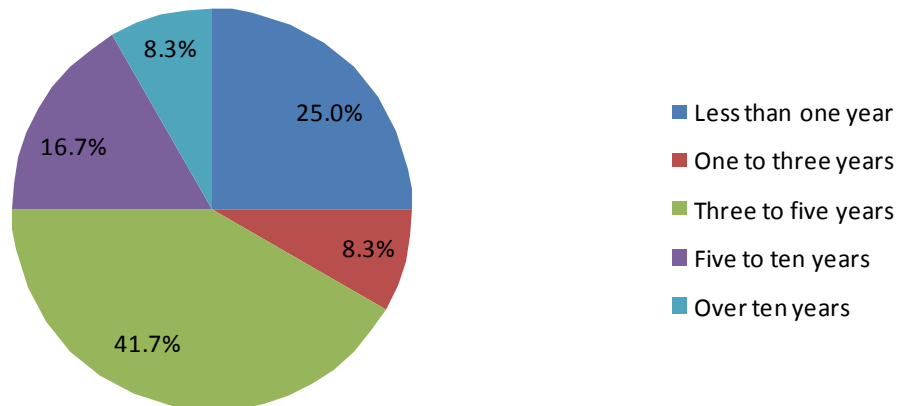
Internal Survey Results (continued)

In which department do you work?



Survey Question Three

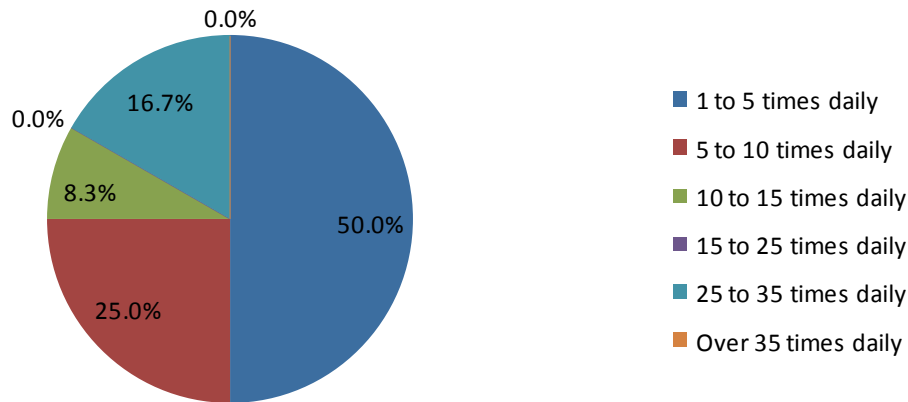
How long have you been involved in the development review/inspection process in Colleyville?



Survey Question Four

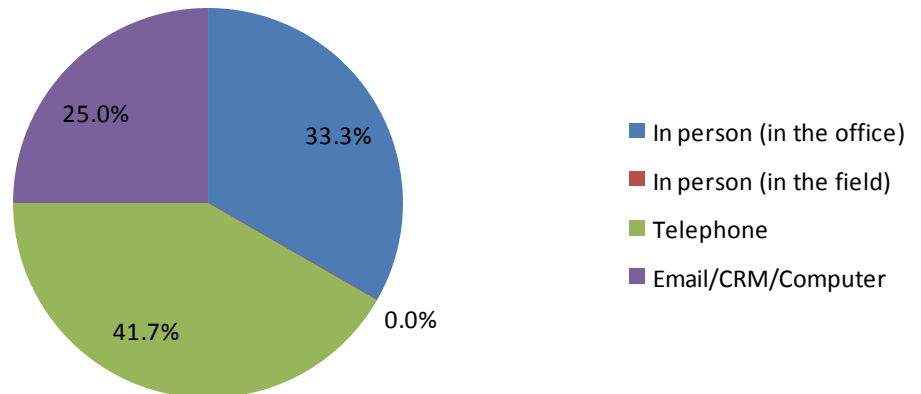
Internal Survey Results (continued)

In the context of development review, how often do you have contact with external customers (developers,builders,contractors,citizens) in a typical work day?



Survey Question Five

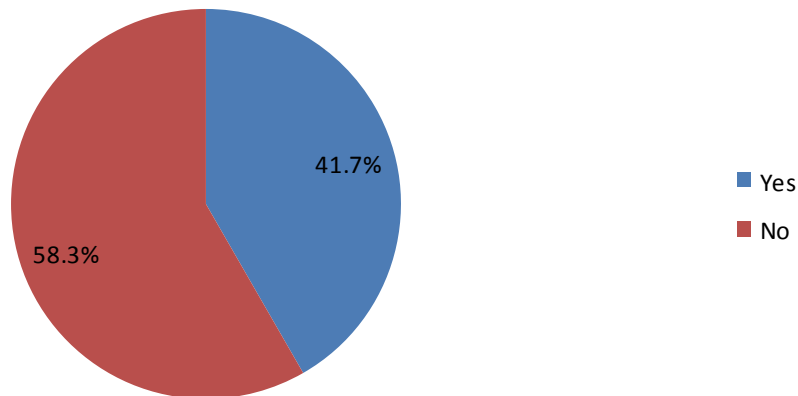
Please indicate how you most often make contact with external customers? (Please check only one option)



Survey Question Six

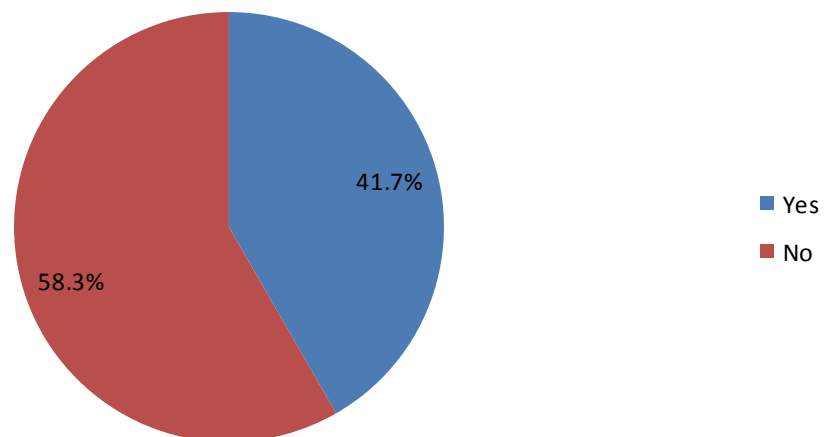
Internal Survey Results (continued)

Do you currently utilize CRW (TrackIt) software as part of your daily development review duties?



***Survey
Question
Seven***

Do you currently have access to CRW (TrackIt) software?



***Survey
Question
Eight***

Internal Survey Results (continued)

Survey Question Nine

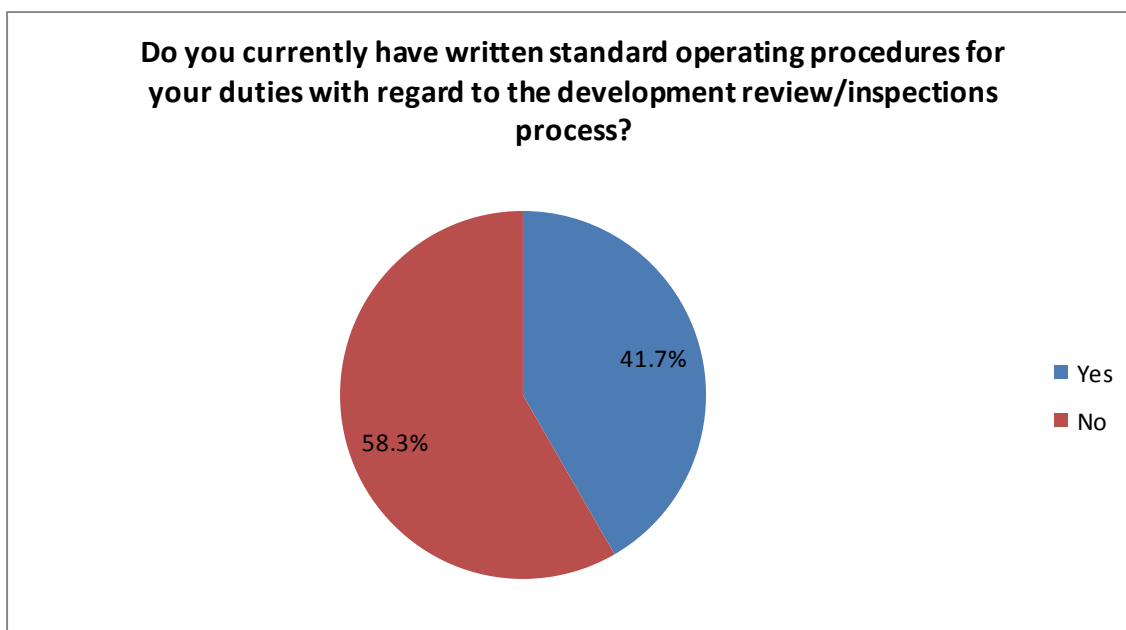
Please list any other computer software programs you utilize as part of your development review/inspection duties?

These responses included GIS, Laserfiche and Microsoft Office

Survey Question Ten

Are your specific job functions tied to the City's web page in any way? If so please explain how. (For example: You are responsible for posting procedures or regulations on the web page or handling requests for information, inspections, etc.)

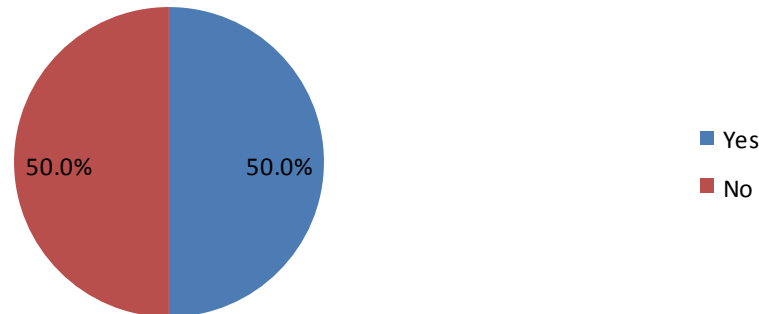
There were seven respondents who were responsible for posting some type of information to the web page.



Survey Question 11

Internal Survey Results (continued)

Based on your own observations and experiences, is there anything you would like to change/improve specifically regarding internal development review/inspections process and procedures?



Survey Question 12

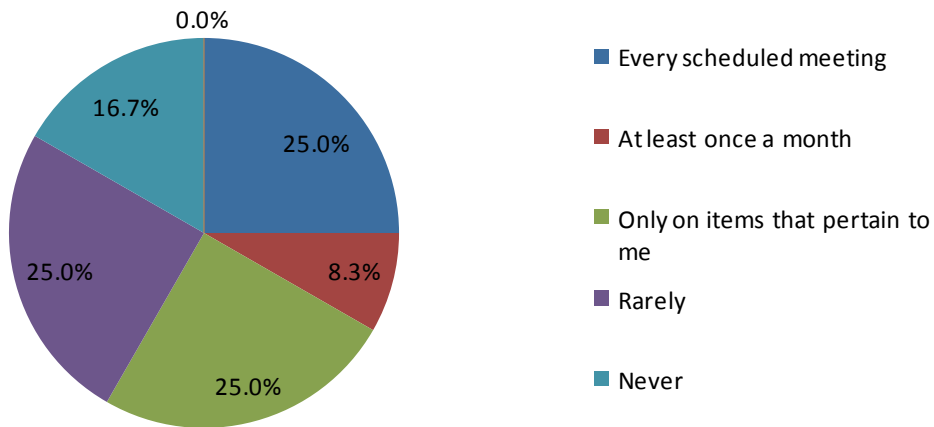
Survey Question 13 (follow-up to question 12)

If you answered yes to question 12, please explain.

- With regard to comments received for reviews, it would be nice if the comments were explained in detail with relation to the Land Development Code.
- Expand, electronic plan review.
- I feel like the City paid a great deal of money for CRW/Trakit. I don't understand why it is not used by all departments. I feel it would be beneficial if used by all departments. I also feel it has been great that more City persons are joining DRC meetings.
- Access to additional computer software to aid in this process.
- Communication concerning developments that could effect the maintenance responsibilities for the parks and recreation department
- As we've most recently begun to do on a case-by-case basis, I'd like us to regularly require completion a confidentiality form, if applicable.

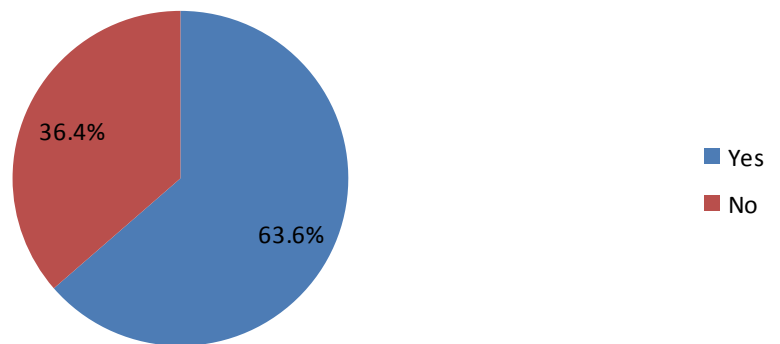
Internal Survey Results (continued)

How often do you attend Development Review Committee meetings?



Survey Question 14

Would you be interested in attending Development Review Committee meetings if they were expanded to include an internal process and procedure focus?



Survey Question 15



Internal Survey Results (continued)

Survey Question 16

Please list any other thoughts or ideas you may have about the development review/inspections process.

- Sometimes I feel that reviews are not completely "reviewed". I think that some depts. review them rather quickly instead of taking time to look at each one for details.
- Thank you for including GIS in the process I hope to be an asset

Analysis of Internal Survey Results

The following are observations of the internal survey results:

- 58.3 percent of respondents stated that that someone else in the organization performs the same development review functions as their own.
- 66.7 percent of respondents work in the engineering division of public works, economic development and community development
- 75 percent of respondents have contact with external customers no more than 10 times per day.
- 66.7 percent of respondents utilize technology (telephone and/or computer) to make contact with external customers.
- 58.3 percent of respondents do not utilize, nor do they currently have access to, CRW permitting software as part of their development review functions
- 58.3 percent currently do not have any standard operating procedures specifically related to their development review duties.
- 63.6 percent of respondents would like to have a regular internal development roundtable meeting, possibly as part of an expanded DRC meeting every other month.

Process Assessment Results

Summary of Internal Roundtable Discussion

Though the internal survey did not generate a 100 percent response rate, the internal roundtable meeting held on October 28, 2010 had most of the pertinent development staff along with members of the DRC in attendance. The survey results were discussed and there was a fruitful discussion on how to make the process more user friendly from an internal perspective. The meeting lasted for 90 minutes and was open only to internal staff. A summary of the recommendations from this meeting are contained in the next chapter.



How the Final Recommendations Were Determined

The final recommendations for improvements to the development process are mostly based on the results of the external and internal assessments. However, some recommendations are based upon staff observations.

It should also be noted that, pending the outcome of an operational assessment of the public works and engineering department, some of these recommendations may be delayed longer than the recommended timeline suggests.

The recommendations include an implementation schedule and cost (if applicable). It is important to note that some of the recommendations have already been implemented. Recommendations will be listed in order of length time required to implement the recommendation.

Recommendations for Improvement

Specific Recommendations and Implementation

<u>Recommendation</u>	<u>Timeline</u>	<u>Cost</u>
1. Add a certified crime prevention through environmental design representative from the police department to the DRC.	Completed	None
2. Invite a TxDOT representative to attend pertinent DRC meetings.	Completed	None
3. Add online permitting to the City's webpage	Completed	Included in original cost of CRW software purchase
4. Improve inspection efficiencies	Completed through procedural changes	None



Specific Recommendations and Implementation (continued)

***Recommendations
for
Improvement***

<u>Recommendation</u>	<u>Timeline</u>	<u>Cost</u>
5. Add a checklist to the DRC memo that is sent to the development community	May 2011	None
6. Create a single “one stop shop” web page related to development review that contains links to ALL codes and ordinances, other development related agencies; should also contain development contacts, development indicators, and flowcharts.	July 2011	None
7. Begin external roundtable meetings with the development community at six-month intervals in order to maintain healthy communication and welcome ideas for innovation	September 2011	None
8. Begin internal roundtable meetings with development review staff to be held every other month during the normal DRC meeting time to foster communication and innovation	September 2011	None
9. Create standard operating procedures for members of the development review process where none exist	October 2011	Potential cost savings



Specific Recommendations and Implementation (continued)

***Recommendations
for
Improvement***

<u>Recommendation</u>	<u>Timeline</u>	<u>Cost</u>
10. Consolidate all inspections functions (citywide) in order to eliminate redundancies, increase efficiencies, reduce costs and eliminate silos	October 2011	Potential cost savings
11. In concert with number 10 above, identify additional process areas that can be more efficient through elimination of redundancies, consolidation, outsourcing or shared resources with other agencies	October 2011	Potential cost savings
12. Add all members of the development review process to the CRW permitting system	November 2011	\$5,000 (\$1,000 per user license x 5)
13. * Pending the outcome of the public works operational assessment in May 2011, dissolve departmental silos and redevelop through a consolidated leadership structure over both departments—or as determined by the city	November 2011	Potential cost savings

* Whatever the outcome of the final leadership structure, a strong structure of accountability to ensure adherence to the recommendations of this report is necessary.



