One-Stop Arlington Permitting Initiatives
(OSAPI)

County Board Work Session

March 24, 2017

One-Stop Arlington

- One-Stop Arlington is an enterprise-wide County initiative with the vision to make it easier to do business with the County.

- The four main goals of the initiative are to:
    - Streamline business processes
    - Enhance technology and communication tools
    - Increase transparency and accountability
    - Deliver excellent customer service

- By attaining these goals, the County will be able to:
    - Attract and retain top notch County employees
    - Increase competition nation-wide as a business friendly community

- The Permitting Initiatives are a set of projects focused on the building and land management process under the One-Stop Arlington umbrella, which align with the County Manager's focus on:
  - Economic Development
  - Service Delivery and Transparency
  - Strategic Planning and Fiscal Sustainability

Transforming the way we work by:

1. Removing Institutional Barriers:

- Customers will not need to know the County's organizational chart.

- Customers will be able to call, visit, or get online services at one location without being redirected.

2. Being Consistent, Predictable and Innovative:

- The County will set standards around business processes including setting new customer service standards as part of a County-wide customer service initiative.

- Customers will receive consistent, predictable high quality results.

3. Empowering Staff and Fostering Accountability:

- The County will train staff, develop job tools, and provide reinforcement of the skills and knowledge needed to serve customers.

- The County will set quantity, quality, and outcome goals and measure our success according to those goals.

Key Milestones and Timeline

Phase 1

Phase 2

September 2016

- OSAPI Kickoff

July 2017

- Document Functional Requirements
- Build System
- Customer Feedback

December 2017

-PermitArlington Go-Live **

- Customer Engagement

December 2016

- DES Move to 10th Floor
- Document Business Requirements

November 2017

- Training
- User Acceptance Testing
- Customer Feedback

July 2018

- Planning for Customer Service Center and Case Management

** Based upon current projections

- Project kick-off held
- Documented and analyzed:
  - Business requirements
  - "To-be" system configurations for all 71 record types
  - Interface requirements for all 6 major County systems
- Identified and cleansed files from all 5 permitting data sources
- Developed post go-live production support model
- Building Arlington Website upgrade
- Implementation of change management strategy

Significant Level of Staff Effort

- From September 2016 through project completion (15 months)

  - Over 20 subject matter experts (SMEs) from across the County
    - And many other key staff

  - Will work approximately 11,770 staff hours
    - Or roughly 20% of their workday

  - This equates to nearly 6 Full-Time Equivalent (FTEs) worth of work being performed using existing staff resources

Interim Customer Focused Improvements Implemented:

- ePlan review implementation, enhancements & support
  - Limited online permit application and plan submittal
  - Increased system enhancements developed and implemented
  - Increased helpdesk support
- DES Move to 10th floor
  - Move minimizes customer need to move from one floor to another
- New 4.1 Site Plan and Major Site Plan Amendment Intake process
  - Schedule intake by appointment to reduce customer wait times, provide personalized application review with Zoning and Planning staff, and streamline distribution of application materials

Customer Engagement

Our customers:
- Contractors | Developers | Permit Expeditors
- Business owners | Property owners
- Residents | Design professionals
- Other customers

Feedback opportunities:
- Test upgraded systems
  - Electronic plan review (ePlan Review), scheduling inspections using phone system (IVR)
- Website improvements: simplified info and navigation one-stop shop for building permit info (Building Arlington)

Outreach meetings & events:
- Civic Associations
  - Home Improvement Seminars, Home Shows, Zoning Ordinance Q&A
- Contractors and Permit Expeditors
  - Monthly updates
- Commercial Real Estate Developers, Owners and Investors
  - Quarterly updates

Customers will benefit from the following online features associated with PermitArlington as they relate to building and land management permits:

- Online applications for all permits
- Online plan submissions for all permits
- Online payments for all permits and inspections
- Virtual customer assistance

Customers will also benefit from the following:

- Shorter review times
- Faster permit issuance due to online capabilities
- Access to real time inspection and plan review results

One-Stop Arlington Permitting Initiatives

Focus Areas	Now	Future
Business Processes	Complex and manual	Streamlined, intuitive digital workflow
Customer Transactions	In-person at the County	Online submittal, payment, plan review, schedule inspections and permit issuance functionality from any location
Data Sources	Redundant, not comprehensive	Accurate and complete; alignment with County's open data initiative
Customer Service & Support	Physically Centralized but functionally separate	One-stop shop (physical and virtual) via consolidated Customer Service Center, Case Management, or online portal
Staff Development Opportunities & Accountability	Department/division focused	Expanded training and new responsibilities that combine knowledge across divisions and departments and measure improvements in customer service

Draft Performance Measurement Plan

	Goals	Today	Future (Phase 1 and Phase 2)
Quantity	Align staff to service customers' preferred engagement approach	• Limited online permit applications and plan review via ePlan • Heavy reliance on in-person permit application	• Majority of permit application and review on-line • Fewer in-person applications and plan reviews.
Quality	Improve overall customer experience	Department / division specific information: • Long average wait times • Limited employee statistics • Customer surveys occasionally conducted	Shared standards - consistent, way of tracking interdepartmental processes • Shorter average service times • Employee statistics will be developed for productivity, retention, training • Customer Satisfaction Surveys to be conducted for all permits
Outcomes	Improve overall customer convenience	- Inconsistent review times - Customer inconvenience: • In Person - Multiple floors visited • Online - Multiple systems involved • Inconsistent and informal management of large and/or complex projects • Customers must come into the County to apply for, pay, and pick up permits • Inconsistent staff responses to the same scenario	- Set unified review times by type/category that are predictable & faster - One-stop customer support **Phase 1** • Customers can conduct online permit submission, plan submission, payment, review, and issuance • Centralized customer portal **Phase 2** • Consolidated Customer Service Center • Case Management - single point of contact for large and/or complex projects • Cross-trained and knowledgeable staff

- A total of $3.77M is proposed for FY 2018 for <u>continual support</u> of the system implementation as well as <u>additional funding</u> that includes:
  - 4 new FTEs to fulfill the total production support team
    - (1) Production Support Mgr.
    - (1) GIS Programmer Analyst
    - (2) Technical Helpdesk Specialists
- CPHD's Development Fund is proposed to be used as a reinvestment into the permitting and land management processes
  - No implementation costs will be expended from the General Fund in FY2018
  - The Fund will maintain a 30% contingent reserve for FY2018
  - The Fund will be continuously monitored
- No proposed fee changes to existing permits in FY 2018