

Development Services Process Update

November 2, 2011



Overview

- Background
- Strategic Management Plan
- “Low Hanging Fruit”
- Comparison City Survey
- Current Accomplishments
- Priorities:
 - Short term
 - Long term
- Development Services Center (DSC)
Reorganization



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Background

- Improve development services during slow economy
- Development Review Process Efficiency Analysis (Kirchoff Study: Dec 2009)
 - Analyzed then current functions
- 95 findings Primary issues:
 - Process times
 - Customer service culture
 - Consecutive review



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DSP Strategic Management Plan

- Structural approach to improve the Development Services Process (DSP) and the DSC
- 5 elements of the Plan
 - Management Element
 - Technology Element
 - Communications Element
 - Process Element
 - Facility Element



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DSP Strategic Management Plan

- Each element has a multidisciplinary team working on priorities, including members of the:
 - Planning
 - Public Works
 - Building and Safety
 - Fire and Rescue
 - Information Technology
 - Administrative Services



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“Low Hanging Fruit” Accomplishments

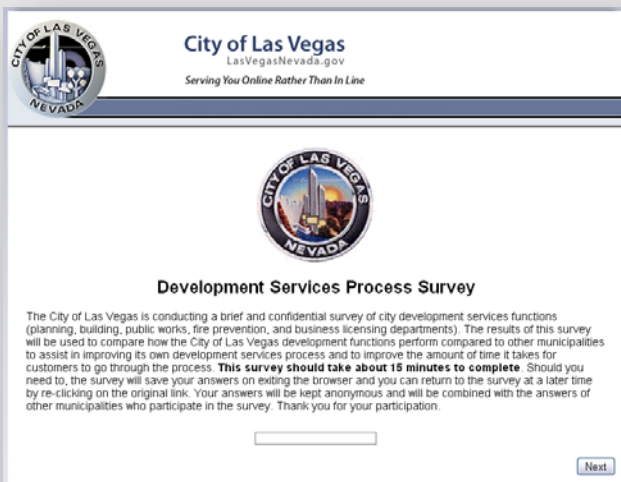
- Way Finding System / Signage and Help Desk for the DSC
- DSP SharePoint Site (internal communication)
- Rapid Resolution Team (cross departmental issues)



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“Low Hanging Fruit” Accomplishments

- DSC Operations Committee/DSC Management Unit
- Situation Assessment / Comparison City Survey
- New DSC Building and Reorganization of Departments



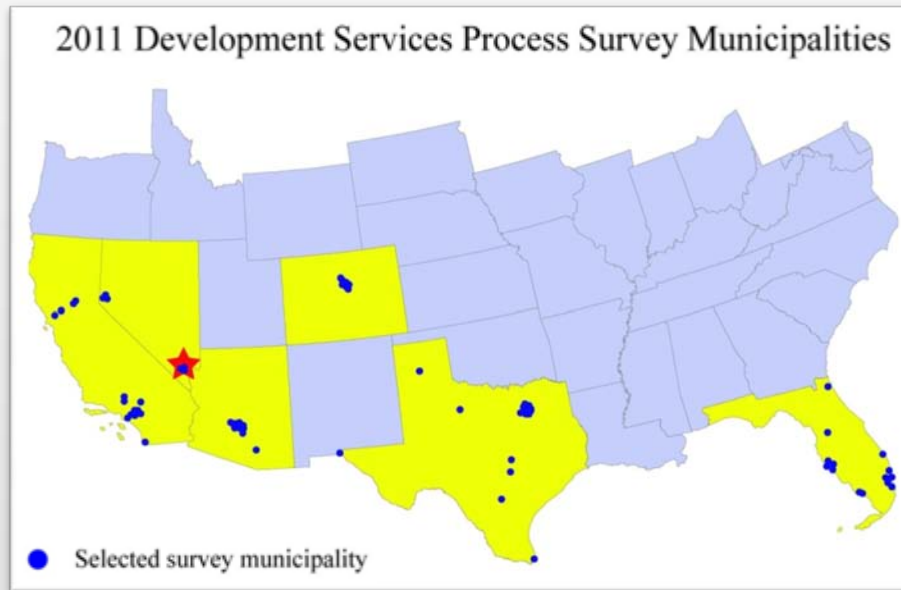
The screenshot shows the top of a survey page. At the top left is the City of Las Vegas logo. To its right, the text reads "City of Las Vegas" and "LasVegasNevada.gov" with the tagline "Serving You Online Rather Than In Line". Below this is a larger version of the City of Las Vegas logo. Underneath the logo is the title "Development Services Process Survey". The main body of text explains that the city is conducting a confidential survey to improve its development services process. It states that the survey should take about 15 minutes to complete and that answers will be anonymous. At the bottom right of the text area is a "Next" button.



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Comparison City Survey

- Survey of 68 cities in Southwest and fast growing metro areas nationwide



- Comparison of total processing times total and key steps

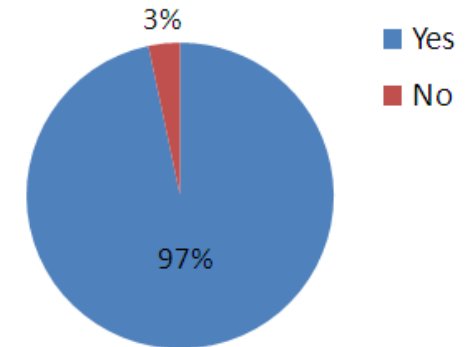


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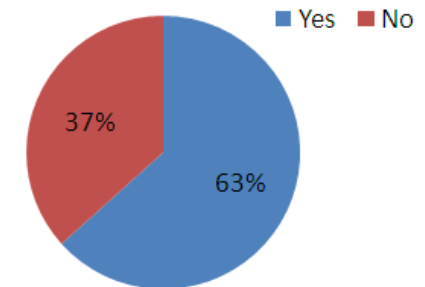
Some Key Survey Results

Survey Subject Areas	Average Times (Days)	
	City of Las Vegas	Surveyed Jurisdictions
<u>Commercial Projects</u>		
Entitlements	105	70
Studies/Permits/Civils	190	148
Total Process	295	218
<u>Residential Projects</u>		
Entitlements	105	64
Studies/Permits/Civils	133	154
Total Process	238	218
<u>Tenant Impr. Projects</u>		
Entitlements	105	76
Studies/Permits/Civils	78	146
Total Process	183	222

DOES YOUR MUNICIPALITY HAVE SERVICE TIME GOALS?



DOES YOUR MUNICIPALITY USE EXPRESS PROCESSES FOR PLANS OR INSPECTIONS?

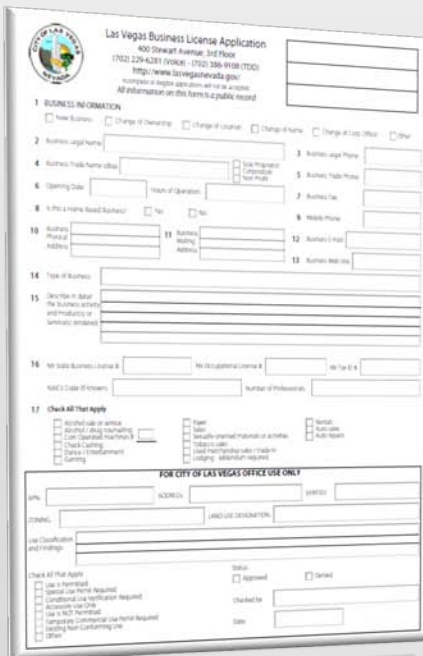


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Priorities Going Forward

Short Term: (FY12)

- Set time service goals for processing typical projects
- Phased technology implementation:
 - Business licensing priority
 - Web interface to apply, pay and manage account online
 - Queuing/tracking system
 - Multi-jurisdictional license
 - Inspection/enforcement tracking



The image shows a 'Las Vegas Business License Application' form. At the top, it includes the City of Las Vegas logo and contact information: '400 Stewart Avenue, 3rd Floor, (702) 259-6289 (voice) - (702) 259-9100 (TDD), http://www.lasvegasknv.gov'. Below this is a section for 'BUSINESS INFORMATION' with various checkboxes and input fields for business name, address, phone, and type of business. A section titled 'FOR CITY OF LAS VEGAS OFFICE USE ONLY' contains fields for 'DATE', 'ISSUES', 'OFFICER', 'STATUS', and 'LICENSE IDENTIFICATION'. At the bottom, there are checkboxes for 'Check All That Apply' and a 'Status' field with options for 'Not Approved', 'Approved', and 'Denied'.

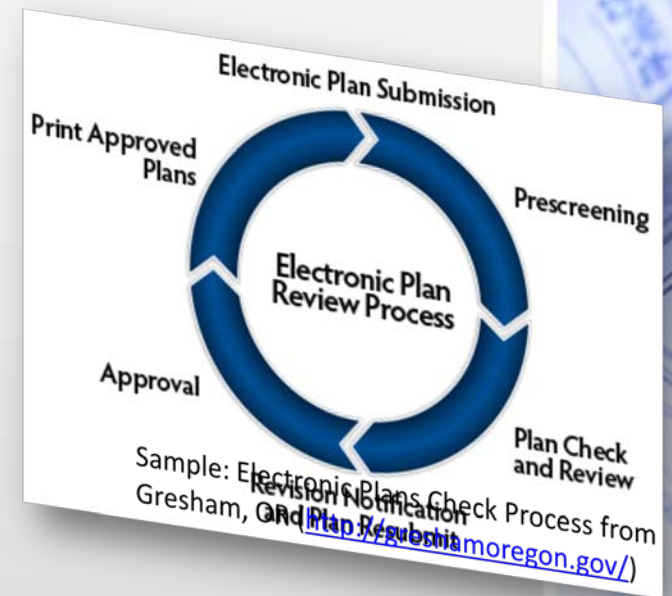


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Priorities Going Forward

Short Term: (FY12)

- Phased technology implementation (cont'd):
 - Electronic plans submission and review
 - Digital service delivery kiosks
 - Improved online customer access
 - payment of fees
 - check status of permits, applications, licenses
 - scheduling inspections



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Priorities Going Forward

Longer Term: (FY13 and beyond)

- Business practice re-engineering
- Major technological upgrades to:
 - Permitting,
 - Licensing and application systems,
 - GIS,
 - Web,
 - Mobile solutions for field inspectors, and
 - Queuing and tracking solutions



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Priorities Going Forward

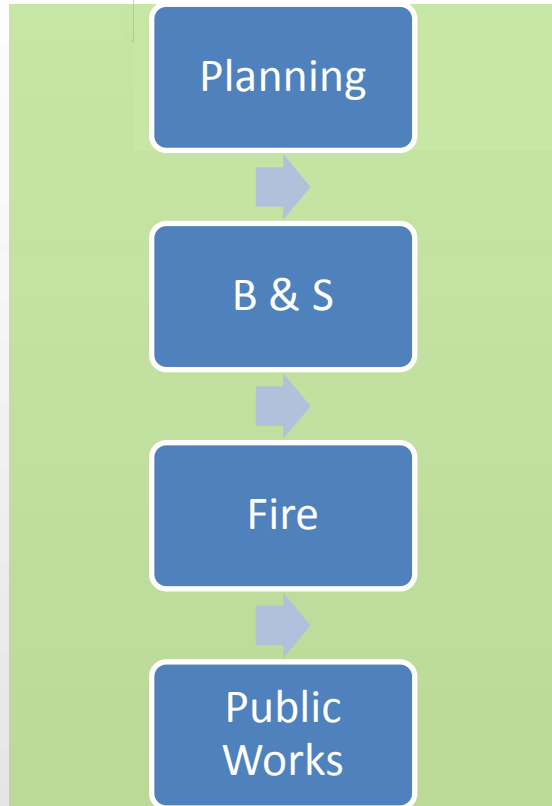
Longer Term: (FY13 and beyond)

- All applications, licenses and permits will be available to apply, pay and manage online
- Infrastructure and hardware to support business efficiencies
- Continued process and technological improvements



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Proposed



Process Goal

simultaneous review

vs.

consecutive review



Current



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Planning Department Process Improvements

- Planning Commission can take final action on Special Use Permit, Variance, & Site Development Plan applications decreasing processing time by about one month
- Minor additions/modifications to commercial properties may be approved administratively by staff, saving applicants time and money
- 90% of front counter customers served within 10 minutes and all phone calls returned within 24 hours.
- Consolidated Business Licensing Section into the Planning Department



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Planning Department Process Improvements

- Launching two web applications that allow customers to apply, close and pay processing fees on their business licensing in mid-November
- Launched a web application that allows customers to “Ask Planning” prior to submittal of an application.



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Building & Safety Process Improvements

- Inspector utilization of a IT field solution gives staff and customers access to accurate and real-time information regarding projects
- First review times for five disciplines have improved from 20 days to 10 days
- Decreased customers wait time through the expansion of over the counter and expedited reviews
- Counter reviews allow small projects to be submitted, reviewed, approved and permitted the same day at no additional cost to the customer
- Implemented cost based plan check and inspection fee system that to enables future increases or decreases of costs
- Implemented a customer online fee estimator



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Fire Prevention Process Improvements

- Efficiency/timeliness improved thru use of all-electronic work assignments to field staff
- 38% of fire plans reviews now coming from expedited permit procedures
- Fire Inspectors working closely with Building & Safety and Code Enforcement section to resolve process issues and enhance long-term development sustainability
- Fire Prevention and Business Licensing have coordinated via improved communications and information exchange with license applicants
- Fire Prevention developing job description for a new “Quality First” staff member to assist customers in a complete submission on their first attempt



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Public Works Process Improvements



- Improved Pre-Application Process
- Streamlined Encroachment Agreement
- Streamlined Deviation from Standards
- Reduced Civil Review Time (*From 10 days to 7*)
Internal routing of development conditions for technical studies
- Streamlined Vacation process
- Single comment letter for administrative mapping actions (in concert with Planning)



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DSC/City Reorganization

- The city's reorganization combined functions of the DSP process from 6 departments to 3 departments:
 - Civil Plans Reviews and Code Enforcement from Public Works and Neighborhood Services respectively into Building & Safety
 - Business Licensing from Finance into Planning



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DSC BUILDING OCCUPANTS:

1ST FLOOR: FRONT COUNTER SERVICES: BUILDING & SAFETY, PLANNING

2ND FLOOR: BUILDING & SAFETY

3RD FLOOR: PLANNING

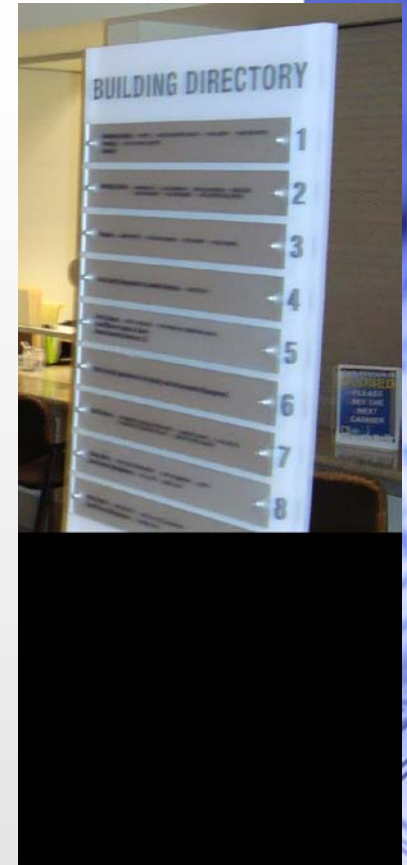
5TH FLOOR: FIRE PROTECTION ENGINEERING

6TH FLOOR: BUSINESS LICENSING (Moving to the DSC in November)

7TH FLOOR: PUBLIC WORKS (Sanitary Sewer Planning, Engineering Planning, Development Coordination, Roadway Planning, Flood Control)

8TH FLOOR: PUBLIC WORKS (Traffic Engineering, Survey and Construction Mgmt)
OPERATIONS AND MAINTENANCE (Real Estate and Right of Way)

9TH FLOOR: PUBLIC WORKS ADMINISTRATION & CAPITAL PROJECT MGMT
OPERATIONS & MAINTENANCE ADMINISTRATION



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Questions?



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