

City of Bastrop, Texas



Development Services System Assessment June 2023

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Section 1: High Level Report Overview

In January 2023, the City Manager embarked upon a scope of work to assess the development services system. Intelligent Consulting (Consultant) was hired to complete this assessment. This report culminates the assessment process.

After hearing from elected officials, customers and other stakeholders, the City Manager concluded that understanding the current system and improving service delivery from the customer's perspective was imperative for the future growth of the city. Therefore, this assessment strives to understand a customer's needs and to define a method to accomplish those expectations.

The ultimate goal for improving the system is to have an effective and efficient process for both the customers and staff. The result will be better projects and growth representing the expectations of citizenry and keeping Bastrop "authentic".

Section 1 is a summary of the key parts of this assessment report that are expanded in later Sections, including:

1.1 Gauging the System Perspectives

Stakeholder perspectives are important. Getting perspectives from customers, staff, and other stakeholders form an understanding of how the system is perceived to work (Figure 1). Successes, issues, and ideas can be derived from these perceptions. The feedback includes:

- Customer group discussions and 1:1 interviews (**Attachment 1, page 27**)
- Customer survey to previous applicants (**Attachment 2 (2.1-2.3), pages 32-67**)
- Cross department staff 1:1 interviews (**Attachment 3, page 68**)
- Consultant observation & experience

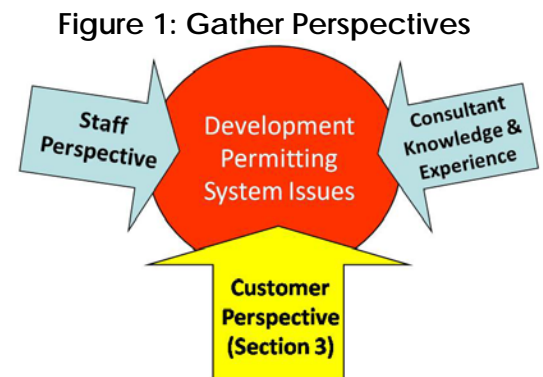
These feedback methods form the foundation of the detailed recommendations.

1.2 Key Recommendations

The full improvement recommendation listing is included in **Section 3, page 9** of this report. There are eleven (11) pages of recommendations in the six (6) system component areas.

There are many recommendations. However, in the Consultant's view, the following recommendations are KEY to substantially improving customer service and make development process more efficient:

- Add organization staffing capacity to begin bringing engineering and building reviews in-house from 3rd party contractors. Add technician staff capacity to handle phone calls, walk ins, and application intake. Get the staff trained in state and local regulations, process, and customer service. Build the team cohesiveness. (Nearly completed by the City Manager)



- Evaluate options to blend the B3 code with the traditional commercial and residential development pattern regulations. Understand what is working within B3 and what does not work. Evaluate options for transitioning code changes.
- Consolidated the subdivision process to at least three steps. Provide concurrent reviews for all corollary requirements (i.e. – drainage studies) at the preliminary and final plat stages.
- Minimize the detailed design information required at zoning and preliminary plan. Make sure the information requested is commensurate with the stage of approval.
- Pursue recommended MyGov enhancements or find a replacement software package.
- Focus on helping novice customers with simple project processing on MyGov and more face-to-face interactions when possible. Simple projects should be handled quickly and not placed “in line” with more complex projects. Create a public counter space to add personal interactions with key staff.

1.3 Short-Term Accomplishments

Improvements have been made by the City Manager as this assessment process has been moving forward. Some examples of completed or ongoing improvements, include:

- B3 glazing requirements reduced from 60% to 20%
- Fees reduced for non-conforming item review to \$500 from \$3,000.
- Variance fees were reduced from \$3,681 to \$500.
- Certificate of Appropriateness for the Iredell District is under a moratorium. The COA still applies to the Historic District
- Remove the Certificates of Appropriateness form requirement and the 3rd party review process. Check for the appropriateness during the review process.
- Create a permit exemption for the replacement of a fence if it is “like for like” in the front layer as long as it is under 48” in height and transparent. No Historic Landmark Commission review should be required.
- Allow property owners to act as their own general contractor.
- Administratively resolve non-conforming structure expansion if the adjacent properties within 200 feet have a similar encroachment, building standards, or lot standards, or setbacks or build to lines.
- Create a Planned Development District (PDD)

1.4 Next Steps

Section 4 of this report is intended to provide some direction on improvement priorities and next steps.

In **Section 4.1, page 23**, a listing of the recommendations is provided with the Consultant’s initial evaluation of priority for each, and an estimate of the time to complete the individual recommendations.

In **Section 4.2, page 26**, a schematic timeline is provided to illustrate the general sequence of KEY task completion and durations.

Section 2: Assessment Methodology

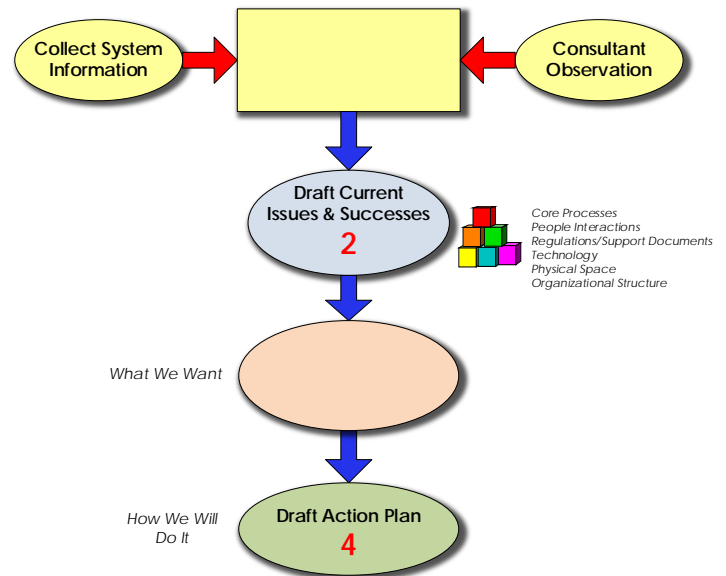
2.1 Assessment Process

A system assessment process was established to complete a series of keys steps towards completion. Gaining buy-in along the way from all stakeholders was the key goal to gaining ownership for change.

The key steps of the assessment process include (Figure 1):

1. Understand system dynamics by collecting and evaluating background materials.
2. Listing of current system issues through customer & staff feedback.
3. Identify system Improvement recommendations.
4. Draft an action plan.

Figure 2: System Assessment Process



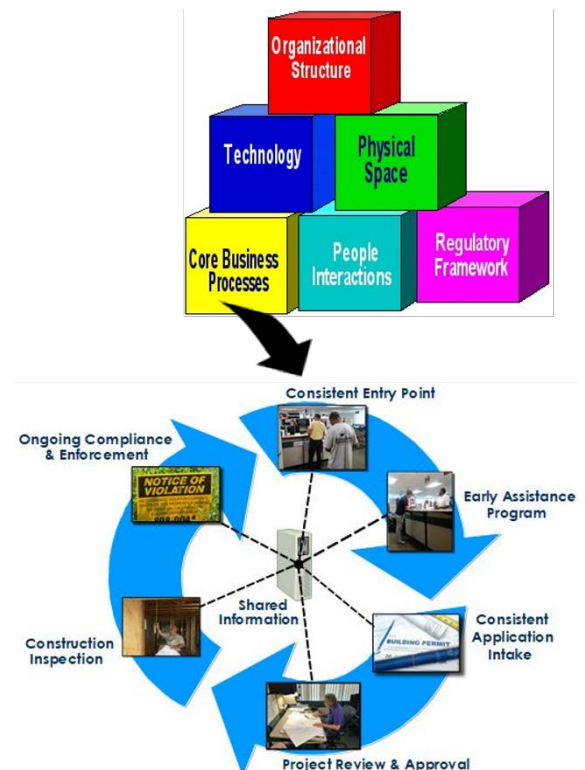
2.2 Understanding Development Services System Dynamics

From the Consultant’s experience, assessing the development services system requires close examination of all components that influence the system. Systems thinking commands that the “infrastructure drives the behavior” of staff, customers, and stakeholders. To have an effective and efficient process, the underlying infrastructure components were evaluated for improvement.

The basic components of the development services system are illustrated in Figure 3 and include:

- **Core Business Processes** (steps for accessing information & interpretations, processing applications, and constructing projects)
- **People Interactions** (how people work together to carry out the process steps, communicate and resolve issues)
- **Regulatory Framework** (City policies, codes, criteria, interpretations, and support publications)
- **Technology** (tracking project progress, storing/retrieving information and communication support for the process)

Figure 3: System Components



- **Physical Space** (where walk-in and appointment-based customer services are performed)
- **Organizational Structure** (authority, funding and accountability for system performance)

2.3 Collecting Feedback

The Consultant utilized several methods to gather high-level information about current system perceptions and dynamics, including:

- Customer feedback
 - Group discussions (large, invited customer forum hosted at the Convention Center, regular ad-hoc customer committee, and executive committee of the Greater Austin Home Builders Association)
 - One-on-one (1:1) interviews with a cross section of customer types
 - Survey responses (both numerical ratings and anecdotal comments)
- Cross department staff 1:1 interviews
- Consultant observation & experience (observed staff interactions, pre-application meetings, DRC meetings, and staff meetings)

2.3.1 Customer Feedback

The following types of customer feedback were received. A Consultant's synopsis of the overall feedback is included in **Attachment 1**.

2.3.1.1 Customer Forum

Along with the City Manager, the Consultant facilitated a customer forum with approximately thirty (30) participants at the Civic Center on January 24, 2023. The forum was an open-style meeting where customers asked questions, raised issues and offered recommendations. The meeting lasted approximately two hours and included that following types of participants:

- Business owners
- Developers
- Real estate agents
- Attorneys
- Professional engineers &
- Architects
- Commercial & residential builders
- Surveyors
- Contractors
 - Design/install contractors
 - General contractors
 - Electrical contractor
 - Plumbing contractor
 - Roofing contractor
- Chamber of Commerce

2.3.1.2 Customer Ad-Hoc Working Group

Along with the City Manager, the Consultant participated in bi-weekly meetings with an ad-hoc customer working group starting in late January 2023. The group size varied from 10-18 customers, including representation from developers, builders, realtors, engineers, and contractors. To date, the group has met approximately eight (8) times for one-and-a-half hours each time.

2.3.1.3 Customer 1:1 Interviews

The Consultant performed interviews with customers, both face-to-face, by phone and virtual meetings. Interviews lasted from 30-45 minutes each. To date, interviews have been held with fifteen (15) customers in a broad range of roles, including:

- Attorney (2)
- Civil Engineers (1)
- Plan Expeditors (1)
- Home Builders/Developers (3)
- Business Owners (2)
- Homeowners (5)
- Chamber of Commerce (1)

2.3.2 Customer Survey Feedback

An automated customer survey process was completed in order to capture volunteer feedback from customers that had submitted applications during the previous 9-12 months.

2.3.2.1 Survey Types

Three (3) online customer surveys were created through a cloud-based software methodology. Survey questions were coordinated with the City Manager's office and through the ad-hoc customer group.

Staff compiled email databases from the MyGov tracking system for the survey types. The databases were uploaded in a 3rd party cloud-based survey system. Customers were emailed an invitation to participate and a link to a specific survey based upon their recent application, including:

Pre-application Meeting

- Planning topics (subdivision platting, site development, and land use regulations)
- Building Permit topics

Planning Applications (select one)

- Neighbor Regulating Plan
- Zoning Change
- Preliminary Plat
- Final Plat
- Public Improvement Plan
- ROW Vacation/Abandonment

Building Permit Applications (select one)

- New Commercial
- Commercial Remodel/Tenant Finish
- New Residential
- Residential Addition or Remodel
- Residential Accessory Structure
- Mechanical, Electrical, Plumbing Permit
- Irrigation Permit

Attachment 2 (2.1-2.3) includes the raw survey data for the three (3) surveys.

2.3.2.2 Survey Question Makeup

The surveys were comprised of both closed and open-ended questions. Customers were encouraged to provide their ideas and recommendations in addition to scoring a variety of questions.

All surveys included questions about customer demographics relating to customer type, frequency of visits, and communication preferences (example in Figure 4).

Questions were also included to determine customer perception and satisfaction with service in the core business processes, including preapplication information, application process, application review/decision making, and construction inspection (as applicable).

Customer satisfaction questions offered a range of choices from “Strongly Agree” to “Strongly Disagree”, as well as “NA” if the question doesn’t relate to their experience. Figure 5 illustrates the objective rating scale for all questions.

Figure 4: Customer Demographics

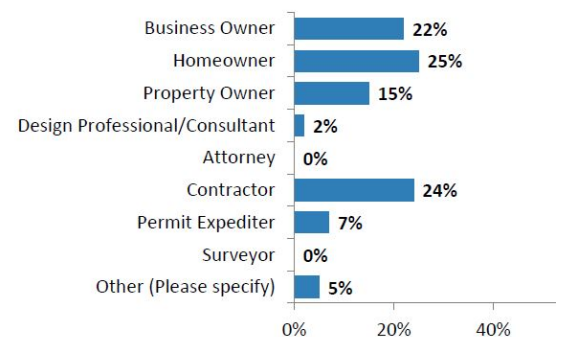


Figure 5: Objective Rating Scale



2.3.2.3 Survey Return Rate

Table 1 summarizes the application types, number of surveys sent, and number completed surveys.

Table 1: Customer Survey Statistics			
Survey Type	# Sent	# Surveys	Response Rate
Pre-Application Meeting	137	19	13.87%
Planning Application	146	19	13.01%
Building Permit Application	929	69	7.43%

2.3.2.4 Customer Response Indicators

While there are not a significant number of survey responses, the feedback is nevertheless important to consider for recommended improvements. Typically, the ratings and comments will indicate dissatisfaction with specific services.

Objective Questions

Combined percentages of “Disagree” and “Strongly Disagree” typically means:

- Less than 15% - category of question is satisfying the customers.
- 15%-30% - areas that should be examined for possible customer service concerns.
- 30% or higher - areas needing early attention since roughly one third or more of the customers have concerns about service.

Some believe that only customers who have problems will return a survey of this type. While customers with problems may be more likely to return the surveys, our experience with similar surveys in other communities indicates that they still produce valid information.

Narrative Customer Comments

The surveys also asked questions for narrative comments for:

- Expand ratings for specific questions or offer improvement recommendations
- Examples of municipalities that provide good customer service

One-on-One Interview with the Consultant

In addition, customers were offered the opportunity to provide additional feedback via a one-on-one phone or virtual interviews with the Consultant. Over twenty (20) customers requested a 1:1 interview, with about six (6) customers scheduled a discussion to date.

2.3.3 Staff Interview Feedback

The Consultant performed interviews with all city staff in departments in late January 2023 including the following. The Consultant’s summary of the feedback received is included in **Attachment 3**.

- Assistant City Manager
- Planning & Development (Now Development Services)
 - Planning Director
 - Assistant Planning Director
 - Building Official
 - Project Coordinator
 - Executive Assistant
 - Planning & Building Technicians
- Fire Chief
- Engineering Department
 - Engineering Director

- City Engineer (3rd party)
- Infrastructure Inspector (3rd party)
- Public Works Director
- Bastrop Power & Light Director & staff

Section 3.0 Consultant Improvement Recommendations

From the Consultant’s previous experience in other communities, the customer is generally interested in acquiring only three basic products when dealing with the development services system, including:

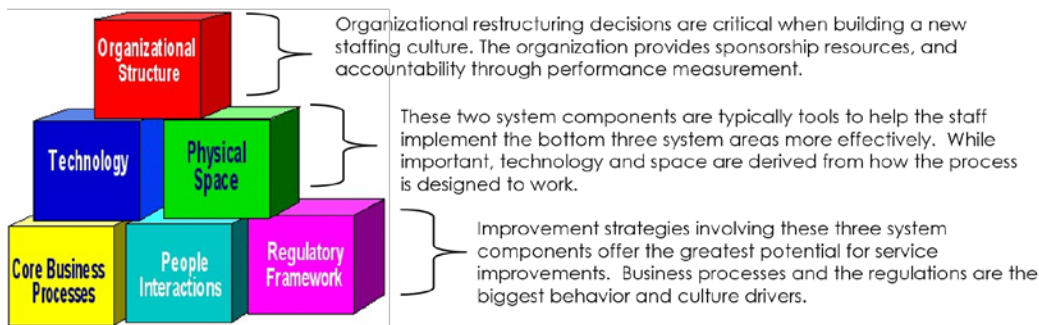
1. Gain information or a code interpretation to proceed with project feasibility, funding or design.,
2. A decision on their project to finalize funding or begin construction.
3. Receive a certificate of occupancy or a final acceptance to begin using their project.

As previously discussed, the development services system is composed of six major infrastructure components as shown in Figure 5 below. While each of the six components has a varying degree of impact on service delivery and system efficiency, the core business processes, people interactions, and the regulatory framework typically influence service delivery the most.

The intent of this Section is to provide a comprehensive, system-wide approach considering the system components. Improvement recommendations are organized around these system components in this Section (Figure 6).

Figure 6: Leverage for Improvement

(Based Upon Consultant’s Experience)



3.1 Staff Capacity & Expertise

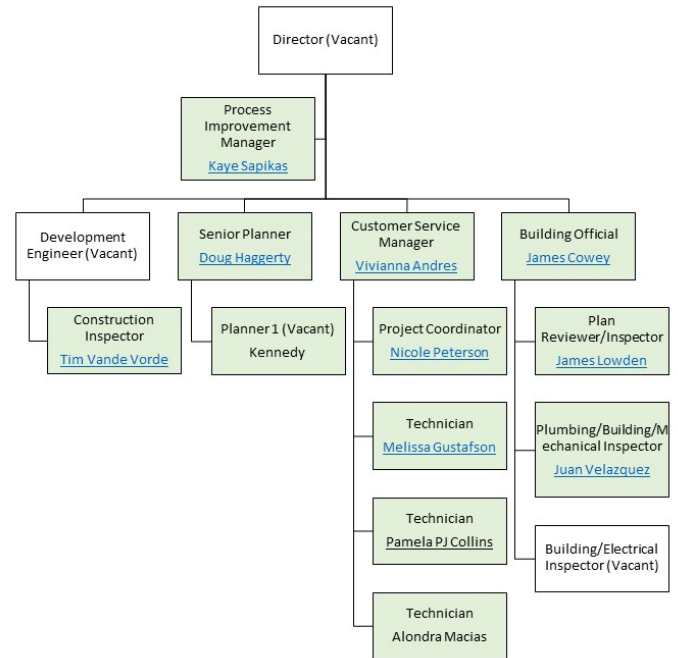
While the assessment process was moving forward, staffing capacity and expertise to manage workload and implement improvements was crucial.

The first priority for the City Manager is the ability to serve current customers with permit applications, phone calls for information, and problem solving during the process. During spring, significant vacancies occurred in the department causing capacity shortages. Staff departures mandated the need to quickly fill existing vacancies.

Under the City Manager’s direction, staffing capacity was evaluated and quickly enhanced (in advance of this report). Six (6) new positions were created to increase internal capacity for engineering, building and technicians. The total departmental staff was 15 with 12 vacancies in early March. As of June 1st, 9 vacancies have been filled. Key initial priorities with the expanded staff include:

1. Expand the organization to include internal staff for building, engineering, planning and technicians to replace the need for 3rd party staffing.
2. Clarify roles and responsibilities and the departmental chain of command.
3. Ensure all staff have access to resources, including technology, equipment, supplies and support.
4. Provide initial training on current regulations, processes, and customer service approach. Build a cohesive, customer-oriented team (Figure 8). The City Manager is currently performing weekly training with the assistance of the Process Improvement Manager.
5. Utilize this report to improve the system components. Identify improvement priorities and sequencing to get the best customer value out of improvements.

Figure 7: Current Development Services Organization Chart



3.2 Core Business Processes

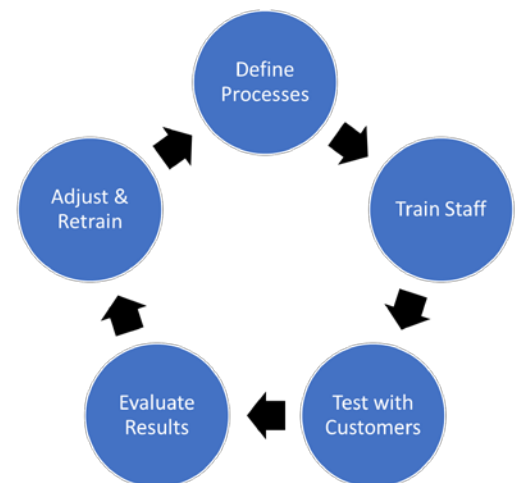
3.2.1 Define Core Business Processes

From experience, defining the core business processes is critical when building an efficient and consistent customer service delivery model. Documenting the standard operating procedures (SOPs) will provide consistency and training opportunities for staff. While some procedures are in place, they need to be further defined to address how projects will be treated. Typical ways to document the process include:

- Text description and Visio process flow diagrams of individual core business processes.
- Define SOPs for each business process, including tailoring process steps for differing project types, staffing, location of service, document flow, data & resources needed, customer flow, and performance measurement.

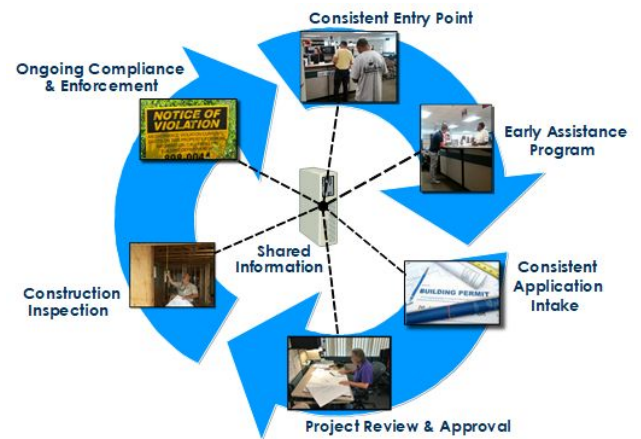
Key core business processes (Figure 9) definitions would include:

Figure 8: Building Consistent Staff Expertise



1. Define the Entry Point process to respond to information requests and project processing.
2. Define a broader early assistance program to cover both ad-hoc and scheduled customer support, including:
 - ✓ General information (staff assisted or self-help)
 - ✓ Parcel and/or code specific inquiries (staff assisted or self-help). Determine the types of materials that are needed in the self-help area(s), both physical and electronic
 - ✓ Project pre-application/early assistance facilitated by a project coordinator

Figure 9: Core Business Processes



3. Consistent application intake (completeness vs. partial review at the counter; shorten timing for intake)
4. Technical review cycle process (look for opportunities for concurrent review vs. sequential review)
5. Decision process, both administrative and legislative
6. Inspection management & coordination of plan revisions
7. Project close-out

Note: The core processes can be evaluated, documented, and standardized over a period of time based upon the priority determined in the action planning step.

3.2.2 Define Project Tailoring Strategy

Define a project tailoring strategy to account for differing customer knowledge and project complexity.

- Evaluate the City's historic workload and determine how to tailor services for varying project complexities and customer types. Define typical project types, including frequent approval/permit combinations.
- Determine single approval, counter-based projects
 - ✓ Single staff member, single interaction
 - ✓ Multiple reviewers, no distribution, short duration turnaround
- Determine single approval, submittal-based projects
 - ✓ Multiple reviewers, administrative approval
 - ✓ Multiple reviewers, public hearing required
- Determine combination approval projects (multiple applications/approvals or permits, project may be phased)
- Determine "managed" processes for larger projects.

The following process recommendations are specific to an individual core business process or application type.

3.2.3 Building Process Changes

1. For complex projects, promote a master permit. Schedule key site construction inspections without identifying mechanical, electrical, plumbing (MEP) subcontractors. This will allow for earthwork, foundation forming and mobilization to the site to take place when the MEP subcontractors have not been selected and under contract at the time of initial master permit.
2. Allow out of sequence inspections or schedule a pre-construction meeting to discuss the sequencing of inspections and remove steps not required on each project. Example: temporary power pole inspection should be one of the 1st inspections requested.
3. Create internal building staff capacity to discuss third-party building permit review comments with customers. Internal building staff should coordinate with the 3rd party reviewers as needed and provide conflict resolution with the consultants/designers.
4. Create an administrative permit process for small projects that alleviates the need to go to the Historic Landmark Commission or other body for action. Example: Porch, fence, or other non-conforming use.

3.2.4 Zoning Process Changes

1. Reduce the required detailed design requirements at the zoning stage. Evaluate what materials that are commensurate with zoning changes to be evaluated.

3.2.5 Subdivision Platting Process Changes

1. Streamlined subdivision platting process by compressing the number of steps from preliminary plan to construction. It is recommended that three stages be created, including a preliminary plan, final plat, and infrastructure plans. Information required at each stage should be commensurate with the level of approval. Drainage and utility design information required at the preliminary plan stage should be limited to feasibility of the subdivision. For example: preliminary plan drainage design should be focused on runoff calculations for pre and post development runoff and location and estimated size of the detention facilities. Steps to be considered further include:
 - ✓ Specific process changes
 - ✓ Submittal requirements at preliminary plan submittal
 - ✓ Concurrent reviews of plan/plat, drainage study, infrastructure information
2. Allow taxes to be paid at the final plat stage when the property is legally subdivided.
3. Allow impact fees to be paid after project feasibility is approved.

3.2.6 Application Intake Process Changes

1. Evaluate checklists to determine which submittal items are critical for completeness and what items can be provided during the review process. Minimize multiple submittals (and resubmittal fees) when minor items can be provided during the review process.

2. Evaluate the "quantitative" versus "qualitative" intake process. The application intake process should focus on having sufficient items to perform review instead of the correctness of the information being submitted.
3. Make concurrent reviews an option. For example, the preliminary plan, drainage study should be submitted and reviewed simultaneously.
4. Allow submittal of simple permits on any day of the week. For example: irrigation permits or other trade permits.
5. Evaluate and reduce the amount of information requested on a residential plot plan (i.e.- flood elevation, drainage, floor elevation, impervious cover, utilities, etc.). The information is typically available on final plat and/or site plan.

3.2.7 Project Review Changes

1. Involve CIP Engineering in pre-application meetings with developers on significant development projects. This will improve coordination of development with CIP projects.
2. Clarify who has authority to make floodplain determinations and issue elevation certificates between Planning and Engineering.

3.2.8 Construction Process Changes

1. Construct sidewalks after or in conjunction with homes being built. Sidewalks may be damaged during construction on lots, thereby resulting in reconstruction. Subdivisions typically aren't accepted until all improvements are in, including final pavement course and sidewalks.
2. Clarify inspector responsibility for construction outside the building envelope. Ensure that consistent inspections for grading, utility connections, landscaping on the site are performed. Limited inspections may result in substandard construction on key site-related drainage and utility approval requirements.
3. Evaluate if standard working hours should be established for contractors performing work to comply with the noise ordinance. Currently, construction occurs 7-days a week while oversight is Monday-Friday, 8-5pm. Noise complaints may not be responded to in a timely manner.
4. Standardize the sequence of testing during subdivision infrastructure construction. Construction inspections and testing occur more ad-hoc. The quality of streets and drainage structures vary widely, especially with the lack of approved construction details and standards (see Section 3.3.5).

3.3 People Interactions & Culture

3.3.1 Define Project Coordinator Roles & Responsibilities

Define and document the roles and responsibilities of a Project Coordinator when managing a project in system, including the following elements:

- Coordinate pre-application or early assistance requests
- Defining approvals and permits needed

- Define the processing steps and sequence of submittals
- Facilitating team member interactions and meetings (staff and customer representatives)
- Solving issues and elevation within the organization hierarchy to achieve a decision
- Project tracking and closure

3.3.2 Issue Resolution Process

Draft a standardized issue resolution process to improve decision-making, including:

- Define issue resolution ground rules
- Define the regulatory framework protocol (elevation path based upon regulation questioned)
- Define authority protocols for levels of staffing

3.3.3 Training and Outreach Plan

Develop a training & orientation plan for internal staff and external customers. Some example areas include:

- Regulation training, including B3 form-based code, State subdivisions, etc.
- Customer service attitude and remaining neutral when processing projects
- Core business process
- "Options thinking" training when offering flexibilities within the code.
- Technology training, including MyGov, GIS, Lazerfiche
- Other technical training
- Communication during the improvement process (initiative design and implementation)
- Regular outreach to customers

3.4 Regulatory Framework

3.4.1 Evaluate Code Changes

Based upon feedback from customers, the B3 code makes it difficult to develop traditional commercial projects and residential subdivisions. However, residential developers have also indicated that they like some of the B3 provisions, including:

- Flexibility with lot size and setbacks
 - ✓ Lot size down to 37' (for 25' product)
 - ✓ Evaluate examples like Pflugerville or Round Rock to reduce lot size (once projects reach a certain size, you can do smaller lots; bigger projects allow for more small lots)
- Variety of housing types

After hearing a variety of customer feedback, the Consultant's recommendation is to approach code modification in both a short-term and longer-term effort. Below are the recommendations for making code modifications:

3.4.1.1 Short-Term Priorities

1. Create a Planned Development District (PDD) inclusion into the Code. The PDD will supersede the requirements of the B3 Code, especially for commercial projects.
2. Evaluate and reduce the required detailed design requirements at the zoning stage.
3. Simplify the subdivision platting process by compressing the number of steps from preliminary plan to construction. Evaluate and reduce the required detailed design at the Preliminary Plan stage. Allow for concurrent reviews of plan/plat, drainage, other components to shorten the overall subdivision platting processing time.

3.4.1.2 Longer-Term Priority

Evaluate the B3 code to determine what provisions are working and not working for residential and commercial developments. A starting list is compiled from customer feedback in **Attachment 1** on pages 45-47 of this report. Based upon the assessment of the B3 code feedback, the following options should be considered:

Option 1: Revising the B3 Code: Determine if making modifications to the B3 code can provide needed flexibilities for both residential and commercial projects without numerous warrants.

Option 2: Limiting the B3 Code: Considering limiting the B3 to a determined downtown geographic area. This option would require some aspects of Option 3 below.

Option 3: Return to traditional Euclidean style development code: Evaluate a strategy to return to a traditional code within the City's jurisdiction, including:

The strategy could be to revert back to 2019 Commercial Code or some hybrid combination using other example City's codes. Revisions are anticipated are to be needed to the 2019 code if it is considered. Some provisions requested by customers to be included in a Code include:

- For residential, incorporate provisions for:
 - ✓ Revert "place types" to "zoning categories"
 - ✓ Revert "warrants" to "administrative variances"
 - ✓ Move away from "layers"
 - ✓ Move back to traditional right-of-way and setbacks
- For commercial, incorporate provisions for:
 - ✓ Shared access
 - ✓ Pedestrian circulation
 - ✓ Building aesthetics
 - ✓ Lighting for dark sky
 - ✓ Reduced parking/impervious cover
 - ✓ Parking & landscaping

- ✓ Pay impact fees later in the process

It is recommended that all three options should be considered. Public hearings would be warranted to hear about receptiveness to changes to the B3 code provisions from all stakeholders.

3.4.2 Short-Term Code Modifications

Several code amendments have already been pursued by the City Manager, including:

1. Remove the Certificates of Appropriateness form requirement and the 3rd party review process. Check for the appropriateness during the review process.
2. Create a permit exemption for the replacement of a fence if it is “like for like” in the front layer as long as it is under 48” in height and transparent. No Historic Landmark Commission review should be required.
3. Reduce the Iredell District Boundary to a downtown geographic area. Bring forward an amendment shrinking the B3 Iredell District.
4. Allow property owners to act as their own general contractor.
5. Evaluate the B3 exemption process for existing non-conforming commercial properties. At a minimum, allow a longer time frame for an empty building to get leased or occupied.

3.4.3 Masterplan Updates

Develop a strategy and budget to update key masterplans, including transportation, drainage, water, and wastewater. Continue with the City’s current direction on the updates.

3.4.4 Project Publication Strategy

Create project publication strategy to support a customer-oriented system. Determine the needed guidelines and procedures that would assist in making the review process more clear, predictable, and consistent. Start with an assessment of what currently exists and identify needed revisions or missing documents.

Publication plan goals should center on:

- Organizing and publishing current and needed information
- Creating a consistent format and style
- Creating consistent content
- Create information tools to help the applicant (early assistance, etc.), i.e.
 - ✓ Forms
 - ✓ Submittal packets
 - ✓ User’s system processing guide
 - ✓ Timelines
 - ✓ Fees
 - ✓ Brochures & “How To” information sheets
- Monitoring updates to ensure quality control

3.4.5 Construction Standards

Create or update standard specifications for the construction of public facilities, including construction details, materials, and contracts.

3.4.6 Ongoing Code Management

Establish a process to create a rolling list of code changes on an annual or bi-annual basis. This process will allow for continuous code improvement in a structured "batch" method.

3.5 Technology

3.5.1 Current MyGov Tracking System

Many customers feel that the MyGov software is difficult to use and not very user friendly. These sentiments were received from the customer survey and well as during interviews. Staff can make changes to the system, however, capacity and responsibility to perform changes should be examined. The current software should be evaluated for some short-term changes and additions, including:

- Make the application easier to use simple projects. Reduce the number of "clicks" (checkboxes) to get an approval.
- Allow sessions to be saved and thereby eliminating customers lost work and effort. At a minimum, increase the amount of time before it requires a customer to start over. The customer should be able to start a project ahead of time and then upload documents when they are ready to submit.
- Create an option for a "free" eCheck (ACH) payment of fees. Credit card fees can be significant for projects, especially larger ones.
- Improve the capability for uploading documents, including PDF documents, fillable forms, insurance certificates and contractor's licenses.
- Evaluate and revise all links to documents in the Knowledge Items list.
- Building permits should include a sign-off (checkbox) for utility water fees paid, electric connection, etc.
- Examine the list of permit types. Reduce the numbers based upon the project type. For example, if contractors are not to be able to apply for Trade permits in the system, remove them from their permit list.
- Provide leniency for sequencing of specific inspections in the system. Not all projects will follow the "standard" sequencing of inspections for construction projects. Set up a preconstruction conference if the project warrants clarification on the inspection sequence.
- Set up the infrastructure acceptance process with staff signs-offs the system. Staff and customers will be able to quickly access the status of signoffs. Attach the final subdivision construction plans and bonds to MyGov for the City Engineer and inspector to use during the final acceptance punch list review.
- Setup code enforcement operations in the system to enter actions and to access MyGov records in the field.

- Improve the numbers of emails to customers at key action points.
- Improve the public view of a project in the system to provide visibility to information on general cycle and/or individual reviewer due dates.

3.5.2 Evaluate MyGov Replacement Options

The first priority is to define the core business process. Once completed, the MyGov system should be evaluated to determine if it provides the functionality needed to serve those processes. If MyGov does not support the needed functionality, then other options should be considered for software replacement. Some key deficiencies identified initially include:

- Creation of reports and performance measurement tracking.
- Create an entry user interface on where to start for more novice customers. Needs a "Start Here" button and "tree" of approvals and related approvals based upon a "project" they want to build. There should be a breakdown of 1) is project in the City, 2) project request, 3) types of approvals needed, 4) apply.
- An efficient electronic plan review component or ability to connect to a 3rd party software.

3.5.3 GIS System

The GIS system is out of date or missing key information. At a minimum, the following enhancements should be completed.

1. Update the GIS records for all approved and accepted subdivisions.
2. Integrate the Central Appraisal District's parcel data with the GIS mapping resulting in better access to information.
3. Provide a simple way to determine which electric provider a parcel is under (i.e.-BPL, Bluebonnet).
4. Integrate the GIS data with MyGov or future replacement.

3.5 4 Electronic Records

It is recommended that efficient access to essential records be approached in two manners, including:

1. Establish a plan to update paper records that are essential in the pre-application and plan review process. Create an inventory of the outstanding paper records and develop a strategy to convert the most used records.
2. Integrate several existing electronic record sources into GIS or MyGov, including:
 - ✓ Pre-application meeting notes are stored in folders on an internal drive. Meeting notes should be attached to a parcel or in MyGov for future reference. Currently, staff must manually search through folders to find the information on a specific project or location.
 - ✓ Laserfiche data is stored in folders on an internal drive. There is no metadata tagging. The data is not OCR scanned and thereby not searchable. Staff must manually search through folders to find the information on a specific project or location.

A strategy should be developed to make these records easily accessible through MyGov and/or GIS. Staff should be able to search for a parcel, then easily access previous approvals and records attached to that parcel.

3.5.5 Website

The Planning & Development website should be evaluated and revised to make the following changes:

1. All department references should be changed to Development Services. The divisions should reflect the new organizational structure with the Customer Service Division and Engineering.
2. Create a customer interface to help novice customers plan their project and required approvals. Create a listing of "project" types that customers generally apply for. See "Tailoring Strategy" in Section 3.1.2.
3. Create additional high volume weblinks on the website and/or MyGov to get customers quicker answers. Evaluate requests for information and ensure that a link exists. Currently, customers requesting information must wait up to 48-hour turnaround time for a staff response.

3.5.6 Inspector Remote Access

Evaluate and purchase devices for inspector field access to MyGov records or other electronic data. Typical devices include Apple Ipad's or Microsoft Surface. The City Manager is currently pursuing this recommendation.

3.6 Physical Space

3.6.1 Create a One-Stop Center

Create a 1-stop shop for smaller projects. Establish counter(s) for direct interaction with customers to assist with application submittal and simple approvals. Permits will be issued quicker and with less forms to fill out. Assigned staff should assist customers with intake into MyGov (or accept paper and then input electronically). Two options should be considered:

1. Short-term improvements to City Hall space to create a counter.
2. Longer-term solution to relocate the Development Services staff.

3.6.2 Other Space Considerations

The physical space in the City Hall is nearly maxed out for Development Services. Space is challenged with the addition of six (6) new internal staff positions. As mentioned above, no permit center counter space exists for walk-in customers to be easily assisted (there is a "window"). There is limited small conference room space for meeting with the public.

3.7 Organizational Structure

3.7.1 Organization Structure Changes

- Create a Customer Services Division to increase technical staff capacity and provide a focus on departmental customer service for both building and planning applications. Add additional Project Coordinator capacity to serve as a point of contact for customers.
- Add internal building staff for plan review and inspections to minimize the use of 3rd party staffing resources.
- Add internal engineering and subdivision construction inspection staff to minimize the use of 3rd party staffing resources.
- Enhance the technology group with the GIS specialist position.

3.7.2 Fee Analysis

Evaluate the current fee structure through a cost-of-service study. Revise the fee structure to ensure they are covering the cost of processing applications and inspections.

3.7.3 Performance Measurement Program

Establish a system-wide performance measurement program with several strategies, including:

- A central focus should be to measure performance in achieving the customer's expectations.
- Define data collection through both numerical analysis and survey instruments. Basically, both a quantitative and qualitative picture of the development services process is desired.
- Performance measures should include something for everyone. Measures should address the needs for management, staff development, and customers and stakeholders.
- Use the recently collected baseline survey of customer satisfaction to compare feedback and measurement of improvement implementation. This will allow a comparison of satisfaction before, during and after implementation.
- Develop and track customer level of service standards for various types of applications.
- Choose measures covering the entire development review process, from the concept stage through construction, including early assistance, application intake, review cycles, construction inspections, and overall processing time. This can offer insights into where and why bottlenecks are occurring within the overall process.
- Choose measures that also determine customer performance. For example: customer response time.

3.7.4 Additional Resources & Staffing Capacity

1. Evaluate or assign staff capacity accomplish key code and masterplan updates, including:
 - ✓ Draft needed code amendments, including the sign code, B3 rewrites/restructuring to incorporate key documents, and other code initiatives.

- ✓ Prepare engineering and master planning RFPs and manage the bid process.
2. Evaluate or assign staff capacity accomplish key additional inspections, including:
 - ✓ Perform annual fire inspections. Fire safety issues are handled reactively not proactively.
 - ✓ Perform warranty inspections prior to release of subdivision bonds. Street or infrastructure failures can be missed during the warranty period.
 3. Evaluate funding for Development Technician accreditation to increase their qualifications.

Section 4: Next Steps

The goal of the Section is to provide some direction on improvement priorities and next steps.

In **Section 4.1**, a listing of the recommendations is provided with the Consultant's initial evaluation of priority for each, and an estimate of the time to complete the individual recommendations.

In **Section 4.2**, a schematic timeline is provided to illustrate the general sequence of KEY task completion and durations.

For continued momentum, each of the recommendations should be further evaluated for priorities, sequence of implementation, budgetary impact, and staff capacity to complete the recommendations.

Recommendations with high value of customer service return are key for success. A staff process team and Process Improvement Manager (PIM) have been meeting to discuss ongoing enhancements to customer service. This team should continue to meet and evaluate the Consultant's recommendations and refine the assumptions.

As with any major improvement process, trying to do too much at once can be problematic. Implementing recommendations should be addressed in a methodical and orderly way. Department staff is relatively new, training is ongoing, and customer workload is constant. Overwhelming managers and staff should be a concern and monitored.

It is strongly recommended that City Manager and staff evaluate the recommendations and consider the following:

1. Does the staff agree with individual recommendations and their respective priorities and durations estimates?
2. What allotment of staff time can be dedicated to implementing recommendations while still efficiently processing project applications?
3. What is an overall reasonable time to complete the recommended improvements?
4. Which high priority recommendations will provide the most benefit for customers and staff?

4.1 Recommendation Priorities & Task Time

Section	Subsection	Recommendation	Priority	Task Time
3.1 Staff capacity & expertise				
	3.1 (1)	Add staff capacity and expertise for building, engineering & technicians	High	Complete
	3.1 (2)	Clarify roles/responsibilities & chain of command	High	Complete
	3.1 (3)	Ensure staff has access to resources	High	Ongoing
	3.1 (4)	Provide staff training on regulations, process & customer service	High	Ongoing
	3.1 (5)	Utilize recommendations to continue improvements	Medium	6-12 mo.
3.2 Core business processes				
3.2.1	Define core business processes		Medium	3-6 mo.
3.2.2	Define project tailoring strategy		Medium	1 mo.
3.2.3	Building process changes			
	3.2.3 (1)	Promote a master permit w/o MEPs	High	2 mo.
	3.2.3 (2)	Allow out of sequence inspections or schedule a pre-construction meeting	High	2 mo.
	3.2.3 (3)	Create internal building staff capacity to discuss third-party building permit review comments	High	Complete
	3.2.3 (4)	Create an administrative permit process for small projects w/o Historic Landmark Commission	High	Complete
3.2.4	Zoning process changes			
	3.2.4 (1)	Reduce the required detailed design requirements at the zoning stage.	High	2 mo.
3.2.5	Subdivision platting process changes			
	3.2.5 (1)	Compress the subdivision platting process from preliminary plan to construction	High	1 mo.
	3.2.5 (2)	Allow taxes to be paid at final plat stage when the property is legally subdivided.	High	1 mo.
	3.2.5 (3)	Allow impact fees to be paid after project feasibility is approved.	High	1 mo.
3.2.6	Application intake process			
	3.2.6 (1)	Evaluate checklists to determine which submittal items are critical for completeness	Medium	2 mo.
	3.2.6 (2)	Evaluate the "quantitative" versus "qualitative" intake process	Medium	2 mo.
	3.2.6 (3)	Make concurrent reviews an option for plat, drainage, utilities, etc.	High	1 mo.
	3.2.6 (4)	Allow submittal of simple building permits on any day of the week	Medium	1 mo.
	3.2.6 (5)	Evaluate/reduce information requested on a residential plot plan	Medium	1 mo.
3.2.7	Project review changes			
	3.2.7 (1)	Involve CIP Engineering in pre-application meetings	Low	Ongoing
	3.2.7 (2)	Clarify authority for floodplain determinations & elevation certificate issuance	Low	1 mo.
3.2.8	Construction process changes			
	3.2.8. (1)	Construct sidewalks after or in conjunction with homes being built.	Low	1mo.
	3.2.8. (2)	Clarify inspector responsibility for construction outside the building envelope	Low	1 mo.
	3.2.8. (3)	Evaluate/establish standard working hours to comply with the noise ordinance	Low	1 mo.
	3.2.8. (4)	Standardize the sequence of testing during subdivision infrastructure construction	Low	1 mo.

Section	Subsection	Recommendation	Priority	Task Time
3.3 People Interactions & Culture				
3.3.1		Define project coordinator roles & responsibilities	Medium	3 mo.
3.3.2		Draft a standardized issue resolution process to improve decision-making	Low	3 mo.
3.3.3		Develop a staff training plan & external customer outreach plan	High	1 mo.
3.4 Regulatory framework				
3.4.1	Evaluate Code Changes			
	<u>Short-Term Priorities</u>			
	3.4.1.1 (1)	Create a Planned Development District (PDD) inclusion into the Code.	High	Ongoing
	3.4.1.1 (2)	Reduce the required detailed design requirements at the zoning stage.	High	2 mo.
	3.4.1.1 (3)	Simplify the subdivision platting process by compressing the number of steps from preliminary plan to construction	High	2 mo.
	<u>Longer-Term Priority</u>			
	3.4.1.2	Evaluate options for modifications to B3 to offer flexibility for residential/commercial projects.	High	3 mo.
3.4.2	Short-term code modifications			
	3.4.2 (1)	Remove the Certificates of Appropriateness form requirement	High	Complete
	3.4.2 (2)	Create a permit exemption for the replacement of a fence if it is "like for like"	High	Complete
	3.4.2 (3)	Bring forward amendment shrinking the B3 Iredell District	High	3 mo.
	3.4.2 (4)	Allow property owners to act as their own general contractor	Medium	Ongoing
	3.4.2 (5)	Evaluate B3 exemption process for existing non-conforming commercial properties	High	2 mo.
3.4.3	Develop a strategy/budget to update key masterplans		High	Ongoing
3.4.4	Create project publication strategy to support a customer-oriented system.		Medium	3 mo.
3.4.5	Create or update standard specifications for the construction of public facilities		Medium	12 mo.
3.4.6	Establish a process to create a rolling list of code changes on an annual or bi-annual basis		Low	Ongoing
3.5 Technology				
3.5.1	Evaluate short-term modifications to the current MyGov tracking system		High	3 mo.
3.5.2	Evaluate MyGov replacement options		Medium	6-12 mo.
3.5.3	GIS system			
	3.5.3 (1)	Update the GIS records for all approved and accepted subdivisions.	High	3 mo.
	3.5.3 (2)	Integrate the Central Appraisal District's parcel data with the GIS mapping	Medium	6 mo.
	3.5.3 (3)	Provide a simple way to determine which electric provider a parcel is under	Medium	3 mo.
	3.5.3 (4)	Integrate the GIS data with MyGov or future replacement	High	6-12 mo.
3.5.4	Electronic records			
	3.5.4. (1)	Establish a plan to update paper records essential for pre-application and plan review process	Low	3 mo.
	3.5.4. (2)	Integrate several existing electronic record sources into GIS or MyGov	Medium	1 mo.
3.5.5	Website evaluation & revision			

Section	Subsection	Recommendation	Priority	Task Time
	3.5.5. (1)	Changed all department references to Development Services as per organization chart	High	1 mo.
	3.5.5. (2)	Create a customer interface to help novice customers plan their project	Medium	3 mo.
	3.5.5. (3)	Create additional high volume weblinks on the website and/or MyGov	High	1 mo.
3.5.6		Evaluate/purchase devices for inspector field access to MyGov records		
3.6 Physical space				
3.6.1		Create a one-stop center		
	3.6.1. (1)	Evaluate short-term improvements to City Hall space to create a counter	Medium	6 mo.
	3.6.1 (2)	Evaluate longer-term solution to relocate the Development Services staff	Medium	12 mo.
3.6.2		Evaluate space options to house newly hired Development Services staff	High	Complete
3.7 Organizational Structure				
3.7.1		Change organization structure and staff (see Section 3.13)	High	Complete
3.7.2		Evaluate the current fee structure through a cost-of-service study	Medium	3 mo.
3.7.3		Establish a system-wide performance measurement program	Medium	6 mo.
3.7.4		Additional resources and staff capacity		
	3.7.4 (1)	Evaluate/assign staff capacity accomplish key code & masterplan updates	Medium	1 mo.
	3.7.4 (2)	Evaluate or assign staff capacity accomplish key additional inspections	Low	6 mo.
	3.7.4 (3)	Evaluate funding for Development Technician accreditation	Low	3 mo.

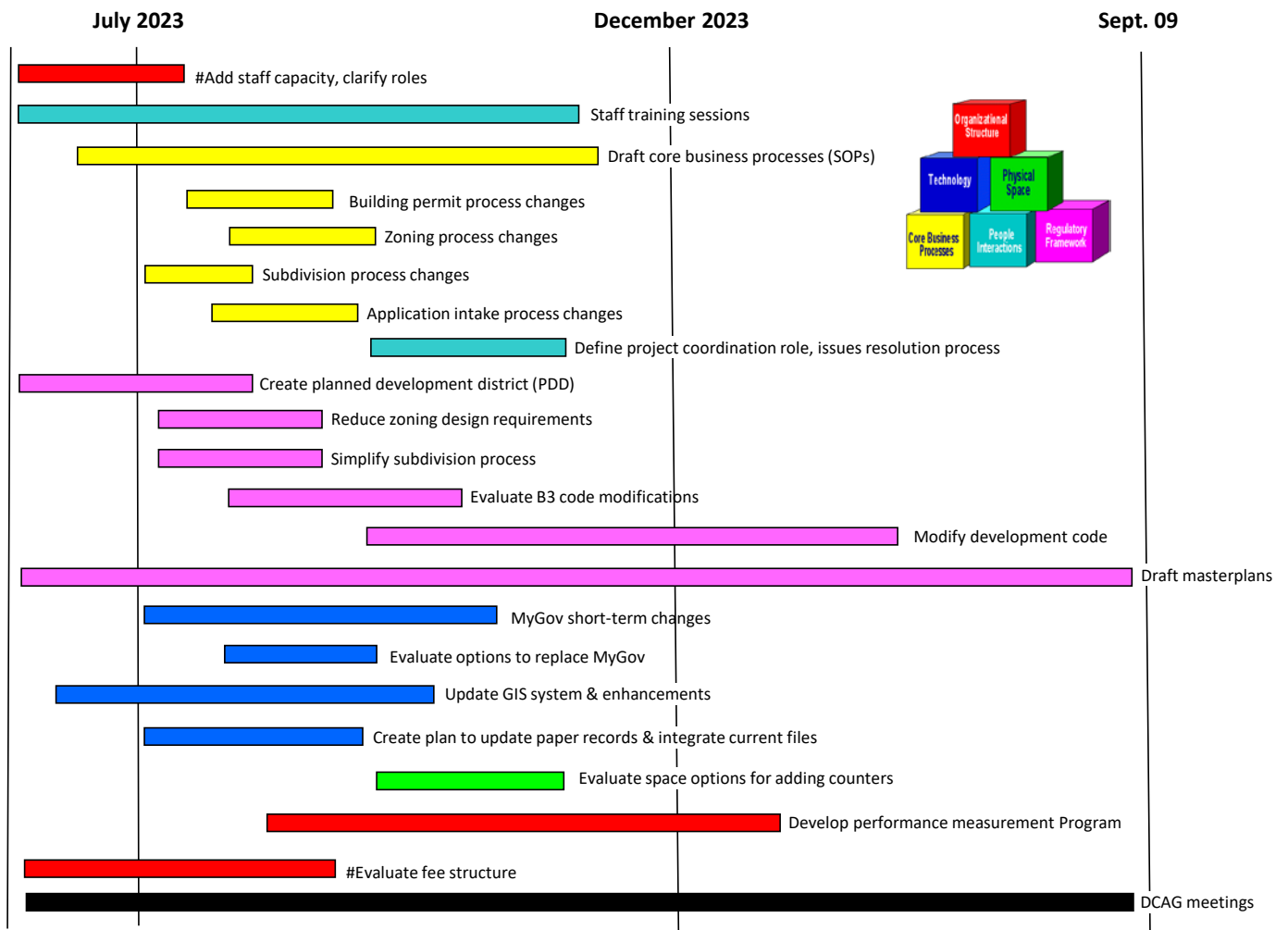
4.2 Schematic Improvement Timeline

Arriving at reasonable timeline for completing the recommendations in this report relies upon several decisions, including but not limited to:

- Staff capacity to make the changes (still being able to address customer application workload and request for information)
- Critical path for improvements (some changes rely on other changes)
- Budgetary considerations

Figure 10 below is a draft schematic of the sequence and duration for implementing the recommendations. The “building block” figure in the upper right-hand corner of the Gantt chart indicates the color coding for the improvement and the respective relationship to one of the six system infrastructure components.

Figure 10: Schematic Improvement Timeline



Attachment 1: Customer Feedback

The following listing of customer feedback was collected through a series of customer group meetings or by individual one-on-one meetings.

1. Core Business Processes

Building Process

1. Inspection steps in MyGov will not be activated and no inspections can be requested until the MEP trade permits have been requested and paid. Subcontractors are not always available to be signed up at the time of building permit application. The subcontractor designation could be delayed for several reasons, including high pricing, subcontractor cannot meet the proposed schedule, materials are not available.

MEP subcontractors are not always bid out as early as the building permit application date. Drawings are still being finalized and the full bid and vetting of the subcontractors is not usually completed at the time of the master permit issue.
2. Sequencing of specific building inspections in MyGov needs flexibility. Not all projects will follow the "standard" sequencing of inspections for construction projects. Changes for sequencing must be done by phone call or email which takes extra time.
3. The third-party building permit review process limits the designer's ability to talk directly to the reviewers. Reviewers place their comments in MyGov, however designers typically have to go through in-house staff when they disagree with a comment or resubmit hoping the comments are resolved.

Zoning Process

4. The detailed design requirements for zoning changes are too early in the process. Significant design costs are incurred for drainage plans, utility plans, landscape plans, site plans, elevations, building materials, etc. when trying to obtain approval for uses. All the design costs are lost if the rezoning is not approved.
5. The actual zoning procedure should take no more than 90-100 days, but with the B-3 code the process can go on for years.

Platting Process

6. The platting process needs to be streamlined. Infrastructure is not needed or constructed based upon a preliminary plat. Construction occurs after a final plat is recorded. Currently the procedure is that the drainage, utilities, any offsite work and the Preliminary Plat are all submitted as one package and reviewed together. Preliminary means just that "preliminary" so final construction drawings for drainage, utilities, any offsite work are submitted and approved with the Final Plat along with any Development Agreements with the offsite work and TxDot final construction approvals. The current process could require up to eight (8) different submittals/steps, and in many cases, resubmittal and review of the same information.

Construction Process

7. Sidewalk construction is required before homes are built. Sidewalks may be damaged during construction on lots, thereby resulting in reconstruction. Subdivisions typically aren't accepted until all improvements are in, including final pavement course, etc.

Application Intake Process

8. The Planning & Development department rejects plans upon finding one problem rather than reviewing the entire plans and giving the developer/builder a list of all issues at once. This is very inefficient for both the city and developer/builder as it triggers multiple submissions and delays. The is a new \$250 fee is charged for every resubmittal.
9. It is not clear what the processing steps are for key applications, including building permit, subdivisions, site plans, etc.

Other Process Comments

10. There is not any type of expedited or "managed" permitting process for large projects.
11. Taxes are required to be paid at the preliminary plat stage versus at the final plat stage when the property is legally subdivided.
12. It is not clear how the use the "elevation certificate"

2. People Interactions & Culture

1. City staff is often not very customer service friendly. Staff are not neutral when dealing with projects and applicants. Personal biases are conveyed to customers when making decisions. Typically, the immediate answer to projects or modifications if "no" versus "here are some options". It appears as though staff throws up roadblocks to delay projects and can be very rigid in terms of what they will allow.
2. It typically takes a long time to get legal opinions from the City Attorney. It is difficult to get a response to emails or phone calls or set a meeting.
3. Planning & Zoning Board members should have some type of construction/development experience or have basic training provided.

P&Z needs to have qualified individuals voting and making financial decisions for development in the City. The Board needs to fully understand the financial implications of their votes. Voting on a development needs to have financial implications reviewed as far as what property and sales taxes may be lost or gained by the vote.
4. The city does not have a point-of-contact for the customer to help coordinate staff reviews and work to reduce the number of review cycles. It is unclear who to call if a project issue(s) arises. The customer is left to shop for answer when trying to get decisions.

3. Regulatory Framework

1. The B3 code makes it difficult to develop commercial and residential subdivisions. Developers walk away from deals because it is too difficult to predict costs with the many uncertainties. The City is losing a lot of property and sales tax revenue because developers are building outside the city limits. Several specific provisions create design challenges, including but not limited to:
 - The grid system and 330-foot block length requirements are too restrictive. Block length needs to adjust further away from downtown. The grid system is not context sensitive and doesn't recognize site conditions and protected trees. Drainage can

become a problem if gridded roads run through flood plains. The street grid will cause more street maintenance in the future.

- Zoning needs to be completely changed to reflect the actual uses not the made up uses (place type/property characteristics) that are in the B3 code.
- The alley load should be optional and not listed as “preferred”.
- The code does not allow PUDs. The city should create PUDs for any types of large projects.
- Building facade must be within 30 feet from a street.
- Lack of flexibility with parking. Parking is only allowed in the 2nd or 3rd layers.
- Street trees must be minimum of 4”. Smaller caliper plants are less expensive and have better availability. Space between street trees is too close, plus the city requires trees in front yard.
- Porch requirements disrupt volume builder’s master plan sets.
- ROW width requirements should be evaluated.
- Wider curb cuts for driveways, minimum 16’ (20’ ideal).

Residential General B3 Code Perspective

While existing projects in Bastrop today are “pre-B3”, the code makes it very inaccessible and challenging for a production builder. Whenever a city creates unique requirements and specifications that disallow the use of highly-successful, market proven floorplans it introduces a massive inefficiency that impacts developer’s ability to produce affordable homes.

- It is difficult to highlight specific portions of this code that can be changed to accommodate a production-type project as it appears as though the entire code was drafted with the intent of preventing the sort of traditional single-family development that the market prefers and that production builders specialize in.
- The use of “place types” instead of the zoning designations that every other city has is hard to understand. Ostensibly this was done to allow for more flexibility, but the reality is that for a production builder that has to operate in 20+ cities under 20 different codes, this just adds an additional challenge to doing business in Bastrop.
- A central part of the B3 code appears to be promoting “walkability” with a variety of place types in proximity so that someone could theoretically walk to work or stores from their house. This seems to be a desire of urban planners but is not something that is actually desired by most Texas homebuyers who value privacy and yards over “walkable” neighborhoods.
- The code also introduces something called “Pedestrian Sheds” and further requires that only a maximum of 35% of a given Pedestrian Shed (1/4 mile radius) can be designated for a traditional single-family neighborhood (so as to promote a variety of uses in proximity so that people can walk to the store from where they live etc.). Have not seen this operate in practice but would imagine that this significantly limits

the size of a single-family development, potentially to a size so small that production or volume builders could not achieve the scale to make it an appealing project.

- This and other elements of the code that attempt to push developers into “Traditional Neighborhood Development (TND)” have the potential to keep production builders from pursuing future developments in Bastrop, as they do not view it as compatible with the production builder business model and prevents us from bringing the types of homes most Texas homebuyers want to market and can afford.
- As an example, Georgetown’s code that could be modified and works with well because its intent is not to promote a certain kind of “new urbanist” or “TND” development. It, however, does a good job regulating development as it exists in our market while preserving the character of the historic areas in the town. It has traditional zoning designations and does not limit the developer’s ability to pursue large projects or rely on concepts like walkability or “pedestrian sheds”. The zoning designation that most of our projects in Georgetown fall under is “RS”, which can be found on 6.02.050 in the UDC (pg. 251).

Commercial General B3 Code Perspective

Create a Commercial Code. The P4, P5 and EC codes do not have all of the requirements of a commercial retail development. This is creating the use of multiple variances to try and make these projects fit in to one of the listed “Place Types”.

Considerations should include:

- Change Building Façade to be 30' of corner.
 - Change Parking and drive isles to be in any layer.
 - Change 1st floor glass shall have 70% glazing.
 - Change 1st floor facades to have 20% of 1st floor.
 - Change Building to be within 2-15' from ROW frontage.
2. There is a need to combine the Certificates of Appropriateness forms. The form is an extra step in the process.
 3. Exemptions should be provided for existing commercial properties that are non-conforming to current code. It is hard justifying arbitrarily taking away every existing property, building, development zoning rights just because the B3 code created zoning categories that makes every property in the city a non-conforming use.

If a building sits for six (6) months and is deemed unoccupied then the structure must meet the B3 Code requirements in order to obtain a Building Permit or Certificate of Occupancy. In today’s market it takes longer to lease a building and longer to perform a remodel. More time is needed.

4. The Transportation Plan needs to be revised, particularly thoroughfare plan. The grid system breaks down the further a project is from downtown. Other masterplan, like drainage, water, and wastewater, should also be updated.

5. Submittal checklists should be more similar to other cities to create consistency. Lakeway is a good example of an efficient submittal process.
6. Some developers have experienced staff pushing the B3 elements onto projects in the ETJ when they don't apply.

4. Technology

MyGov Tracking System

Many customers feel that the MyGov software is difficult to use and not very user friendly. Some of the comments received include:

1. There are too many "clicks" (checkboxes) for simple projects.
2. MyGov does not allow for application sessions to be saved. The MyGov application times out too quickly. If a customer does not finish on one session, then all of their work is lost, and they have to start all over again in a 2nd session.
3. There is no option for a "free" eCheck (ACH) payment of fees. Credit card fees can be significant for projects, especially larger ones.
4. Sequencing of specific inspections in MyGov needs leniency. Not all projects will follow the "standard" sequencing of inspections for construction projects.
5. PDF documents and fillable forms cannot always be uploaded. They upload as blank documents.
6. Insurance certificates and contractor's licenses cannot always be uploaded.
7. If contractors are not to be able to apply for Trade permits in the system - remove them from the list of applicants for these permits. Currently all contractors can apply for all permits.
8. The infrastructure acceptance process with staff signs-offs is not setup in MyGov. The process takes too long, and customers have to continually follow-up by email or phone to find the status of the acceptance.
9. There are limited email notices to customers at key action points.
10. The public view of a project is limited to comments and what reviewers have responded. There is limited or no information on general cycle or individual reviewer due dates.

5. Physical Space

1. There needs to be a 1-stop shop for simple permits. Application requirements should be simplified.

There is a need to issue small permits that should not be required for a full review by all city departments. Examples of this can be fencing, roofing, painting, exterior siding repairs, and other small projects. There is no need to require a full review of these permit applications.

Attachment 2: Customer Survey Results

Three (3) online customer surveys were created through a cloud-based software methodology. Survey questions were coordinated with the City Manager’s office and through the ad-hoc customer group.

Staff compiled email databases from the MyGov tracking system for the survey types. The databases were uploaded in the 3rd party cloud-based survey system. Customers were emailed an invitation to participate and a link to a specific survey based upon their recent application, including:

Pre-application Meeting

- Planning topics (subdivision platting, site development, and land use regulations)
- Building Permit topics

Planning Applications (select one)

- Neighbor Regulating Plan
- Zoning Change
- Preliminary Plat
- Final Plat
- Public Improvement Plan
- ROW Vacation/Abandonment

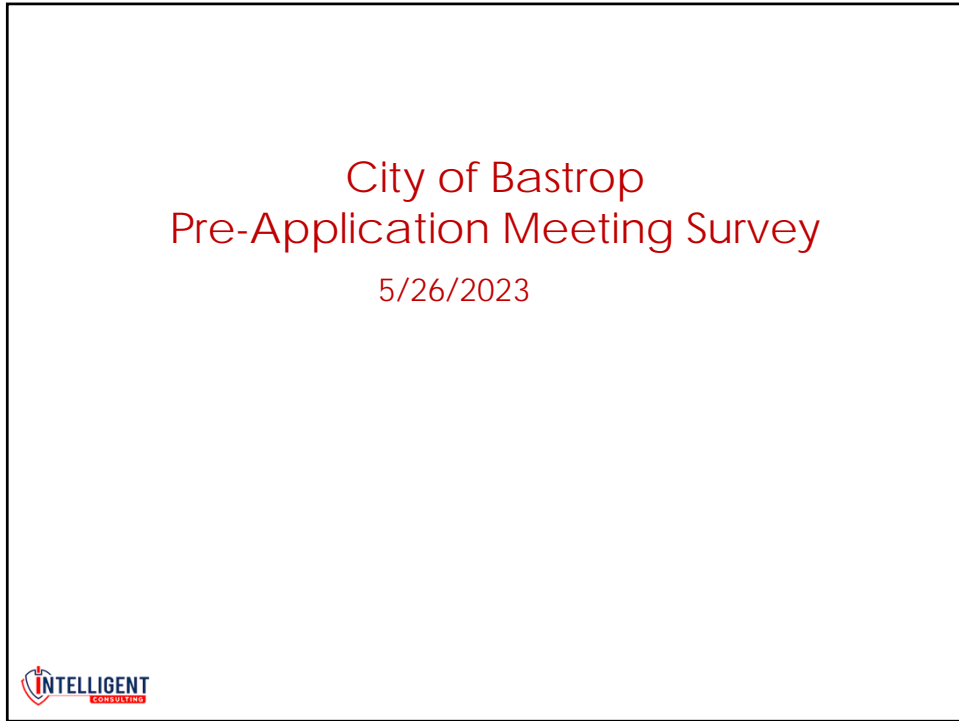
Building Permit Applications (select one)

- New Commercial
- Commercial Remodel/Tenant Finish
- New Residential
- Residential Addition or Remodel
- Residential Accessory Structure
- Mechanical, Electrical, Plumbing Permit
- Irrigation Permit

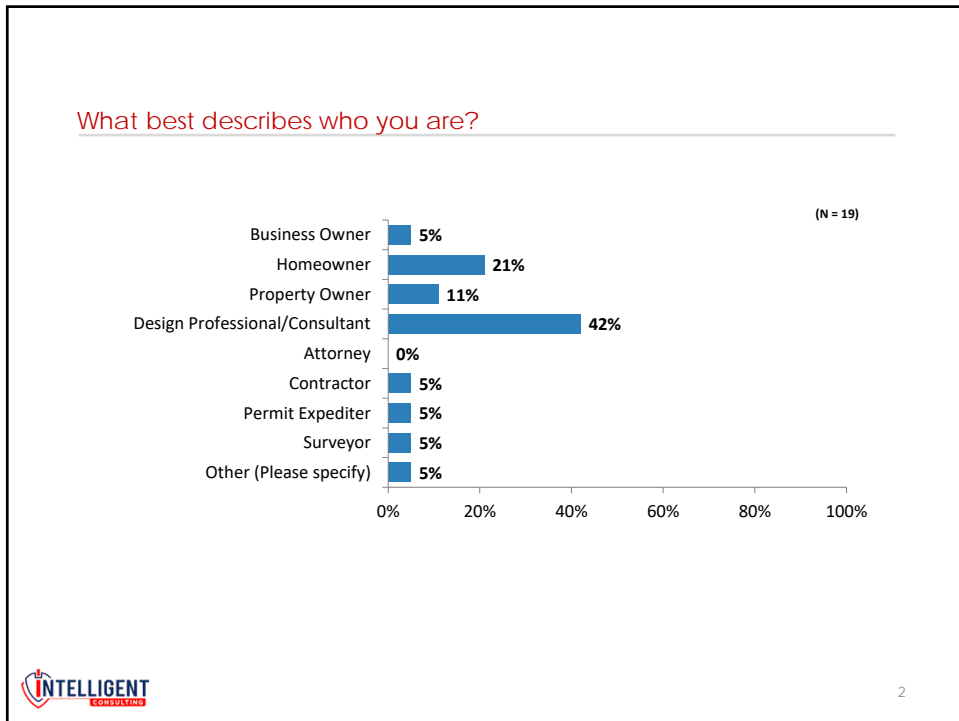
Attachment 2 (2.1-2.3) includes the raw survey data for the three (3) surveys.

Customer Survey Statistics			
Survey Type	# Sent	# Surveys	Response Rate
Pre-Application Meeting	137	19	13.87%
Planning Application	146	19	13.01%
Building Permit Application	929	69	7.43%

Attachment 2.1: Bastrop Pre-Application Meeting Survey

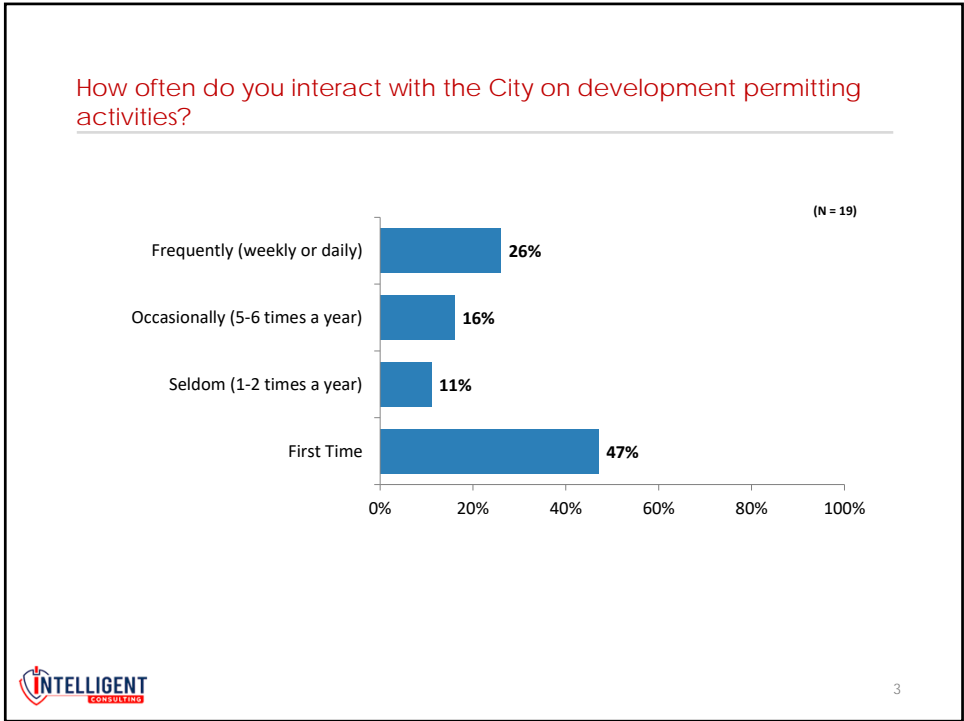


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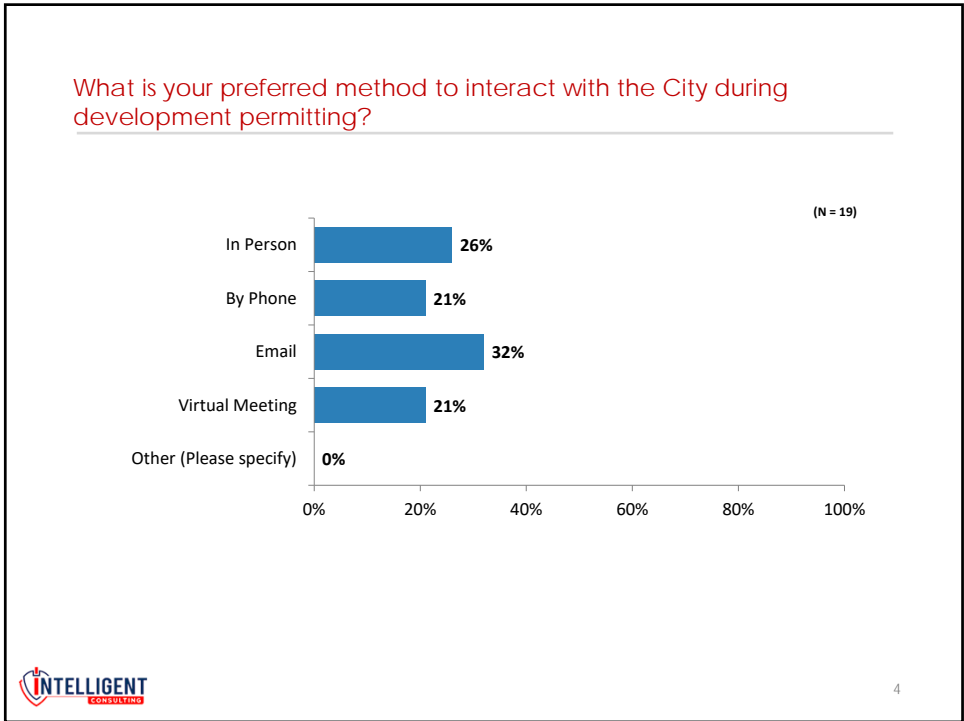


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Attachment 2.1: Bastrop Pre-Application Meeting Survey

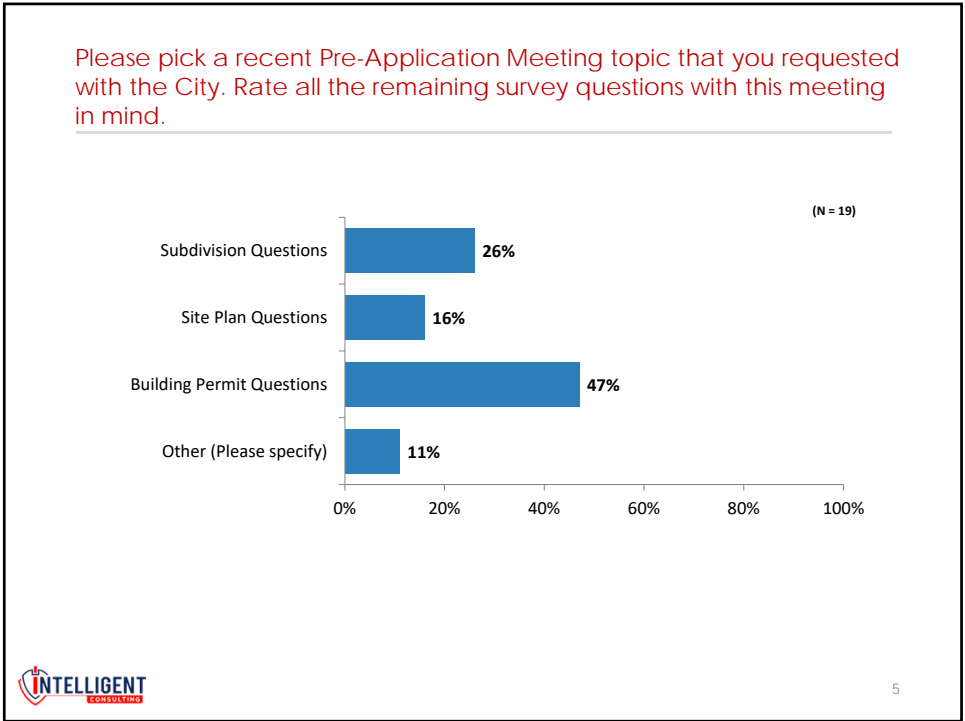


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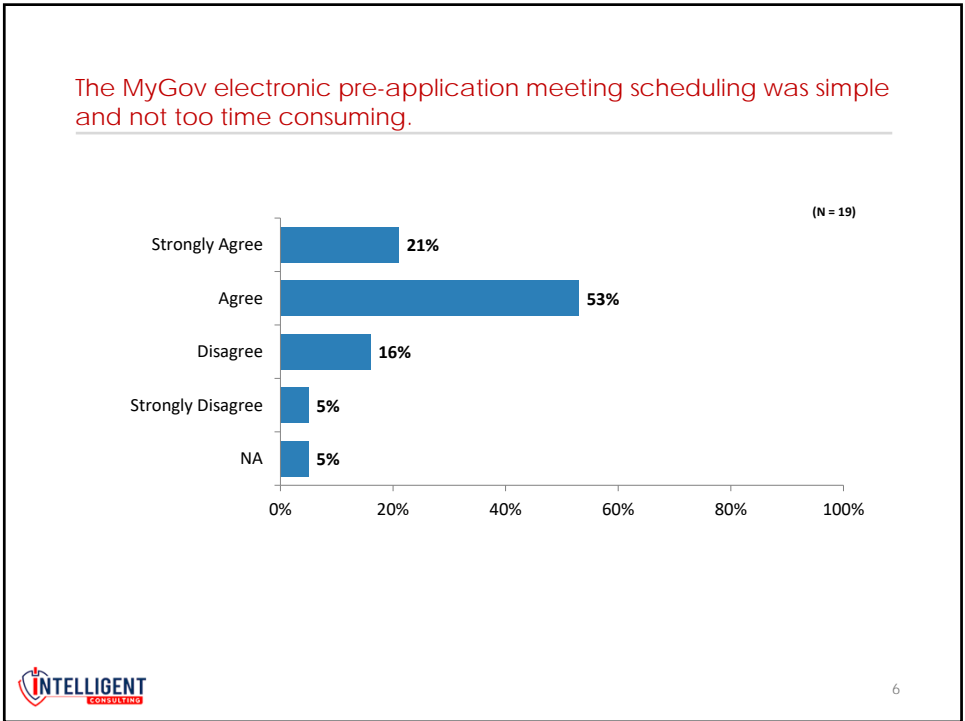


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Attachment 2.1: Bastrop Pre-Application Meeting Survey

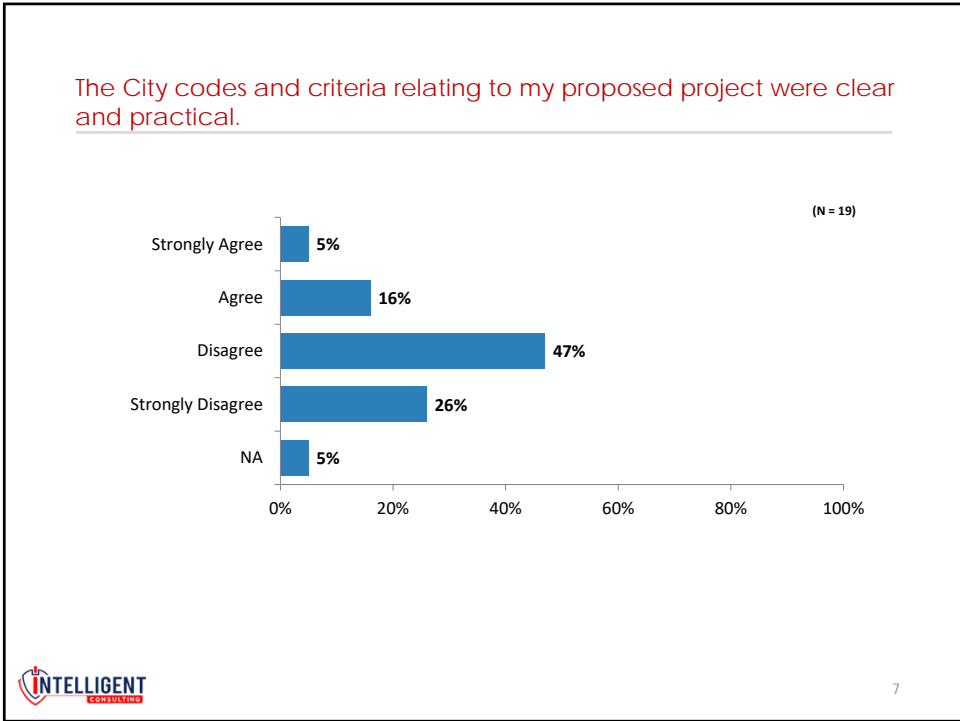


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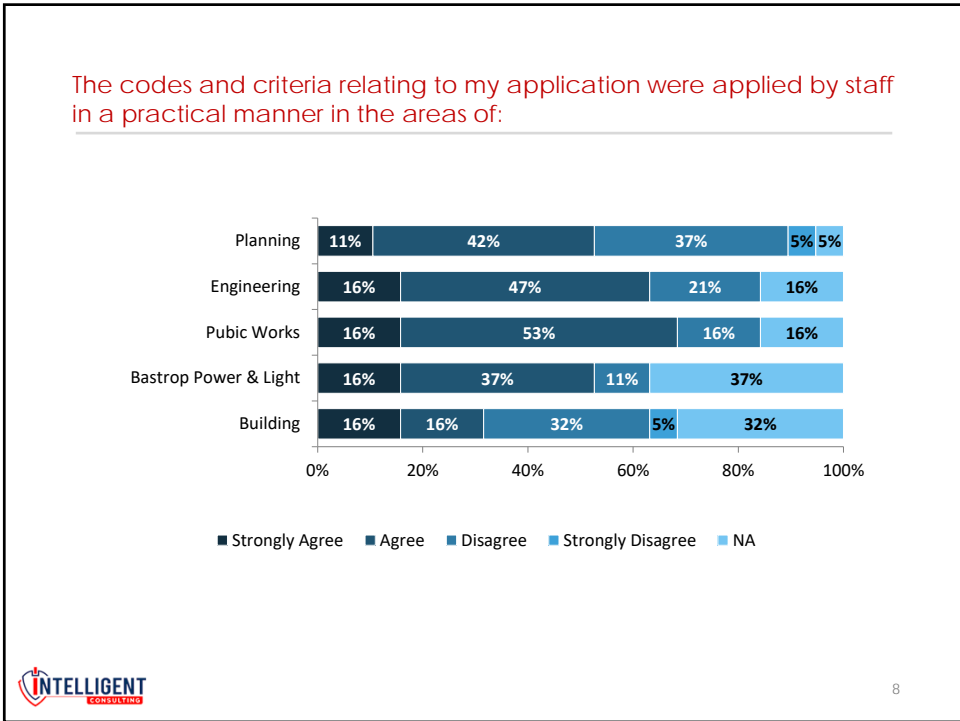


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Attachment 2.1: Bastrop Pre-Application Meeting Survey

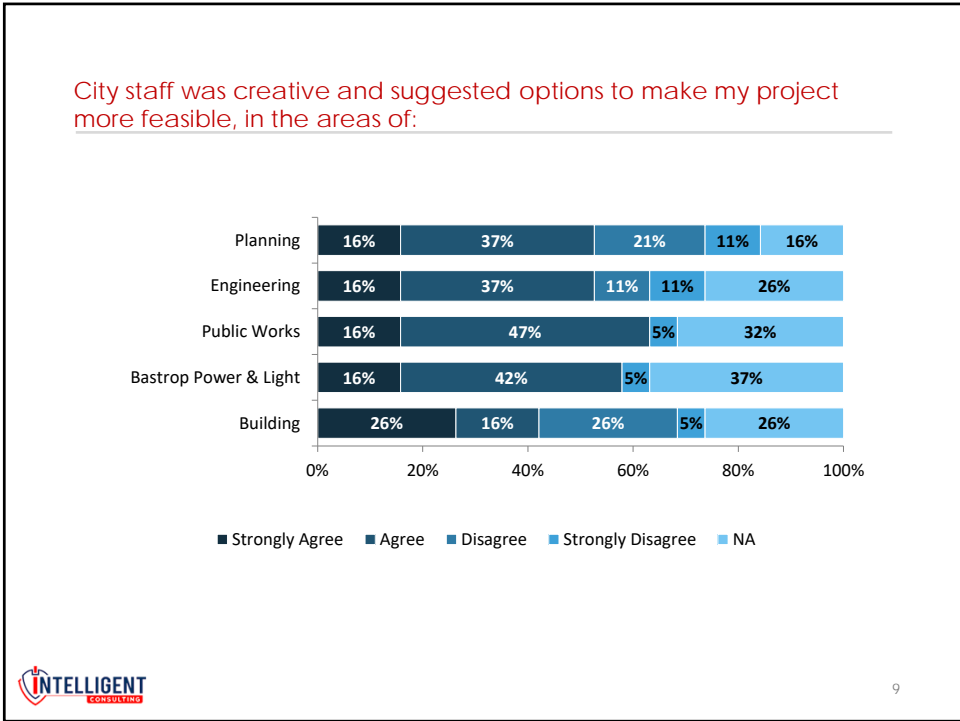


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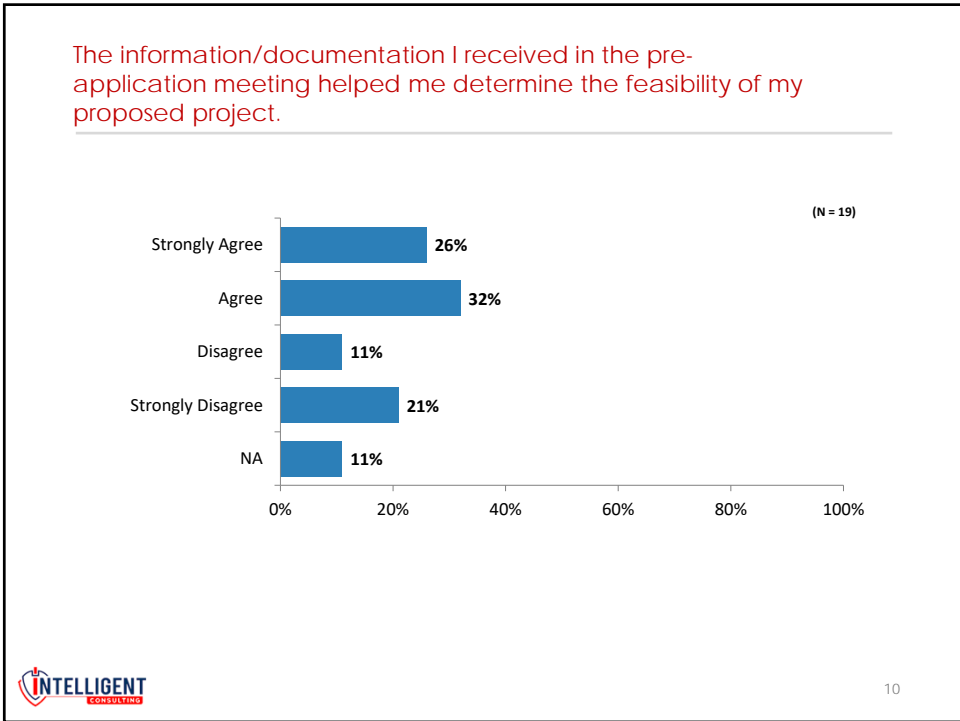


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Attachment 2.1: Bastrop Pre-Application Meeting Survey



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Attachment 2.1: Bastrop Pre-Application Meeting Survey

Please add any comments or suggestions you have that might improve developing permitting or customer service. Please give at least one idea.

Response No.	Answer text
1	Doesn't seem as though planning and building depts agree on processes.
2	Those involved in our pre-application meeting were very helpful, insightful and gave us useful info.
3	I would rather discuss in person.
5	The pre-application meeting was super helpful and helped with obtaining the correct documents/info.
7	My 4acres property have two easement the front and the back I wanted to subdivide 3 1/2 acre's 1/2ac
8	More help and advice on the process to meet all the requirements of the city which are too much!
9	Took almost a year to get our License to Encroach Permit. Took too long to get responses from City.
11	Eliminate double entry of the same paperwork for the same property.
12	In person visit from city to inspect site. Turn in paperwork in person any day of the week.
13	Brochure informing people on B3
15	Having someone attend these meetings with a general idea of utility capacity (current or future) would be very helpful. If the city uses 3rd party consultants for modeling utility capacity, engineers and developers needs to be able to ask them questions regarding the feasibility of service.



11

11

Please add any comments or suggestions you have that might improve developing permitting or customer service. Please give at least one idea. (Continued)

Response No.	Answer text
16	We never move forward with our projects, because even though I had two lawyers at my disposal and several real estate professionals, I could not get clear and competent answers and understanding from the city. One caveat: I will say Viviana was very competent and helpful. To be honest, the complete incompetence of the city on this issue greatly affected me and my family on a very negative level. And this is the second or third time. Unfortunately, we have sort of given up. Not for lack of will, but we just don't have the money to work out what will actually work when we can't get clear and competent answers from the city on how to develop our property for our own families personal use.
18	I had only submitted the request for the application meeting, I was not a part of the Application process.



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Attachment 2.1: Bastrop Pre-Application Meeting Survey

Please provide examples of other cities that you feel provide excellent customer service.

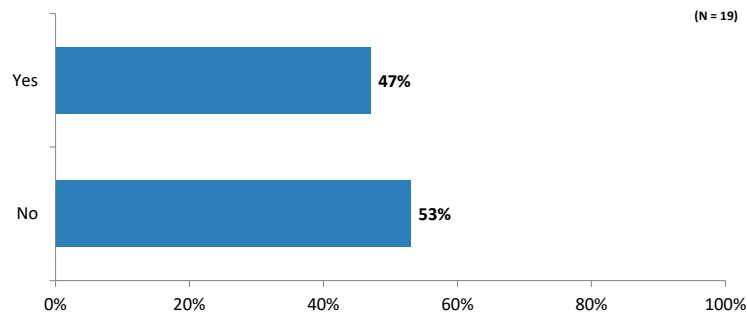
Response No.	Answer text
7	Sell 3 1/2 acres and live on an 1/2 acre 3 1/2 acre will be commercial.
8	City of Giddings are very helpful and simple requirements in a matter of days I was able to start
15	The City of Kyle and City of Hutto have been very helpful in terms of what types of development would be allowed or encouraged. Believe it or not, the City of Austin (at least Austin Water Utility) does a great job of pulling up water/wastewater models during meetings to let you know if service will generally be feasible before you submit a service request. Consultant is welcome to call, but we have already interacted via the HBA work group.



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Would you like the consultant to contact you about your experiences? If yes, provide your preferred contact method below.



14

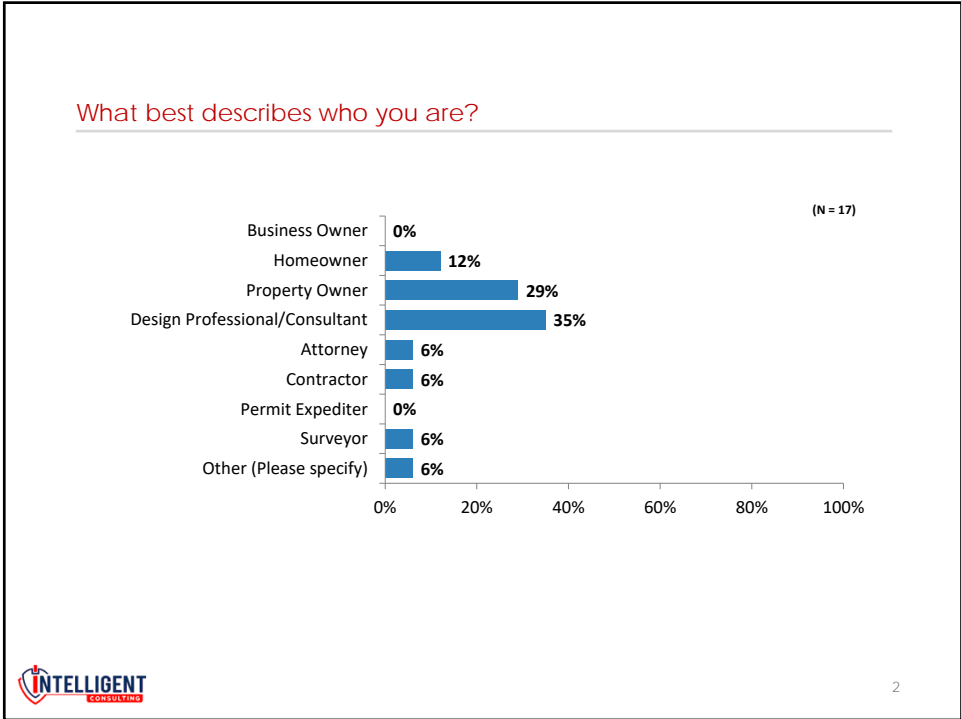
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Attachment 2.2: Bastrop Planning Application Survey

City of Bastrop
Planning Application Survey
5/26/2023

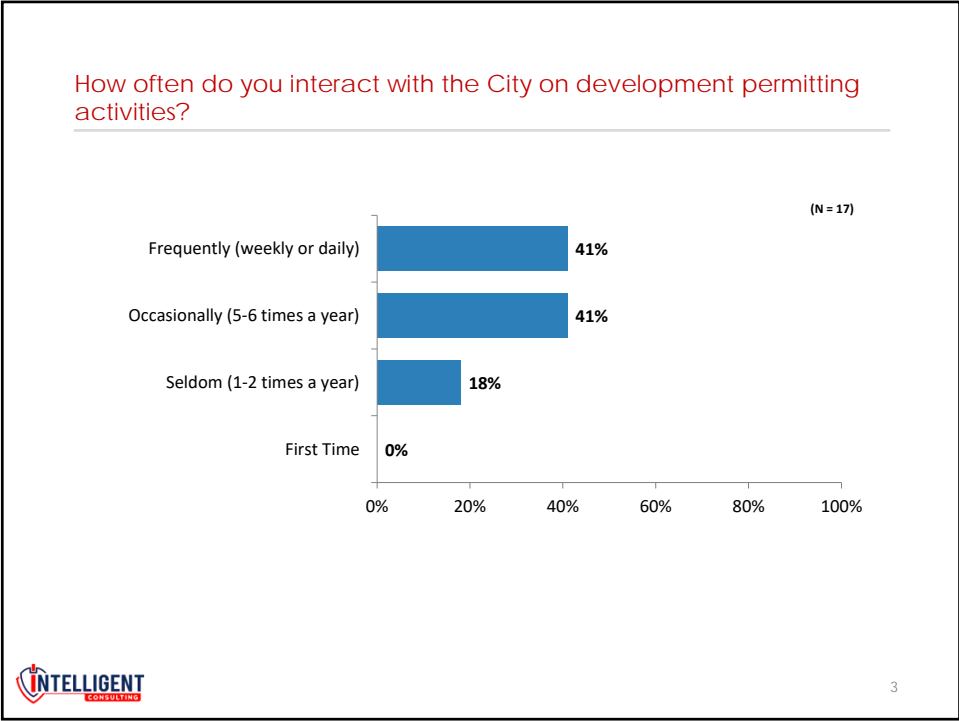


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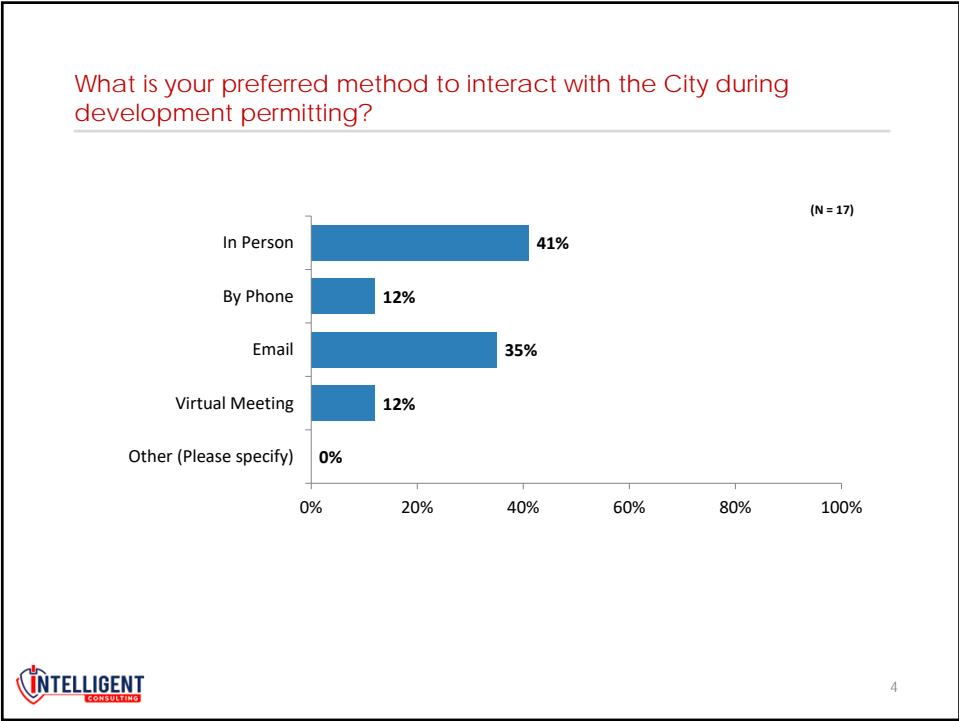


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Attachment 2.2: Bastrop Planning Application Survey



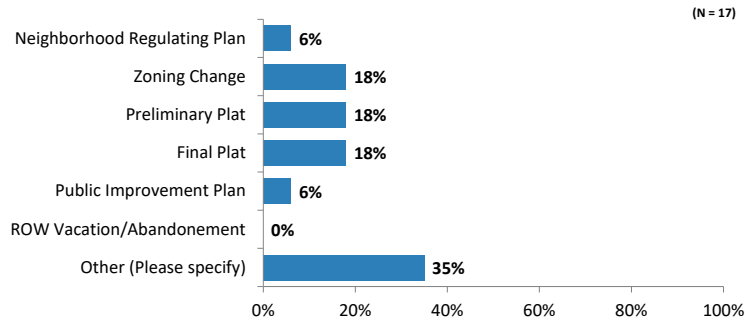
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Attachment 2.2: Bastrop Planning Application Survey

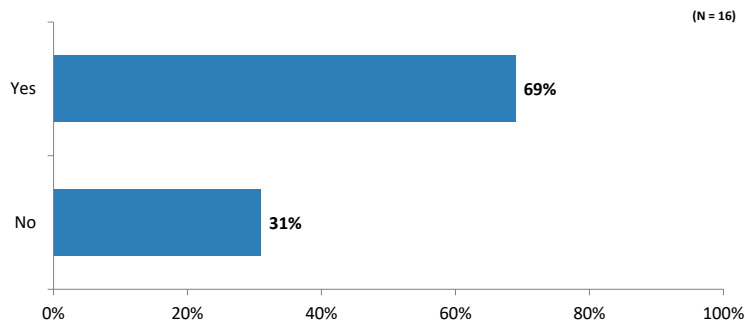
Please pick a recent Planning application that you processed with the City. Rate all the remaining survey questions with this project in mind.



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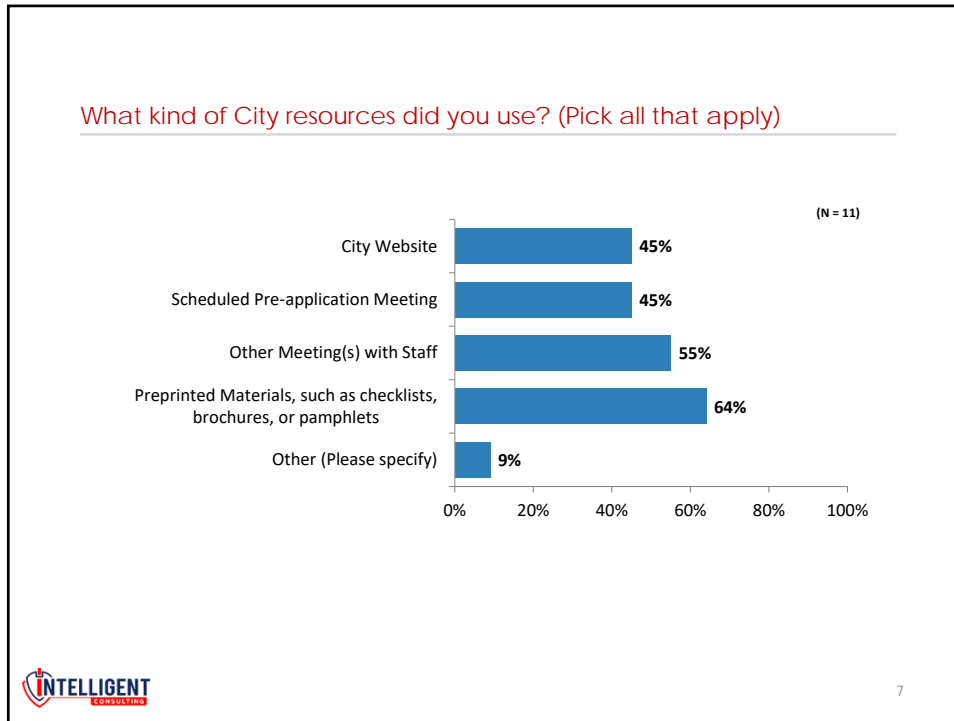
Did you get information from the City to help you prepare your application submittal?



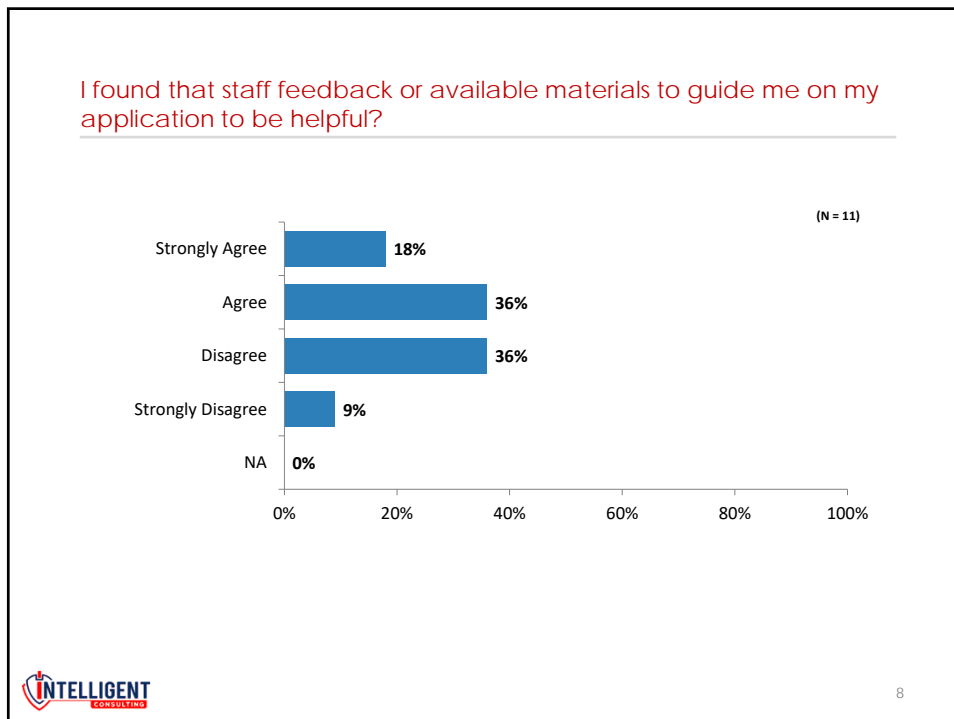
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Attachment 2.2: Bastrop Planning Application Survey

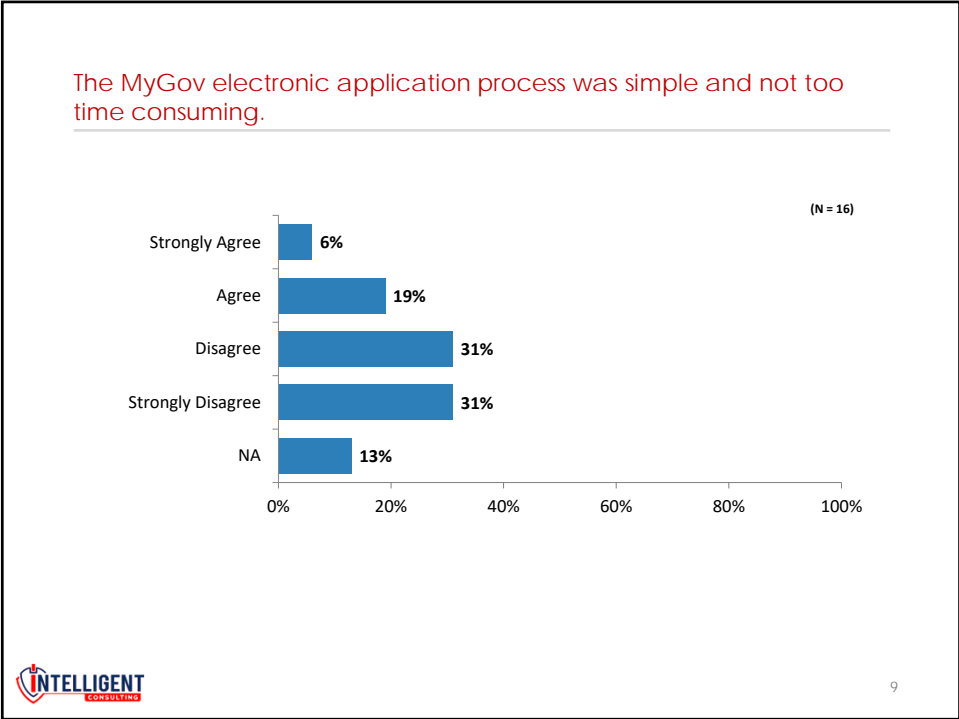


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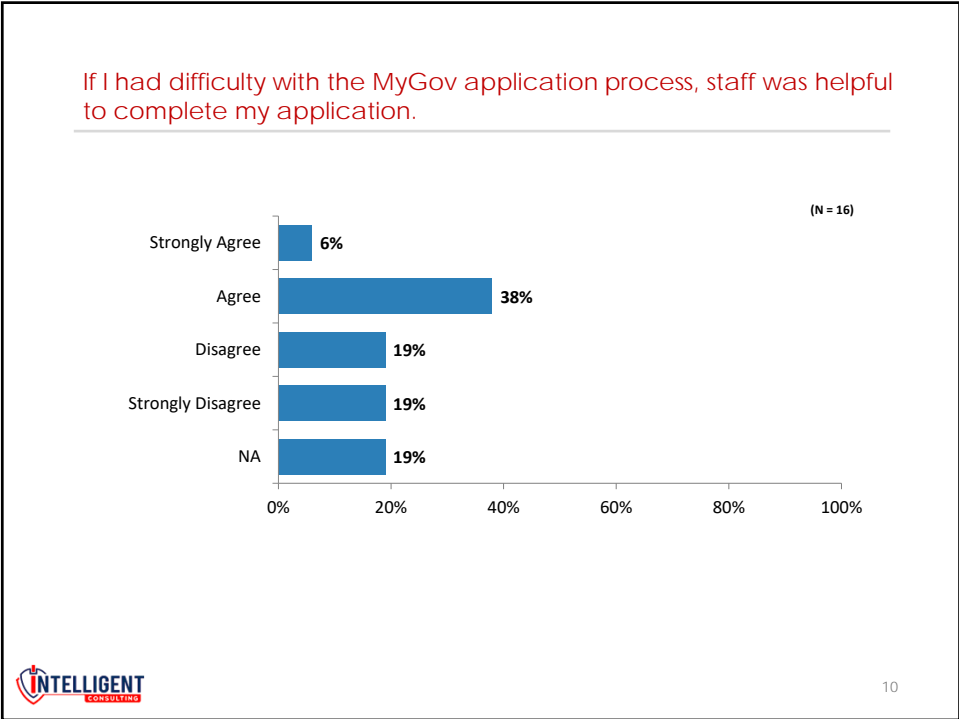


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Attachment 2.2: Bastrop Planning Application Survey

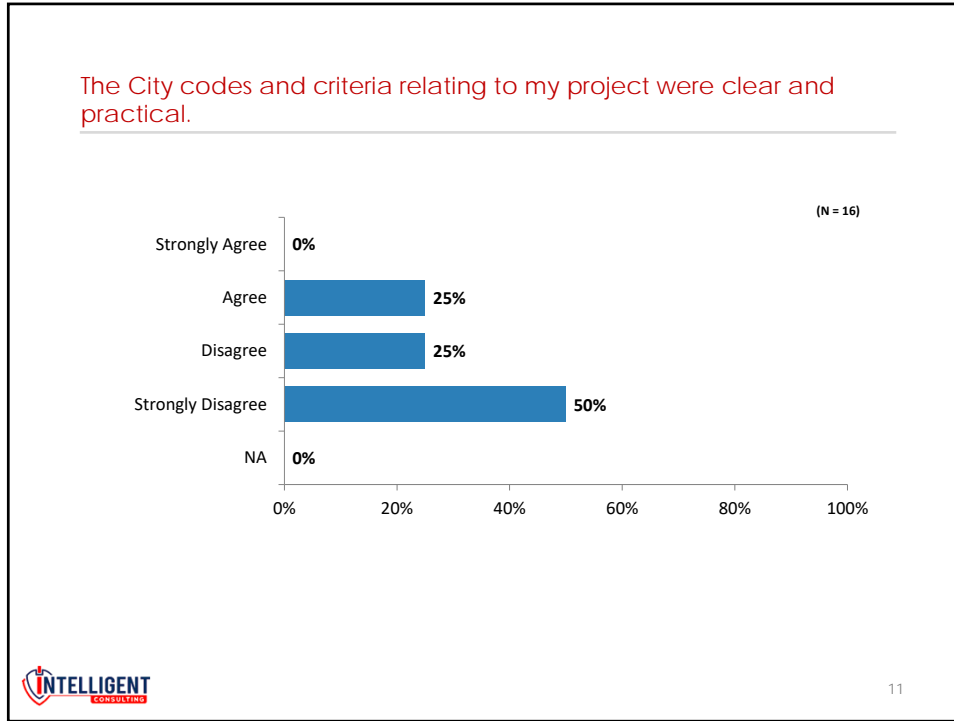


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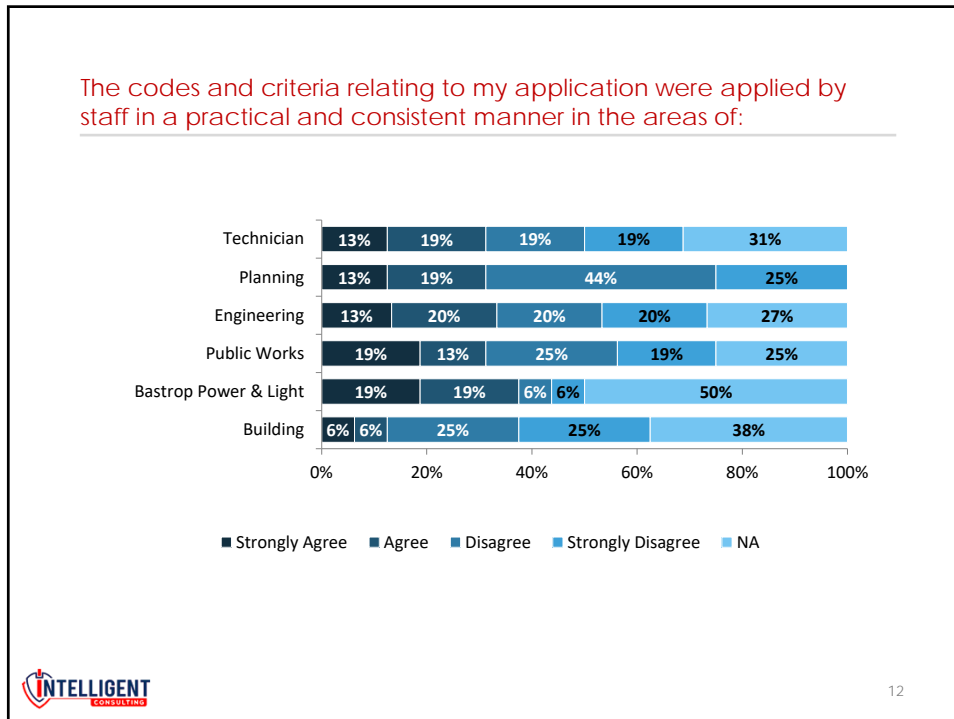


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Attachment 2.2: Bastrop Planning Application Survey



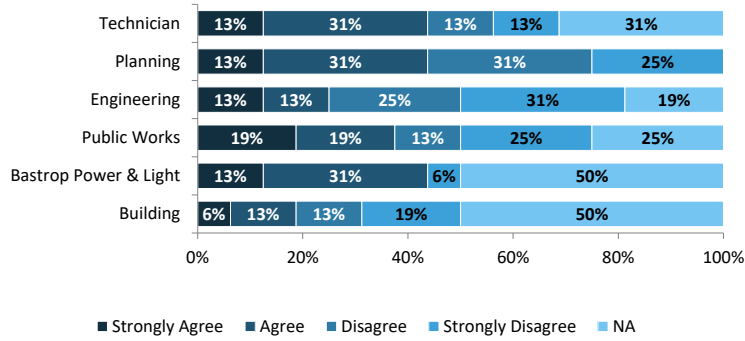
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Attachment 2.2: Bastrop Planning Application Survey

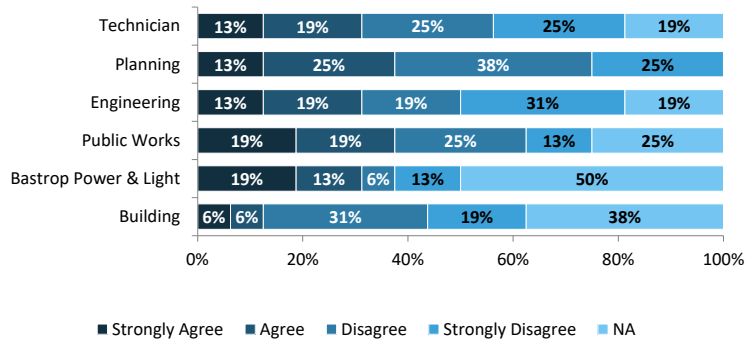
Initial review comments for my application submittal package were complete.



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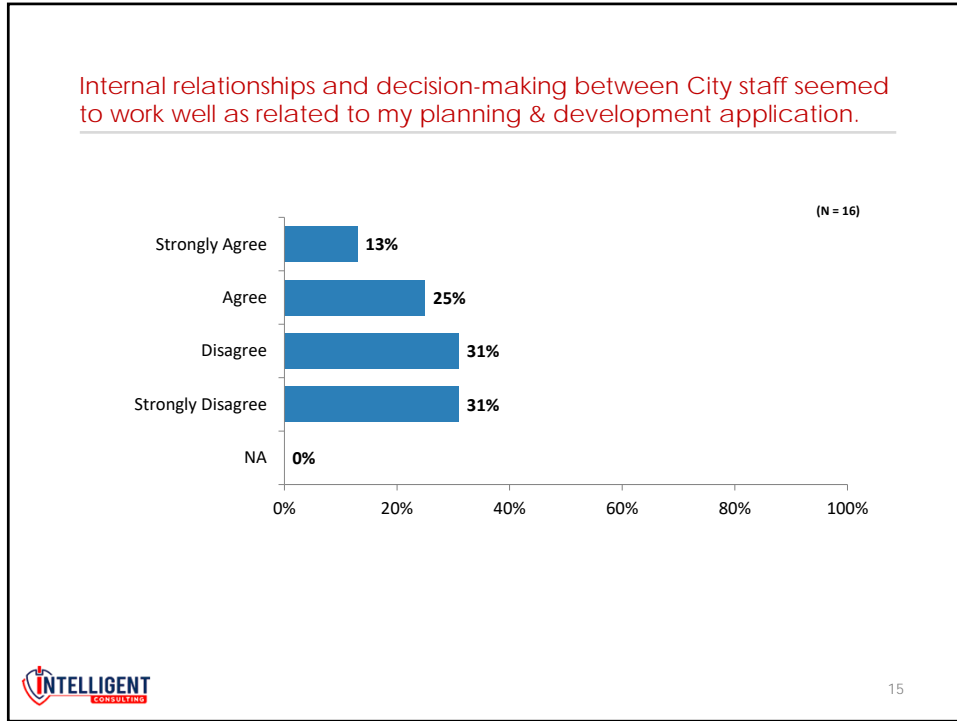
City staff was creative and suggested options to resolve issues on my project, in the areas of:



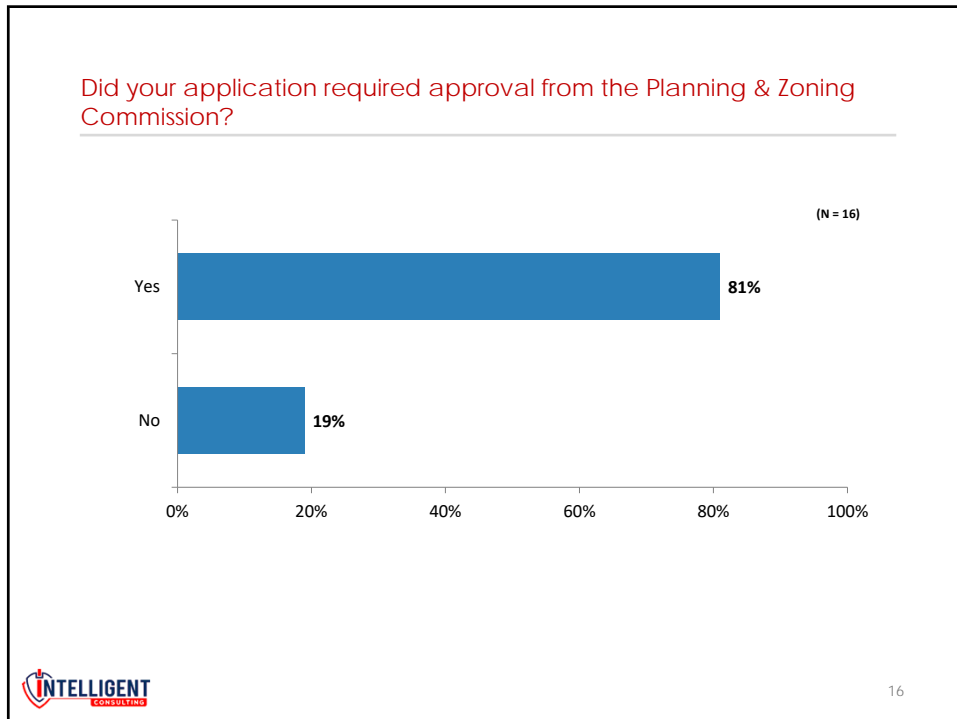
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Attachment 2.2: Bastrop Planning Application Survey

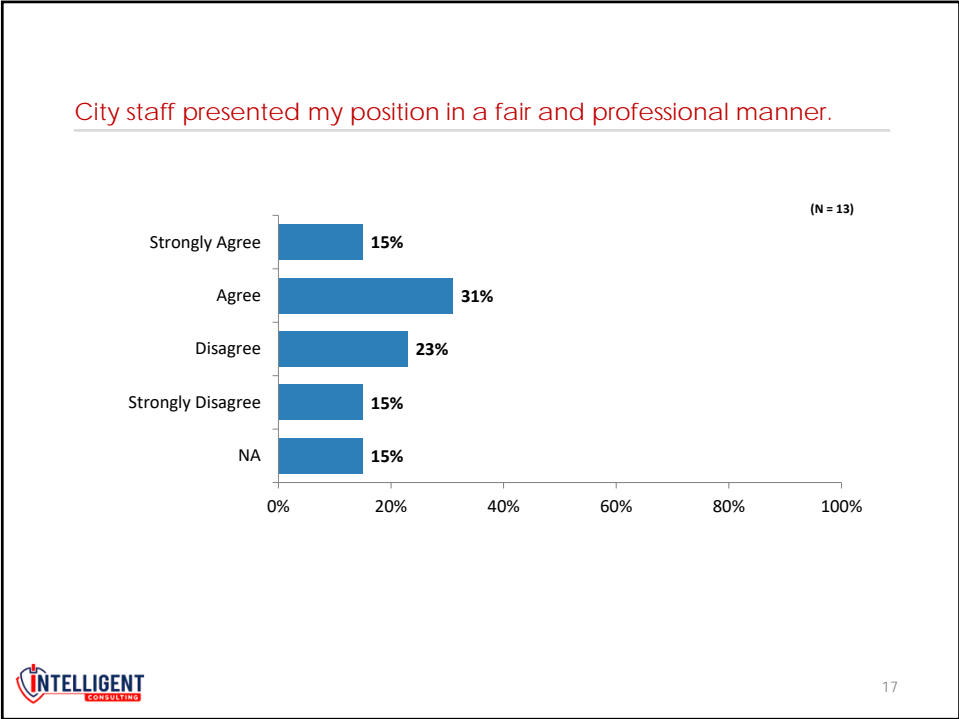


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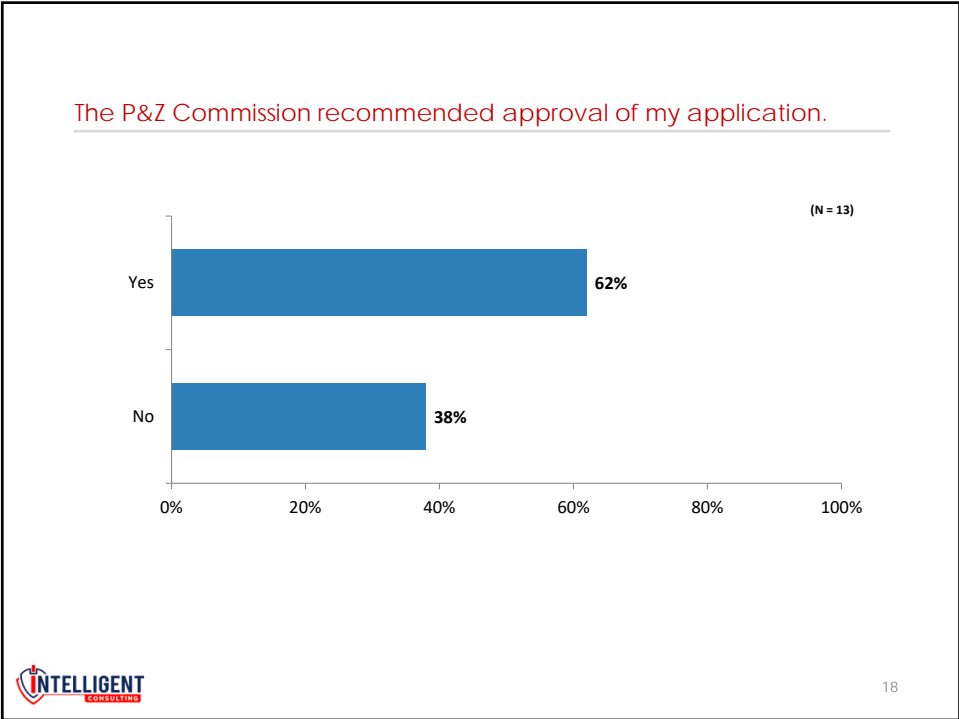


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Attachment 2.2: Bastrop Planning Application Survey

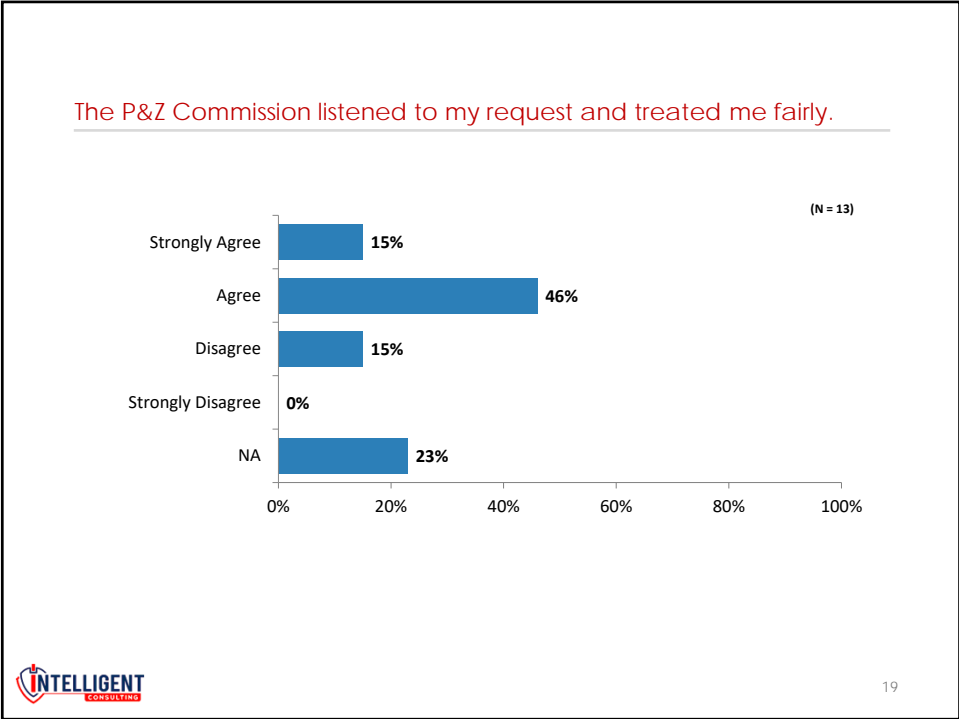


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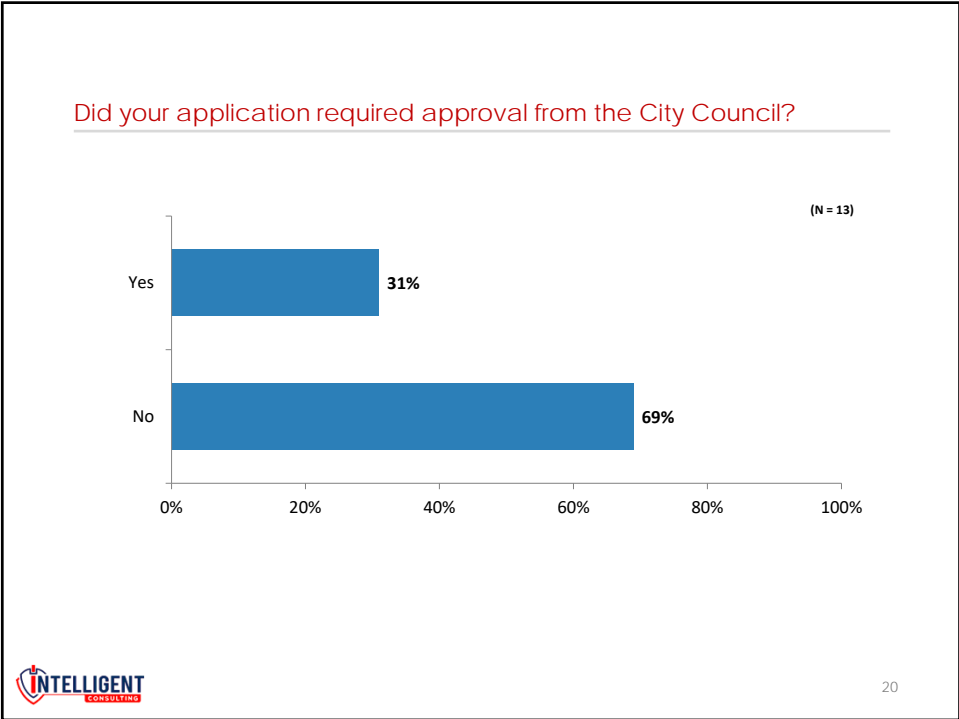


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Attachment 2.2: Bastrop Planning Application Survey

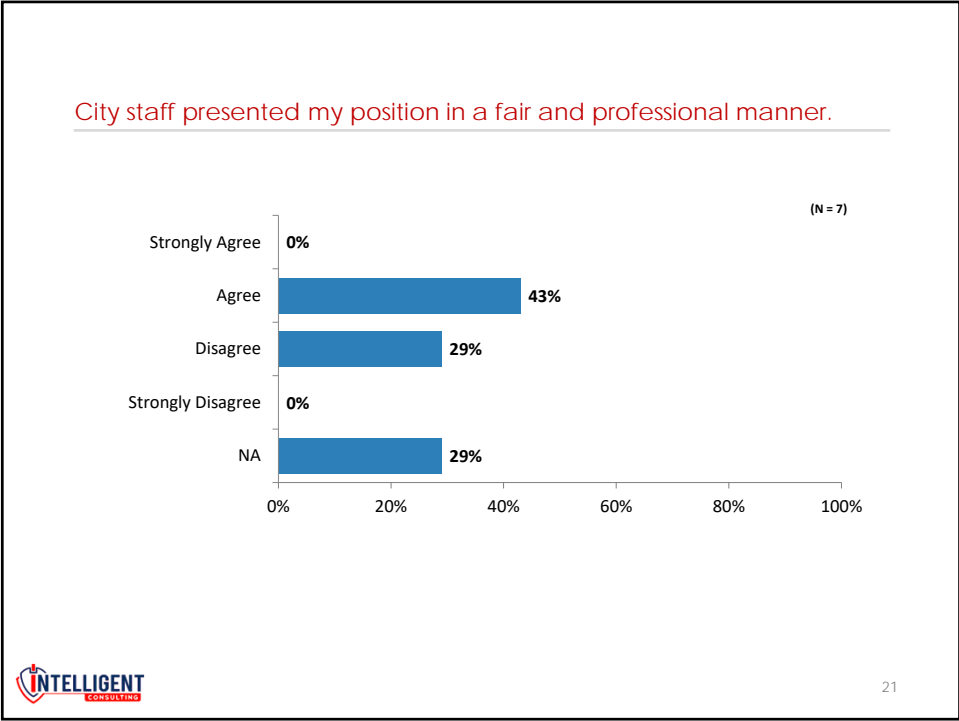


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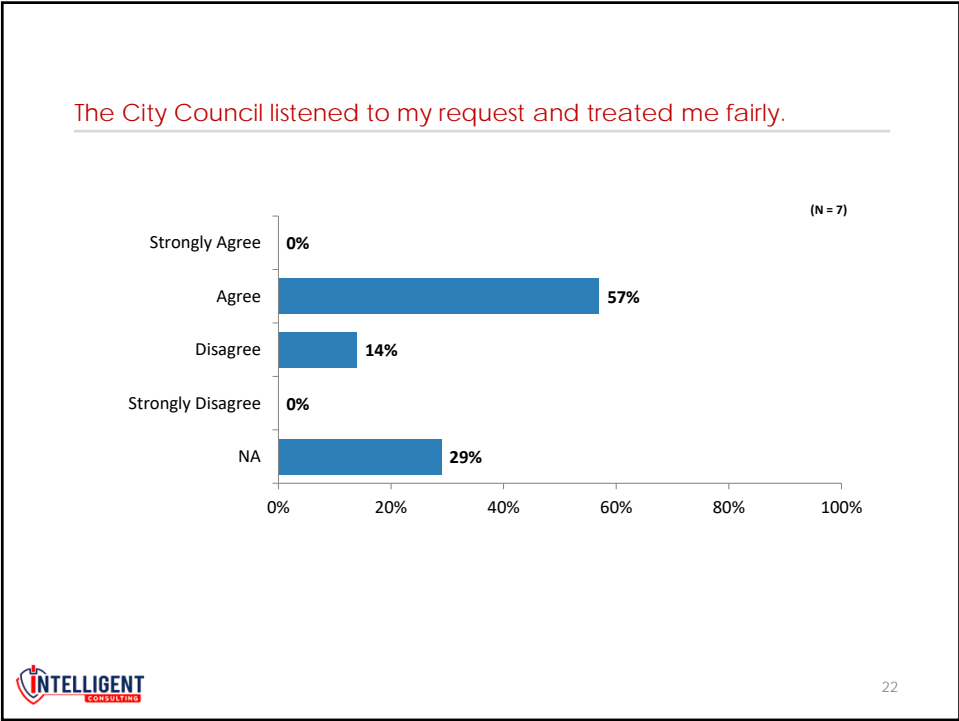


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Attachment 2.2: Bastrop Planning Application Survey

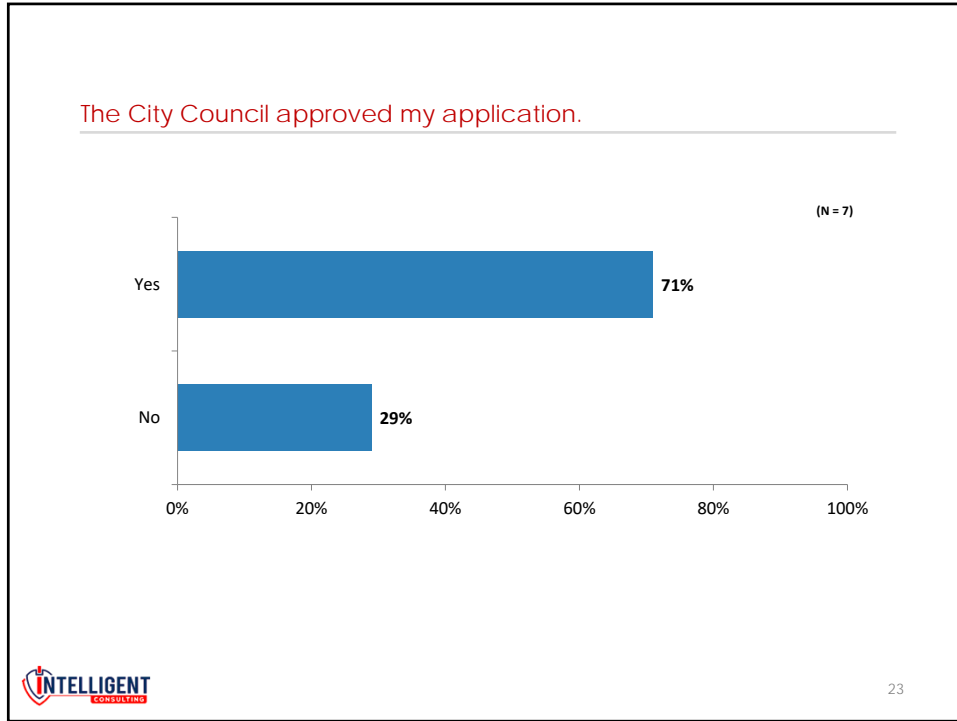


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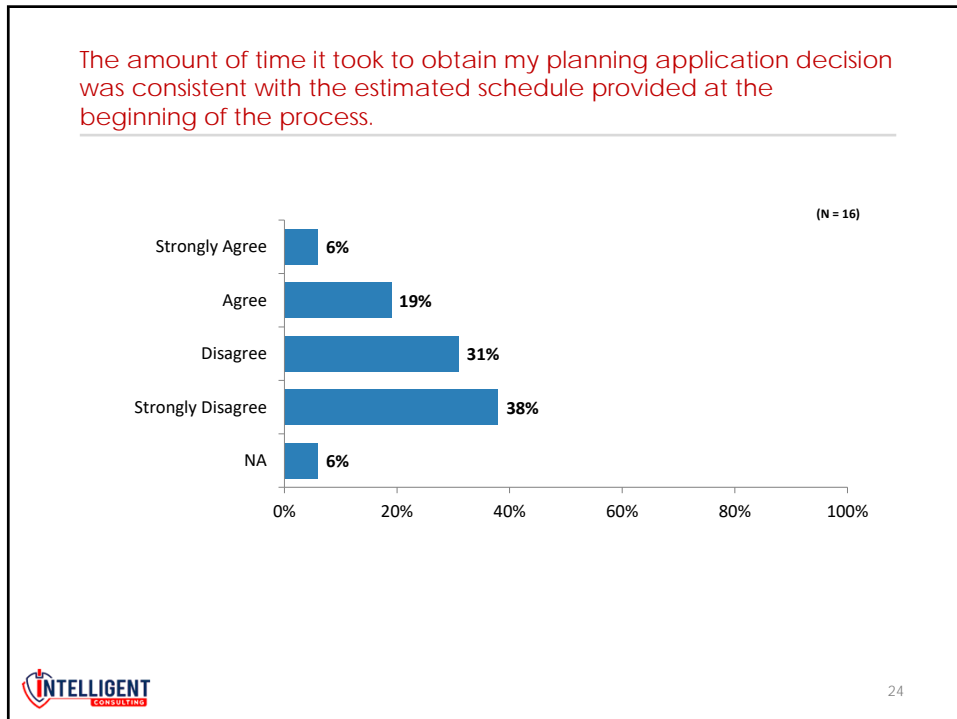


22

Attachment 2.2: Bastrop Planning Application Survey



23



24

Attachment 2.2: Bastrop Planning Application Survey

Please add any comments or suggestions you have that might improve developing permitting or customer service. Please give at least one idea.

Response No.	Answer text
2	The whole process was to difficult for a simple project. Like this area with out enough room to exp
7	After 6 months we have not gotten to go to P&Z yet, Repeal the B-3 Code.
10	Update the plat checklist - it's at least 4-5 years old.
11	Delete the current new code and replace with one that is practical to the City as well as the citize
12	I have NEVER received any permits!
13	We have had several public notice issues where staff has missed deadlines, issues making it through staff to discuss a MUD with council and general difficulty with P&Z with regard to approvals that should be required under the LGC or 3167.
14	We did not get to the approval place
15	Great staff, very helpful and knowledgeable. Clear and straight forward process.
17	More clear about requirement papers and to many office for different permits for one project.



25

25

Please provide examples of other Cities that you feel provide excellent customer service.

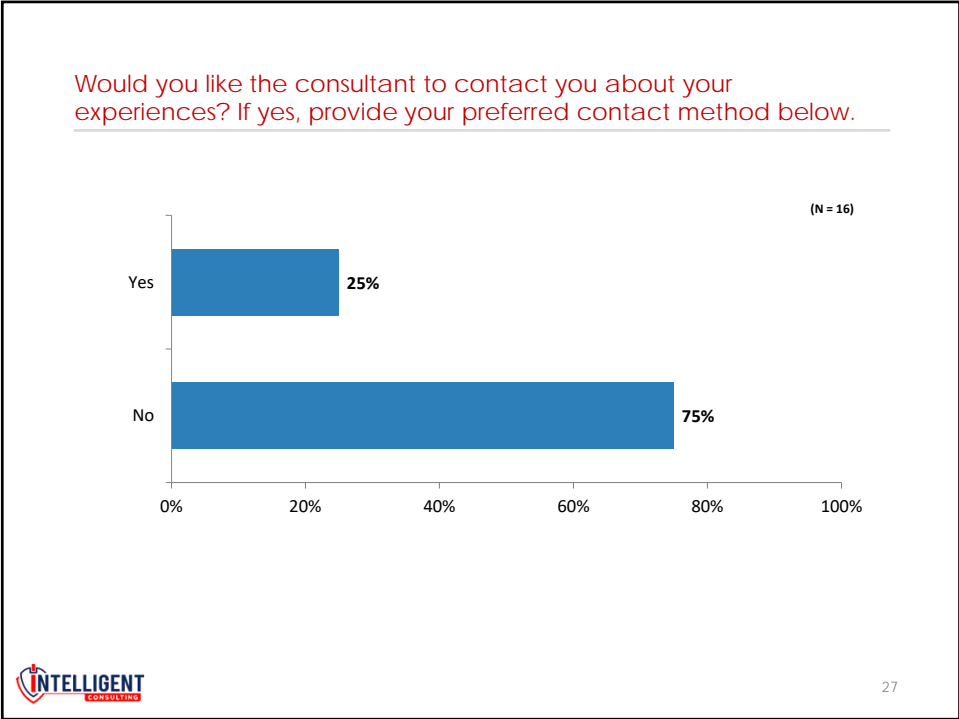
Response No.	Answer text
2	I am a afraid you have people trying to act like Austin planning, controlling everything in a small town
10	Williamson County is a pain, but they seem to have better communication.
11	City of Bee Cave Cedar Park
12	I have no examples of excellent customer service. I have lived here for decades.
13	The City of Kyle has been very helpful in planning/engineering/CM roles at helping move projects forward. The City of Round Rock can also be fairly helpful, although staff can sometimes be overly particular on review comments.



26

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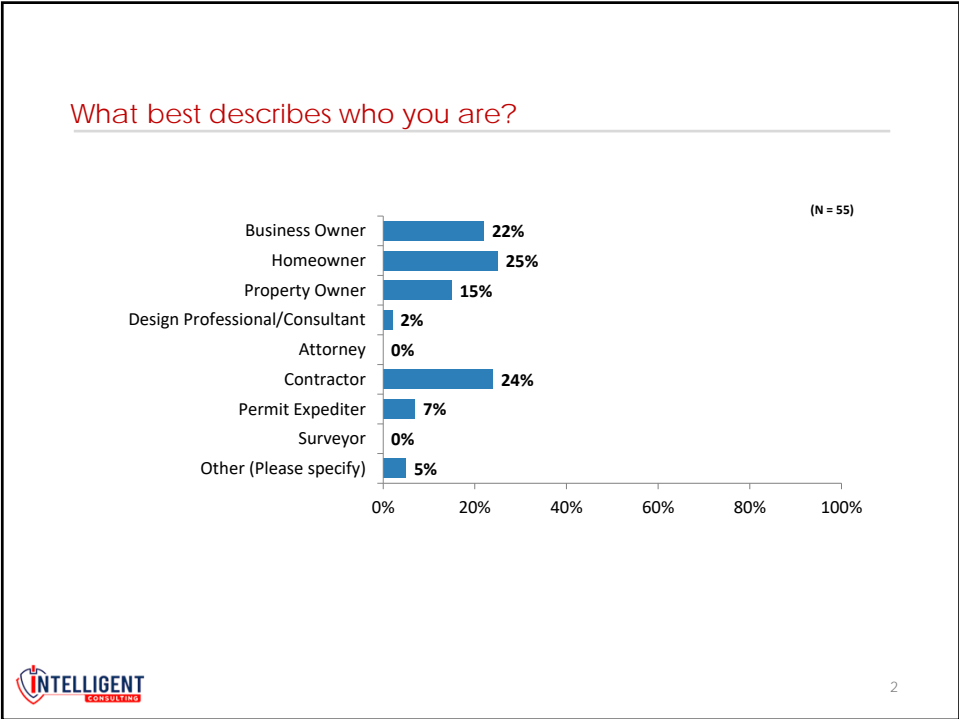
Attachment 2.2: Bastrop Planning Application Survey



City of Bastrop
Building Permit Application Survey
5/26/2023

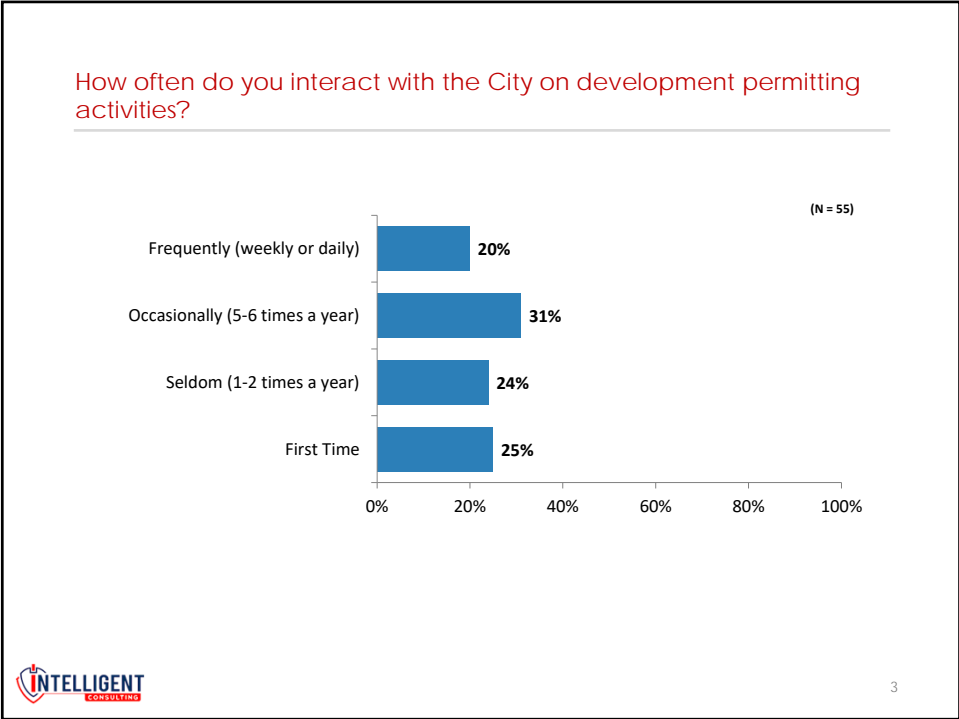


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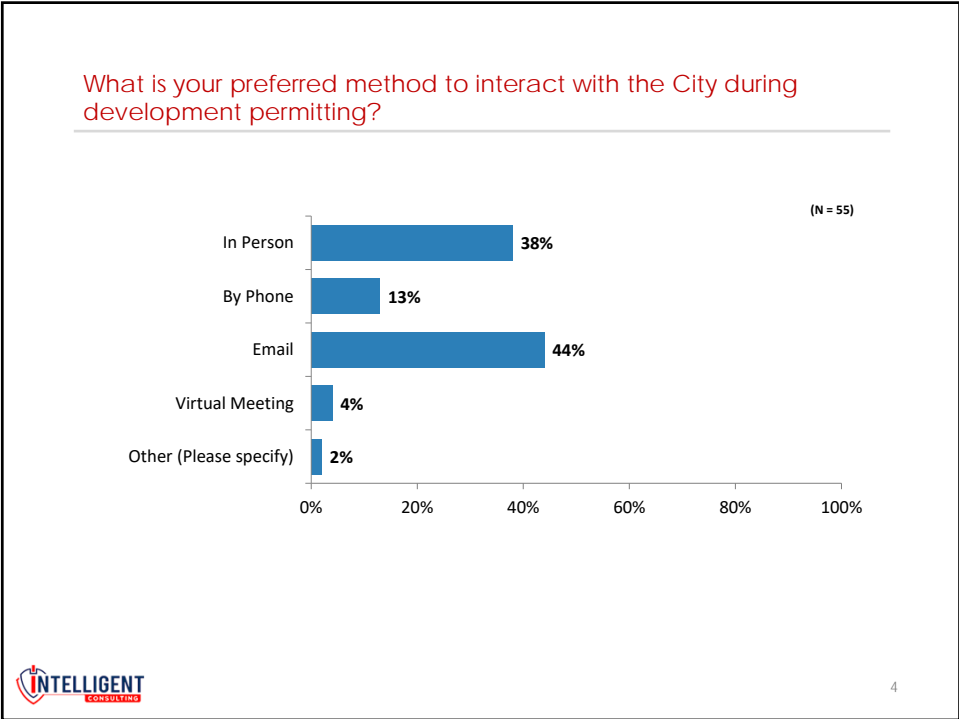


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Attachment 2.3: Bastrop Building Permit Application Survey

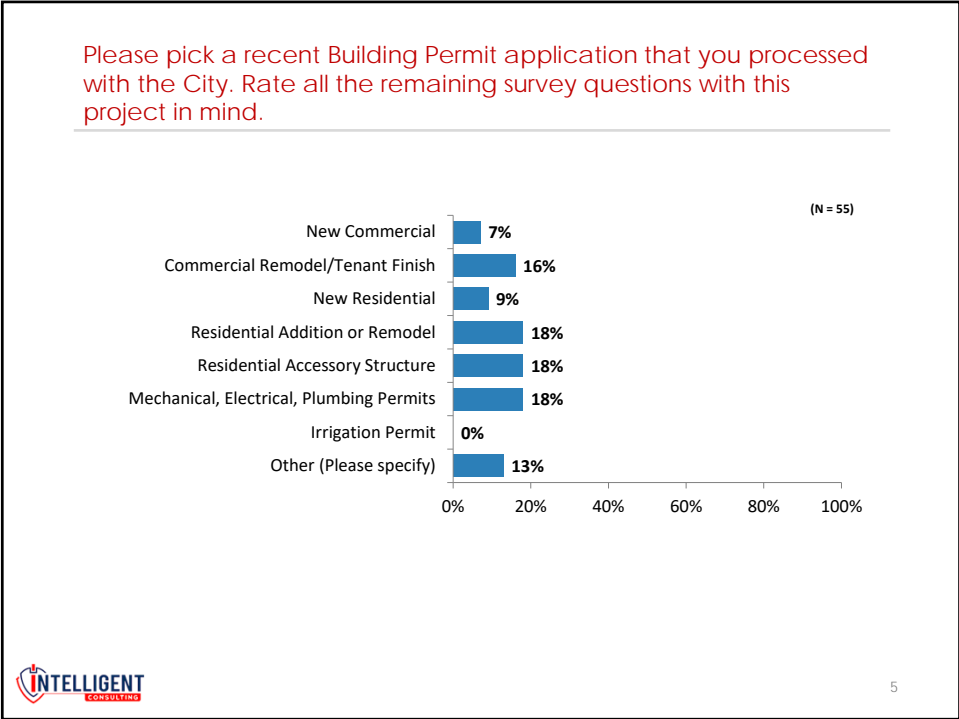


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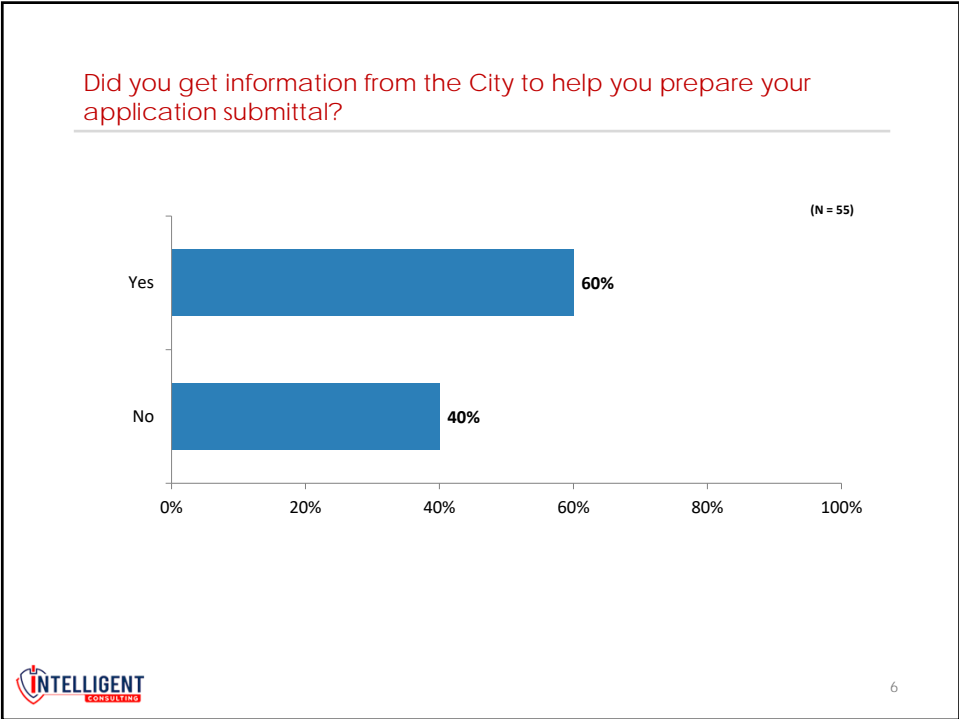


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Attachment 2.3: Bastrop Building Permit Application Survey

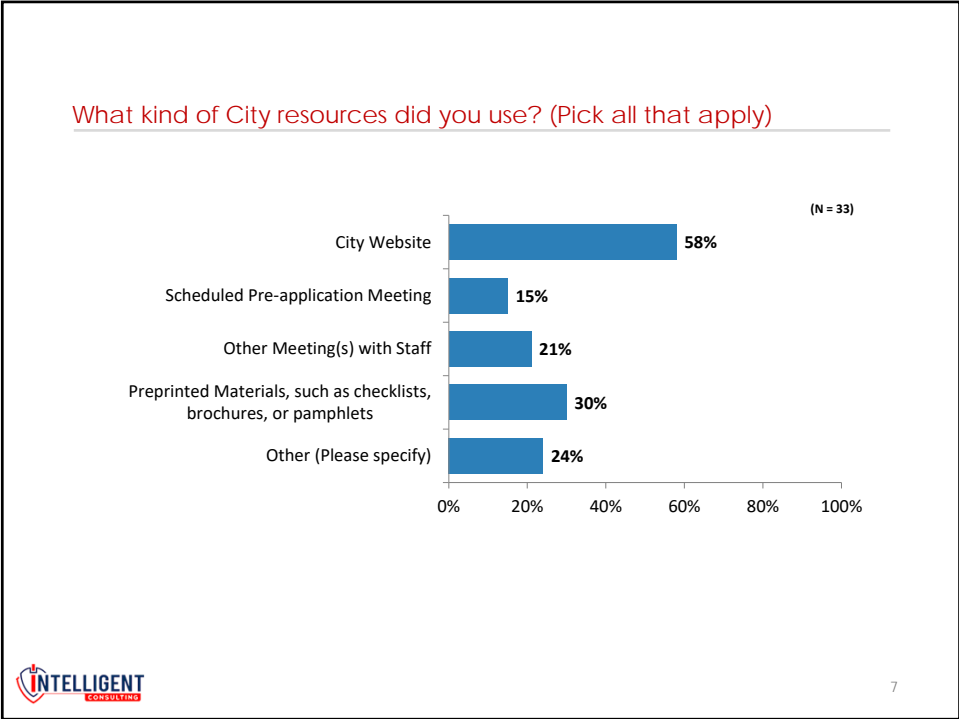


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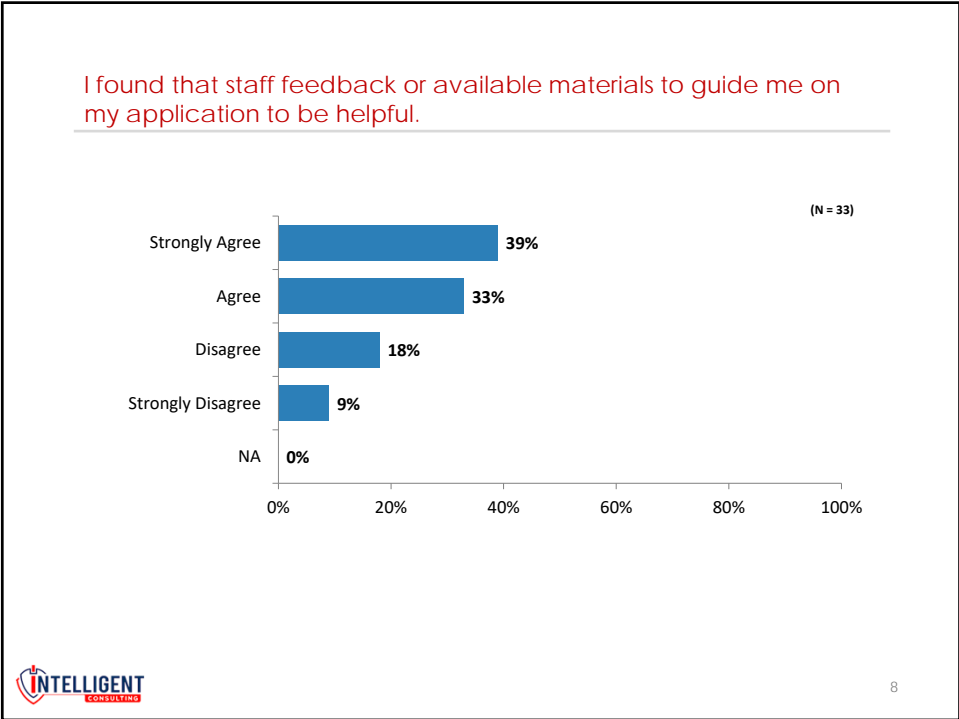


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Attachment 2.3: Bastrop Building Permit Application Survey

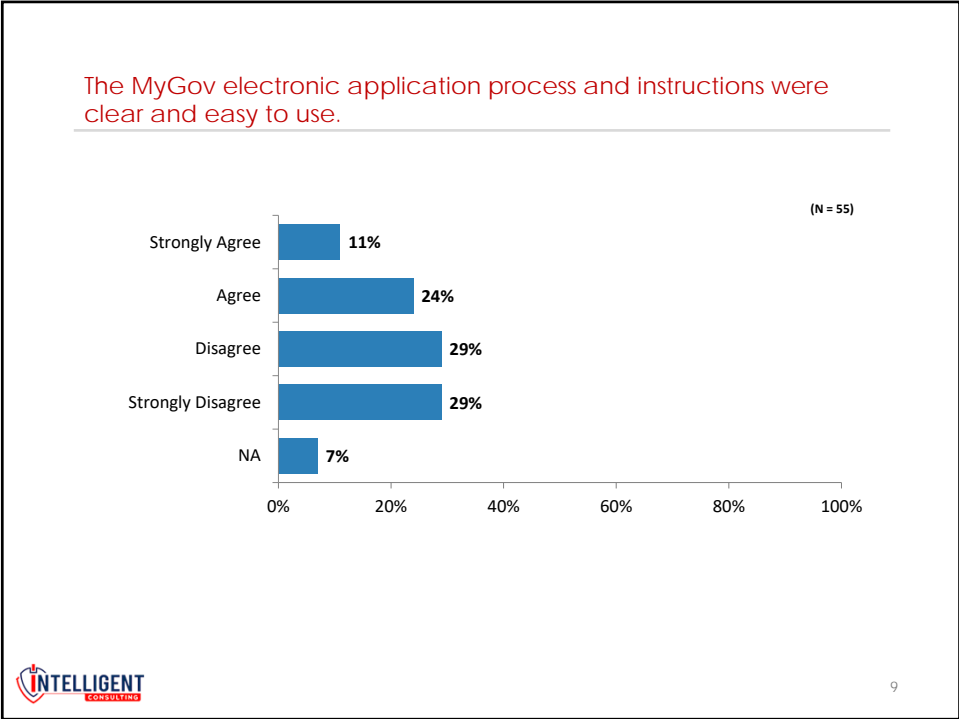


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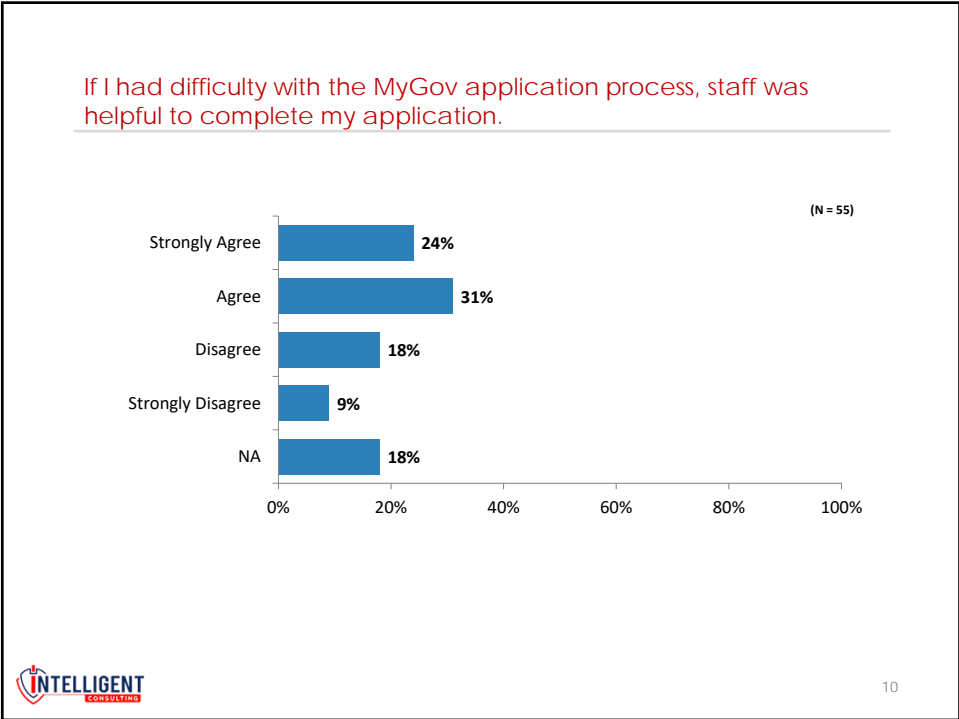


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Attachment 2.3: Bastrop Building Permit Application Survey

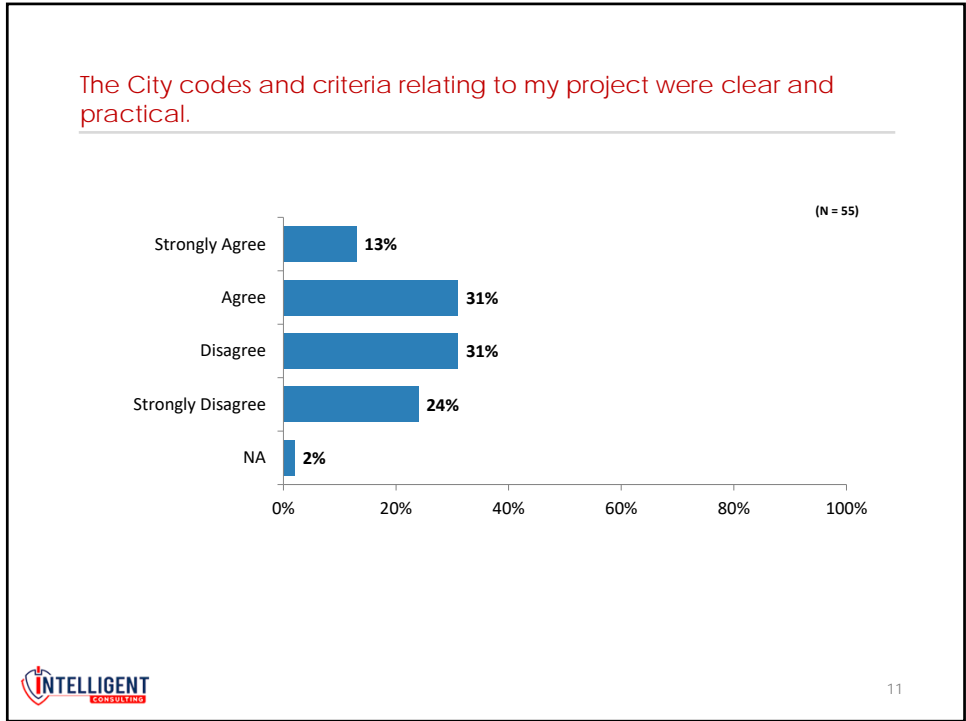


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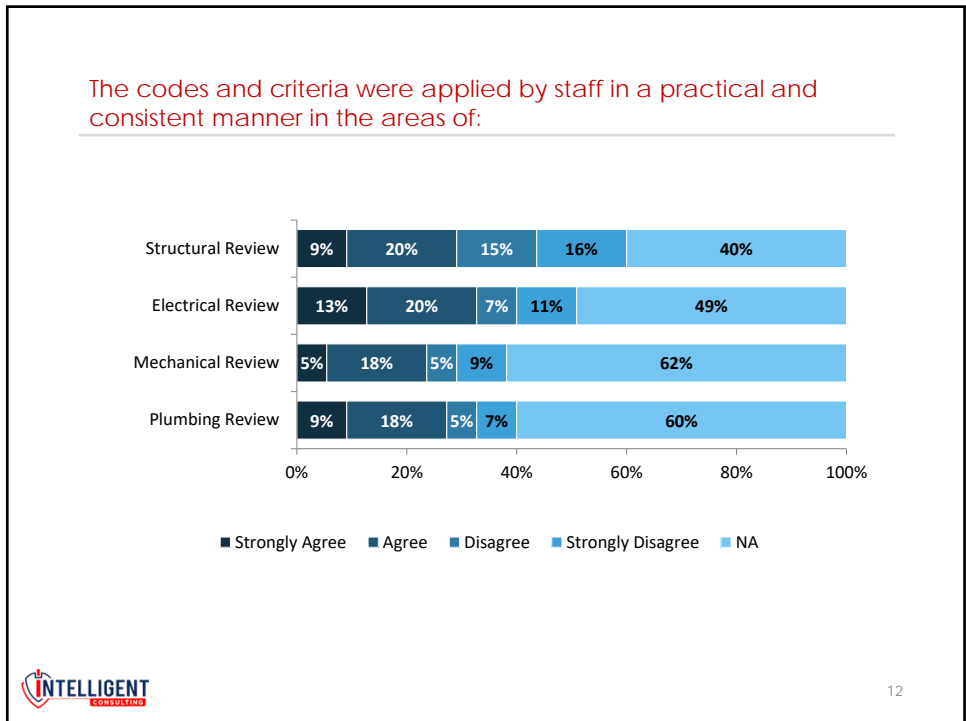


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Attachment 2.3: Bastrop Building Permit Application Survey



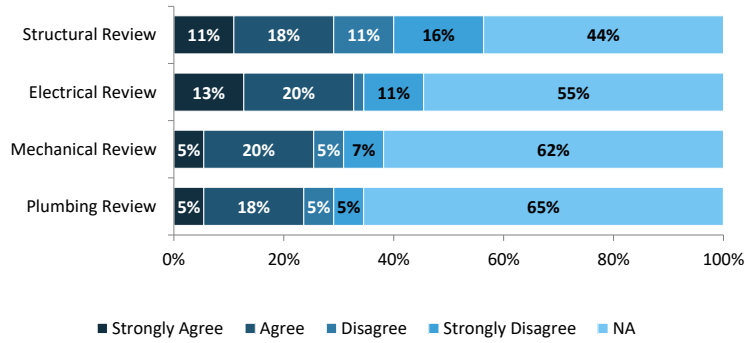
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Attachment 2.3: Bastrop Building Permit Application Survey

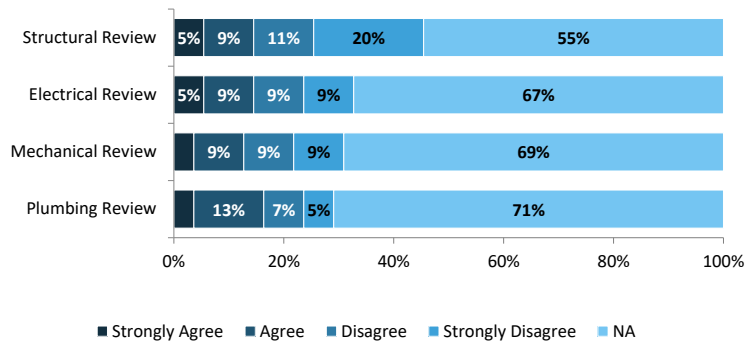
Initial plan review comments were complete and reasonable. Additional problems did not surface later that should have been caught in the initial review in the areas of:



13

13

City staff was creative and suggested options to resolve issues on my project, in the areas of:

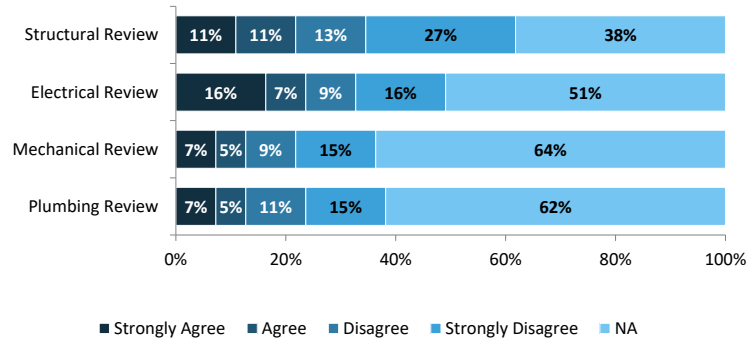


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Attachment 2.3: Bastrop Building Permit Application Survey

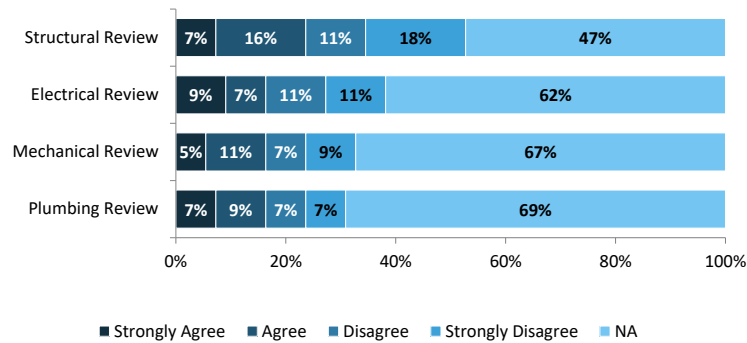
Plan review turnaround time was reasonable. I did not have to wait an excessive amount of time to find out about problems that needed to be corrected in the areas of:



15

15

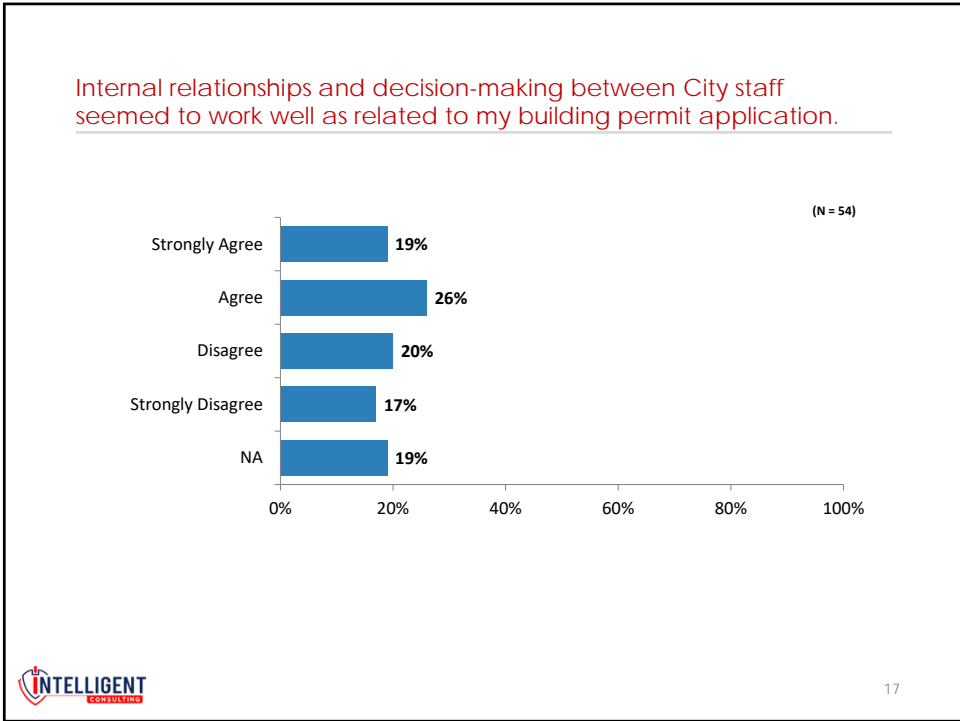
When problems were encountered, staff was thorough and clear in explaining what I had to do to correct those problems in the areas of:



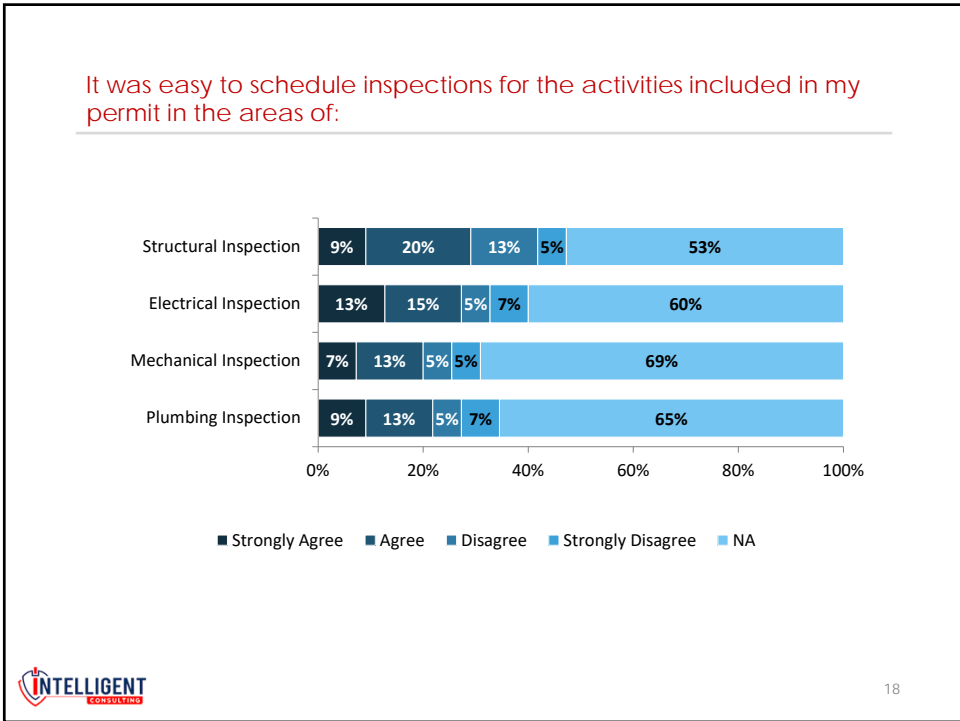
16

16

Attachment 2.3: Bastrop Building Permit Application Survey

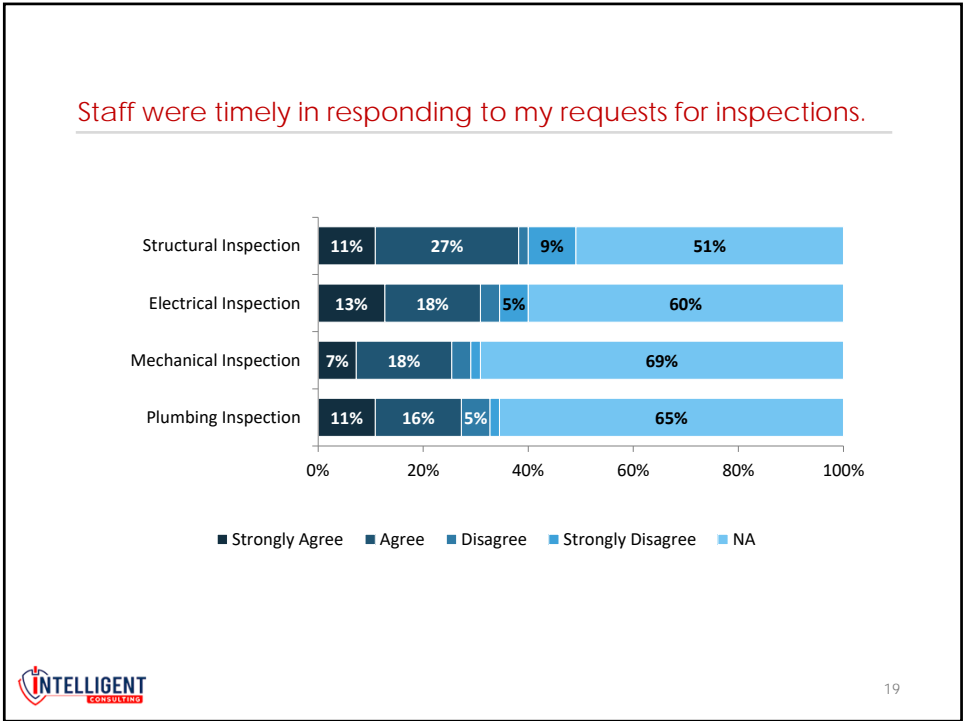


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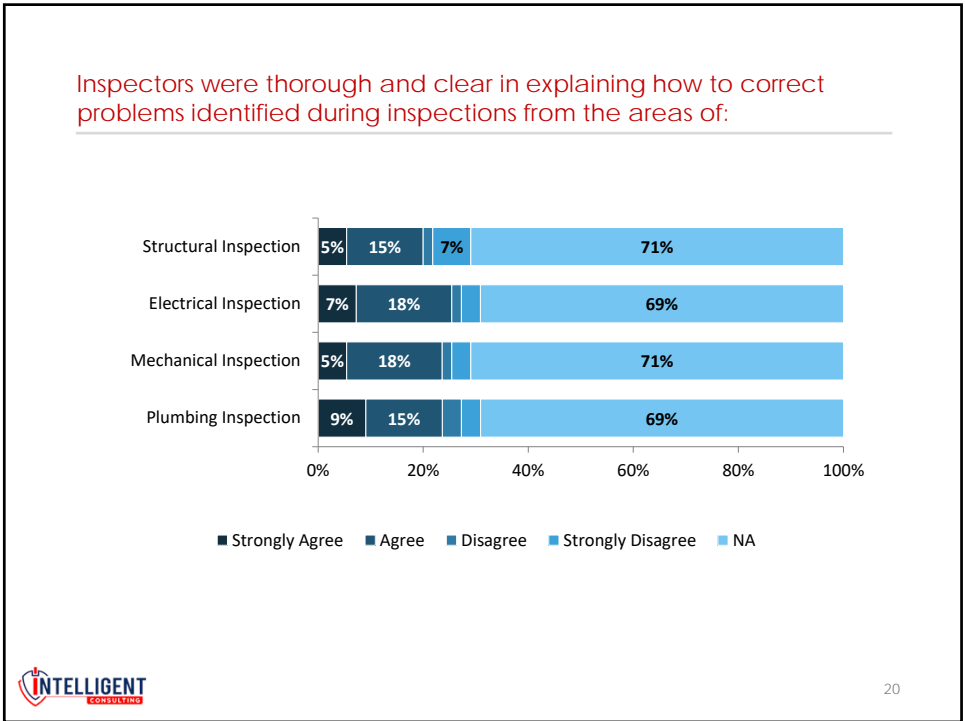


18

Attachment 2.3: Bastrop Building Permit Application Survey



19



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Attachment 2.3: Bastrop Building Permit Application Survey

Please add any comments or suggestions you have that might improve developing permitting or customer service. Please give at least one idea.

Response No.	Answer text
3	I nearly lost my business and went bankrupt due to my dealings with this process on my project.
4	I want to be able to save my progress and come back to it.
5	The gentleman who came out twice to inspect our patio was great. Educated us further
6	The permitting staff were responsive and informative.
7	Way too many e-mails in the permit process. Working on application, invoice ready, invoice paid,
8	Remove the B-3 Code immediately and replace with the Bastrop code from 2019.
9	Remove the B-3 code.
13	Make the items requested from residents clearer on what is expected, use examples of what's needed.
15	The form links on the portal do not work so I am have to search for them. Too much paper work.
16	It took over 2 and half months to get a new construction housing permit.
20	Very very very slow on everything. Waiting months for answers.
22	MyGov was confusing to learn. Some of the field boxes were confusing, such as "Comments".



21

21

Please add any comments or suggestions you have that might improve developing permitting or customer service. Please give at least one idea. (Continued)

Response No.	Answer text
23	We were required to take time of work to be present for inspections. Increasing cost of construction
24	Don't like dealing with MyGovonline. Liked it better when the city of Bastrop was taking care of permits
26	Do a better job scheduling your third party building inspectors.
28	Not telling the homeowner when the inspector will arrive or call first is EXTREMELY inconvenient
29	Send licensed inspectors to inspect - had a residential electrical inspector sent to commercial project
30	My main recommendation is response time and need an understanding on when committees meet
33	The permitting process & support are beyond frustrating. Staff is not helpful & takes way too long.
35	Purchased new house in bastrop to be near grandchildren Not permanent residence. Hired Wes Reed
37	After we met with staff in a pre construction discussion, we decided we could never get a permit
38	We could have saved a lot of time if given a yes (or no) in an in person meeting.
39	Survey too long



22

22

Attachment 2.3: Bastrop Building Permit Application Survey

Please add any comments or suggestions you have that might improve developing permitting or customer service. Please give at least one idea. (Continued)

Response No.	Answer text
40	Turned in my (2) ORR on march 10. Only received info on the contract documents. No response on the vacated ROW. Found out that my requests were not turned in on the day I submitted. Would me a week later.
41	We are charged every time the inspector comes out. This is the only city that we have encountered who charges this way, most give at least two inspections before charging for the permit fee again. This allows for the contractor to make corrections without being penalized on the initial inspection. The inspector is not a city employee, I feel this leads to conflict of interest for the residents and contractors.
43	It took 3 months to get a permit because the reviewer would find one issue at a time, resulting in multiple submissions. It would have been much faster to have a complete review with all comments at one time. Inspections in MyGov were not in logical order and were not a complete list. That required calling the City almost every time an inspection was needed. Users should be able to rearrange inspections without City intervention.
45	Only consideration would be to attach permits to the MyGovernmentOnline system . We get an email saying permit has been issued but need to contact the city to get a copy of the permit. It is not uploaded to the portal.
46	The website needs to easier to review & schedule inspections



23

23

Please add any comments or suggestions you have that might improve developing permitting or customer service. Please give at least one idea. (Continued)

Response No.	Answer text
47	The website could be clearer and provide links to forms or definitions for terms used. The process felt like the city did not trust me or what I provided. For example, I had to provide a survey with details written on the survey on exactly where I would place my shed. I also had to provide a picture of the shed. Then I had to have an inspector come out so I could show him where it would be placed to ensure it matched my survey. Then I had to have him back out after delivery to show him that I put it where I put it was where I told him I would put out and that it matched what I put on my survey. This was a garden shed with no plumbing, electrical or cement foundation. It took a month to get the approval. HOA's at their worst aren't that bad.
48	We are not at the inspection stage yet.
50	The process for getting a permit to hang a banner from my building was tedious and required several pictures and uploaded documents. I am accustomed to using technology and it was a frustrating process. Simplifying the process, limiting the number of documents that need to be uploaded, and creating a user friendly form would help.
51	The user interface for the software used for this purpose is disorganized and at times impossible to use. I would recommend a professional evaluation and revision.
53	In general I feel like the entire process was inefficient. There was a lot of request for information with out guidance on how to obtain that information. A lot of redundancies, on the check list for all the projects I did, there was a line to complete the checklist... A couple times there was a bottle neck because provided instructions gave me the following situation, I had to complete form A to get form B, however on form A it stated I had to complete form B. In general the whole process and the My Gov platform was aggravating. To the point that I feel people will start to beg for forgiveness rather than ask yalls permission. All I wanted was a list of documents to fill out and what information was needed. It took my a full year to get a permit to build small structure, and many months to get a permit for a small structure and many months for a fence permit.



24

24

Attachment 2.3: Bastrop Building Permit Application Survey

Please add any comments or suggestions you have that might improve developing permitting or customer service. Please give at least one idea. (Continued)

Response No.	Answer text
54	<p>If there are applicable code requirements for a project that must be fulfilled they shall be listed on the permit. For example if a concrete slab is being poured for a patio overhang the applicable items that will be inspected shall be listed on the permit to set clear expectations. Rebar size, spacing, footing requirements, etc. It should not be the contractors job to guess based on the IBC and the City Code what the inspector will be looking at upon inspection. As a building professional we understand or have an opinion of what should be done but it is up to the City to make it clear what exactly the expectations are. All details shall and must be lined out prior to approval we should not be getting approved permits trying to figure things out after the fact. For example if a special inspector is required for a project that should be a conversation prior to the need for the inspection so that inspector can be sourced and scheduled and it is clear who is responsible for providing and scheduling that inspector. We had this issue with a welding inspection in the past.</p> <p>General permits shall have a streamlined process. It took over 3 months to get a simple patio overhang project with a concrete slab approved. Even after approval there were delays due to lack of clarity on expectations. Simple projects should not be more than a 2 week turn around time assuming the workload for the City staff is reasonable at the time. Having a 3 month turn around time is unacceptable for small projects.</p>



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Please provide examples of other Cities that you feel provide excellent customer service.

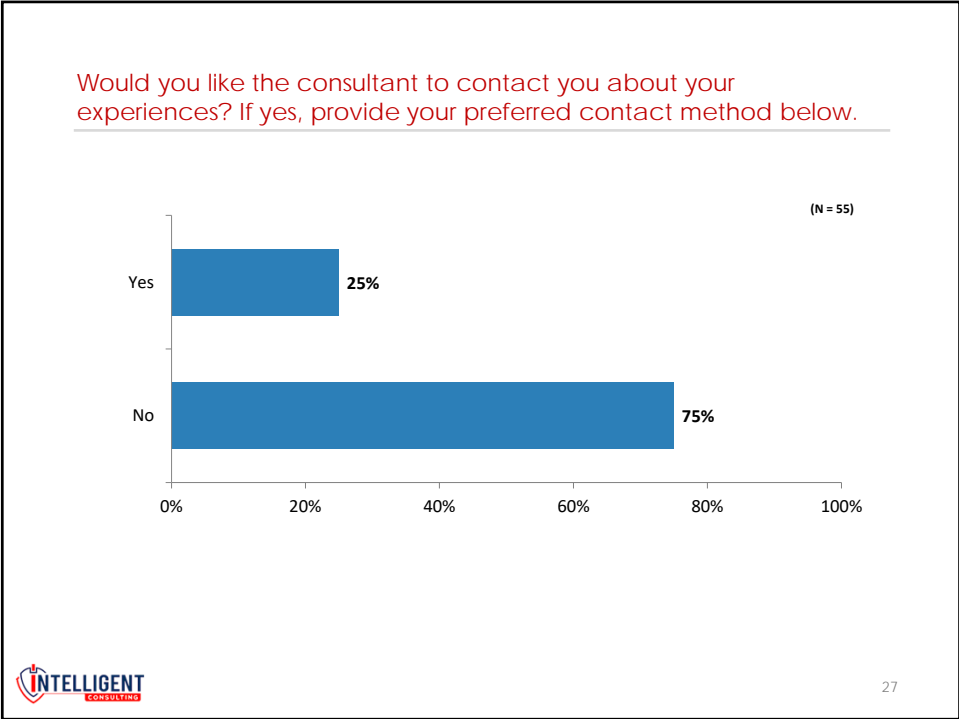
Response No.	Answer text
8	Georgetown, Leander, Pflugerville, Hutto, Marble Falls
9	Pflugerville, Hutto, Georgetown, Marble Falls
11	Predominantly permits - roofing. Occasional porch. We don't get feedback from inspection. Pass/Fail
24	City of Lago Vista
30	The City of Smithville is very thorough in their communication and are very pleasant to deal with.
33	Smithville, TX
34	I only develop in Bastrop -- but clearly less issues working with Bastrop County than City.
37	The State of New Mexico where we are currently restoring a 160 year old adobe structure
38	No experience with other cities.
44	Austin, Kyle
45	Georgetown, Bastrop
54	Smithville is helpful (understanding they are smaller and have less regulations) Lagrange is easy to work with and has their stuff together.



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Attachment 2.3: Bastrop Building Permit Application Survey



Attachment 3: Staff Feedback

The following staff feedback was collected through a series of staff group or one-on-one meetings. Staff members were interviewed from the Planning/Building, Public Works, Engineering, Bastrop Power & Light departments.

1. Core Business Processes

Building Process

1. Internal building permit review is 10 days, 3rd party review is minimum 15-20 days. There needs to be more internal staff to handle smaller projects for quick reviews.
2. Customer are frustrated that they can only submit simple building permits on Monday, for ex. – irrigation permits or other trade permits.
3. There is too much information requested from customer on a residential plot plan (i.e.- flood elevation, drainage, floor elevation, impervious cover, utilities, etc.). The information is available on final plat and site plan. There should be better access to records.
4. Trade permits are required at the time of the building plan approval, instead of at the time of construction component. There are up-front costs and subcontractor commitment before reaching that stage in construction.
5. The process is too complex for smaller projects. Building permit plot plan requirements and MyGov electronic submittal is not easy for residents or novice customers.
6. The Fire Chief is not involved during the Building Official's assignment of building permits to the 3rd party or in-house reviews. The Chief has limited knowledge of work coming through system (residential – streets & hydrants, commercial – fire codes).
7. The Fire Chief is not included (assigned) in the final walk through for issuance of certificate of occupancy (CO). There is a possibility of missed fire requirements.
8. The 3rd party building inspectors are only looking at construction within the building envelope. There appears to be limited inspections for grading, utility connections, landscaping on the site. Limited inspections may result in substandard construction on key site-related drainage and utility approval requirements.
9. A building certificate of occupancy (CO) is granted without grass or sod in place on the site. There is an erosion possibility without ground cover.

Planning Process

10. Engineering is not typically involved in the pre-application meetings and meetings with developers on significant development projects. This affects coordination of development with CIP projects.
11. There is unclear authority for floodplain determination and elevation certificates between Planning and Engineering. Currently, there is a lack of an engineer's oversight on the process.
12. The city should provide adequate time for the County's comment response. In some cases, comments are requested at the last moment.

13. With the turnover of County staff, requests for review comments are being sent to an old email address. Review requests should be sent to both Andre Betit and Aimee Robertson.

Construction Process

14. Standard working hours should be established for contractors performing work to comply with noise ordinance. Currently, construction occurs 7-days a week while oversight is Monday-Friday, 8-5pm. Noise complaints may not be responded to in a timely manner.
15. There is no standard sequence of testing during subdivision infrastructure construction. Construction inspections and testing occur more ad-hoc. The quality of streets and drainage structures vary widely, especially with the lack of approved construction details and standards.

2. People Interactions & Culture

1. There should be better forward & backward communication in Planning & Development of the work coming into the system.
2. There should be better coordination and assignment on providing onboard training for new board and commission members.
3. Human Resources (HR) needs to update onboarding forms for new employees. This will simplify getting new hires up to speed.
4. Staff should be more motivated to solve issues and not blame managers for problems. There should be more delegation and training to reduce staff frustration.
5. Staff tend to be risk-averse or rigid in interpretations. There should be more opportunity for staff training and delegation of authority.
6. There should be more training on the web information, like forms & checklists. Make all forms fillable with links at the appropriate location in the submittal process (Knowledge Items). Missing form example, Impervious Cover Letter.
7. There are recruitment challenges to find qualified candidates. Advertisements have been placed on TML, APA, and colleges. The result is extended vacancies due to lack of qualified people.
8. Communication on projects by the city is not consistent. The County finds out about roadway changes from developers before the city communicates the proposed changes. Aimee Robertson attendance at the DRC meetings will improve coordination.

3. Regulatory Framework

1. Customers are frustrated with the time frame to get a certificate of occupancy (CO) from the building 3rd party reviewer. The Certificate of Appropriateness should be removed for small projects like fences and sheds. Ten (10) working days to review separate permit application is excessive. This review can be performed during project review.
2. The drainage, wastewater, water and transportation masterplans and schedules need to be updated. This results in unclear direction to developers when preparing applications.

3. There is a lot of duplication on forms and checklists.
4. The B3 code allows/requires narrower streets thereby reducing access for emergency equipment.
5. There is a lack of standard specifications, including construction details, materials, and contracts resulting in inconsistent construction of public facilities.

4. Technology

MyGov Tracking System

1. MyGov does not have a save function once the application process starts. The customer must have all submittal requirements ready, or they lose the data and must start over. Customers can't input basic information ahead of time and then upload drawings and files later when ready.
2. Most staff and customers dislike the MyGov system. The IT group did not participate in the design and implementation of the product. Currently, the systems times out for customers. Credit card payments are available but not eChecks (ACH).
3. MyGov has a lot of repeated steps and is slow. Customers are frustrated, especially novice applicants.
4. MyGov is confusing on where to start for more novice customers. Not a "Start Here" button. There should be a breakdown of 1) am I in the City?, 2) Request, 3) Building Permit, 4) Planning Permit, etc.
5. MyGov should have more of a "tree" of approvals and related approvals based upon a "project". There is an estimated 50/50 percent split between novice and consultants making applications.
6. MyGov has limited building permit reporting for performance and workload tracking (or existing capabilities are not utilized). Approximately 3,400 building permits are in the system, with about 90 open projects.
7. The subdivision closeout process is not mapped in MyGov. Engineering staff must manually follow-up to gain sign offs from multiple team members. Signoff performance is not tracked. This results in delays for developers getting the final subdivision acceptance.
8. The final subdivision construction plans and bonds are not attached to MyGov for the City Engineer and inspector to use during the final acceptance punch list review. This increases time for staff to compare construction with the approved documents.
9. MyGov was not set up for code enforcement operations to enter actions and to access MyGov records. This results in inefficient work in the field.
10. MyGov building permits should include a sign-off (checkbox) for utility water fees paid, electric connection, etc. Utility staff was not brought in during the MyGov design process. This results in missed utility collections.
11. It is difficult to determine the change in units in MyGov to assess fees during the building permit and CO process. This hampers fee calculations in a timely fashion.
12. All MyGov projects should be assigned to Tim Goetz for further assignment to BPL staff to minimize duplication of effort and coordination.

13. MyGov does not have a current electronic plan review component. An initial system was used but it proved to be too “clunky” and inefficient. This limits the ability to reference review comments on the plans for clarity. Engineering CIP uses Bluebeam for consultants to mark up plans electronically.

GIS System

14. The GIS system is out of date. The vacant GIS position should be filled to begin updating new subdivisions layers.
15. Utility customers need a simple way to determine which electric provider their parcel is under (i.e.-BPL, Bluebonnet).
16. The Central Appraisal District’s parcel data is not integrated with the GIS mapping resulting in incomplete GIS information.
17. There is a delay for GIS records to be updated when subdivisions are submitted and accepted. There is poor information when coordinating CIP projects and asset management.

Electronic Records

18. Pre-application meeting notes are stored in folders on an internal drive. Meeting notes are not attached to a parcel or in MyGov for future reference. Staff must manually search through folders to find the information about a specific project or location.
19. The Laserfiche data is stored in folders on an internal drive. There is no metadata tagging. The data is not OCR scanned and thereby not searchable. Staff must manually search through folders to find the information about a specific project or location.
20. There is not an up-to-date electronic method to look at historic records connected to parcels, such as old site plans. Paper historic record requests delay the review process.

Website

21. The Planning & Development Department website doesn’t include a Code Enforcement section. Currently, Code Enforcement is listed on the Police website. There is not an online complaint form, making it more difficult for citizen violation reporting.
22. Customers requesting information must wait a 48-hour turnaround time for response. More weblinks should be provided on the website and/or MyGov to get customer quicker answers. Many times, the customer is just directed to a link on the website.

5. Physical Space

1. Estimated 80/20 percent of phone versus walk in customers. Walk in customer are typically novice. There is limited counter space for staff to work with smaller customer projects.
2. The physical space in the City Hall is nearly maxed out in Planning & Development. Currently, there is one (1) space for an additional staff member. There is no permit center counter space allowing walk-in customers to be easily assisted. There is limited room for staff co-locations and customer interactions.

6. Organization Structure

1. There should be funding for accreditation for building technicians and code enforcement officer to increase their qualifications.
2. The Planning Director should have a resource to delegate and perform site inspections.
3. There are limited or no annual fire inspections due to lack of staffing resources. Fire safety issues are handled reactively not proactively.
4. There are insufficient warranty inspections prior to release of subdivision bonds. Street or infrastructure failures are missed during the warranty period.
5. The City Engineer is not typically included in masterplan discussions and reviews due to him being 3rd party and on an hourly rate. This results in limited engineering review of draft documents.
6. Planning, Public Works, and Engineering have differing needs for GIS mapping. The vacant position in Planning should be filled, however, they should report to Public Works. Internal capacity is needed to update GIS maps.
7. There is not a resource in Finance/Purchasing to prepare RFPs and manage the bid process. Engineering is tasked to perform these typical purchasing functions. Engineering is spread thin managing CIP projects and master planning functions.
8. There is limited staff capacity to draft needed code amendments, including the sign code, B3 rewrites/restructuring to incorporate key documents. Updates to code will provide clear direction to customers and staff.