

# Development Review, Licensing, Permitting and Inspection Strategy and Roadmap Workshop Report

**City of Fort Collins**

July 21, 2023

Disclaimer: This is a typical report expected from an engagement. Final results may vary depending on the statement of work (SOW) between Info-tech & the client.

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# Engagement Overview

Info-Tech Research Group (ITRG) conducted a three-day Development Review, Licensing, Permitting and Inspections Digital Strategy workshop with the City of Fort Collins during the period of **10<sup>st</sup> July – 12<sup>th</sup> July 2023**. The stakeholders who participated in the three-day engagement provided valuable organizational knowledge and subject matter expertise. These stakeholders came from the following departments within the City of Fort Collins.

- Environmental Services
- Community Development and Neighborhood Services
- Poudre Fire Authority
- Engineering
- Utilities
- Customer Support
- Planning Services
- Meter Division
- City Clerks Office
- City Mangers Office
- Information Technology

Participating stakeholders contributed towards furthering the following objectives during the workshop:

- Holistic view of Development Review, Licensing, Permitting and Inspections concepts and set expectations
- Understanding of departmental capabilities and processes
- Understand current state, gaps and opportunities
- Validate and high-level Development Review, Licensing, Permitting and Inspections requirements
- Identify desired target state and develop Development Review, Licensing, Permitting and Inspections Operating Model
- Determine Development Review, Licensing, Permitting and Inspections guiding principles and critical success factors
- Understand stakeholders and identify risk mitigation strategies
- Discuss and agree upon future state options
- Align the Development Review, Licensing, Permitting and Inspections roadmap with organizational needs and capabilities

# Development review, licensing, permitting and inspection system use cases:

- Development review, licensing, permitting and inspection systems facilitate the flow of information across business units. It allows for seamless integration of systems and creates a holistic view of the enterprise to support decision making
- In many organizations, these systems are considered the lifeblood of the organization. Lack of functionality around these functions will have a dramatic impact on the ability of the city to provide services to their customers.
- A licensing, permitting and inspection system:
  - Supports these processes through technology
  - Automates workflows
  - Streamlines processes
  - Allows for digital enablement

• A development review, licensing, permitting and inspection system does NOT include CRM (Customer Service Management) capabilities

USE CASES 

## PERMITS & INSPECTIONS

Streamline and automate permit approval and inspections process.

## COMMUNITY DEVELOPMENT & PLANNING

Keep track of planning applications and milestones and adhere to comprehensive development plans.

## CODE/ BYLAW ENFORCEMENT

Track and manage enforcement incidents from citizen complaint to case resolution.

## LICENSING

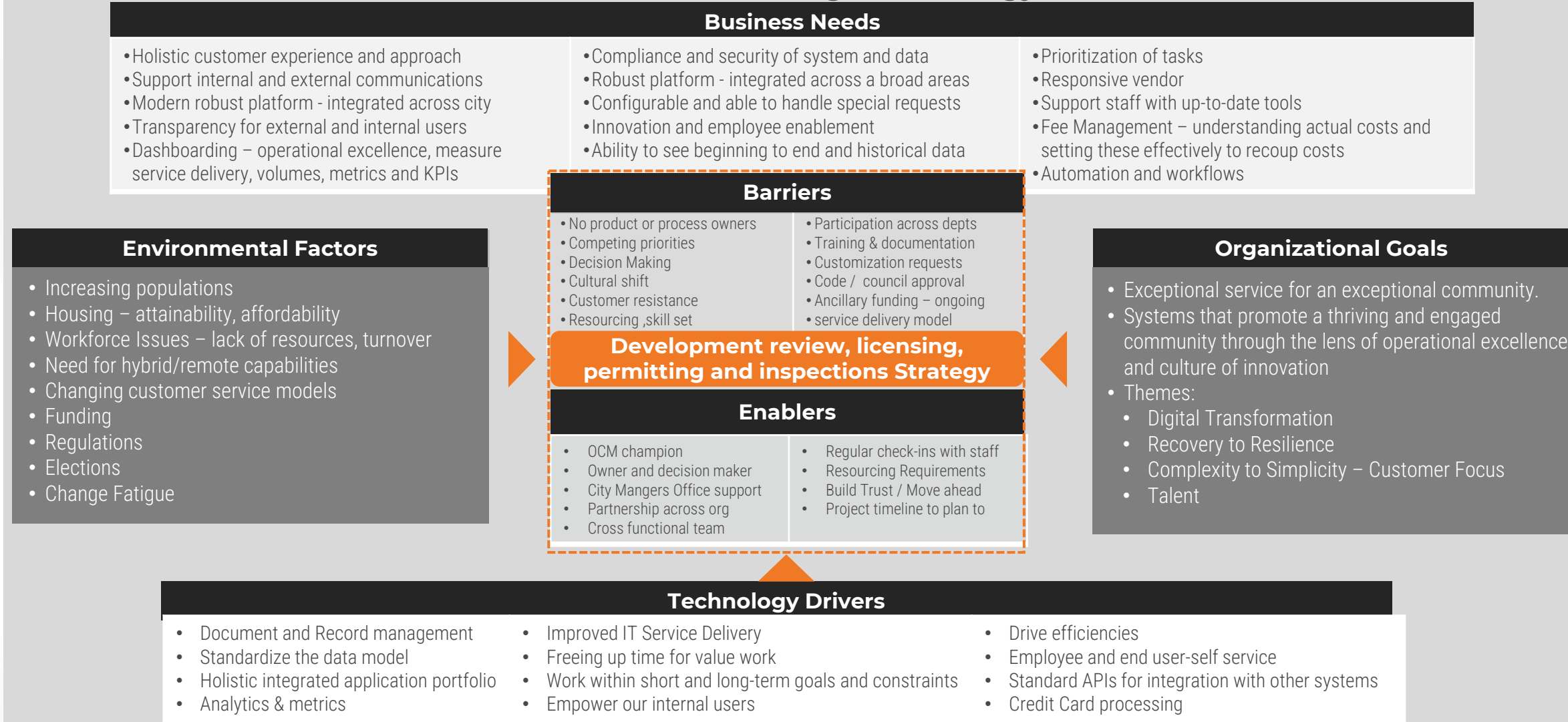
Automate business licensing from application and approvals to payments and renewals.

## SERVICE REQUESTS

Uphold community standards by providing easily accessible mechanisms for constituents to make requests, complaints, and inquiries.

# Development review, licensing, permitting and inspections are about much more than just technology

## Business Model and Aligned Strategy





# The **City of Fort Collins** discussed and identified their development review, licensing, permitting and inspection related challenges

## Current State Challenges

- **Manual processes** – many processes are manual and not being facilitated by the current tool.
- **Gaps in technology** - some processes are not able to be supported within current tools and software.
- **Lack of centralized customer information (CRM)**– Lack of CRM system hinders visibility and communication channels for supporting departments.
- **Lack of product ownership** – product ownership lack centralization creating lack of knowledge and enablement with current tools.
- **Minimal transparency and visibility across and within business capabilities** – lack of visibility across city functions and within capability areas (for example status and requirements across different departments difficult to see)
- **Lack of process ownership and governance** – gap in overarching strategic process ownership, design, and metrics. Process design is often reactive and approached with guard rails rather than from a proactive customer-centric perspective.
- **No single source of truth** - data residing in multiple systems and formats across city departments
- **Varying customer service delivery models** – customer service requirements currently vary across the organization from high-touch to desiring self-service. Alignment across departments and services would be beneficial.
- **Disjointed digital experience for consumers of city services** – varying methods and levels of customer engagement create a confusing and difficult to navigate experience for customers of these processes.
- **Voice of the customer not understood** (unified vision in progress)
- **Lack of digital enablement** - gaps in technology for those who cannot make it into the office in person
- **Confusing website navigation and content**
- **Disjointed Metrics** - lack of operational “metrics that matter”
- **Reporting and Analytics** –reporting and analytics is cumbersome and difficult.
- **No common data model** – efforts are in motion to correct this.
- **Lack of integrations** – enterprise architecture has been identified as playing a critical role in this initiative.

# The City of Fort Collins explored options and decided to replace their current system to achieve their ideal future state

## Development review, licensing, permitting and inspection Option Selection (Future State)

Strategy	Potential future state description
<b>Maintain current system</b>	The existing application satisfies both functionality and integration requirements. The processes surrounding it likely need attention, but the system should be considered for retention.
<b>Augment current system</b>	The existing application is, for the most part, functionally rich, but may need some tweaking. Spend time and effort building and enhancing additional functionalities or consolidating and integrating interfaces.
<b>Optimize: Consolidate &amp; current systems</b>	The development review, licensing, permitting and inspection application portfolio consists of multiple apps serving the same functions. Consolidating applications with duplicate functionality is more cost efficient and makes integration and data sharing simpler.
<b>Replace current system</b>	The current configuration does not meet the long term needs of the organization. It would likely be more cost and time efficient to replace the application and its surrounding processes altogether.

Replace current system	
Indicators	Potential solution
<b>Technology pain points</b>	
<ul style="list-style-type: none"> <li>Existing implementation and software version lacks functionality</li> <li>Poor integration in place with other applications.</li> <li>Not aligned with technology direction or enterprise architecture plans.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the development review, licensing, permitting and inspection technology landscape.</li> <li>Determine if you need to replace the current system with a point solution or an all-in-one solution.</li> <li>Align development review, licensing, permitting and inspection technologies with enterprise architecture.</li> </ul>
<b>Data pain points</b>	
<ul style="list-style-type: none"> <li>Limited capability to store, retrieve data.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the data requirements.</li> </ul>
<b>Process pain points</b>	
<ul style="list-style-type: none"> <li>Insufficient tools to manage workflow.</li> </ul>	<ul style="list-style-type: none"> <li>Review end-to-end processes.</li> <li>Assess user satisfaction.</li> </ul>

# Info-Tech recommends that the **City of Fort Collins** undertake the following steps to improve its development review, licensing, permitting and inspection effectiveness

## Key Recommendations

- **Develop a cross-functional team with strong governance.** This will include a steering team, a selection committee and implementation resources. Leadership and key positions are imperative to push vision and coordinate change from the top down.
- **Establish product and process governance.** Include the city roadmap and overarching goals and objectives.
- **Build out a resourcing plan.** This is a significant effort that will require input from stakeholders and subject matter experts (SMEs) in many areas of the city departments. Develop an approach to handle the additional workload to avoid employee turnover and burnout. Look to ensuring success by including the following roles:
  - Team leads and decision makers
  - Subject matter experts
  - External resources including - organizational change management champion, project manager, process engineer, and training resources
  - Backfilling and cross training for key internal positions.
  - Bring in external resources to move the initiative forward including the roadmap and project plan selection and implementation phases.
- **Allow adequate time for selection and implementation.** This will be a multi-year implementation. Given the high number of affected users and participants, participation, training and change management will be essential for the success of the future state.
- **Take a broad approach to business process reengineering.** View processes across the city as they interact with each other and refrain from siloed thinking. Encourage senior leadership to push changes down from the top. Be proactive in process design and avoid reactive changes
- **Start with the end in mind and take an agile approach to this initiative.** Include the customer journey, customer service delivery models, departmental and technical needs to inform the project, and forge ahead with implementing systems that offer exceptional service and operational excellence.
- **Clarify Metrics that Matter.** Clearly define and understand metrics around customer service, efficiencies, resourcing that will deliver on excellence.
- **Embrace Organizational Change Management.** This is a large effort that is going to affect many parts of city processes. Develop an OCM strategy to ensure that employees support rather than resist the changes to systems and processes.
- **Consider the needs around CRM** and customer information. Customer Relationship Management has been identified as a gap in scope and will need to be addressed.
- **Find the best fit solution for city processes and embrace native best in class functionality with minimal customization.**
- **Encourage process and system integration** across the city.
- **Document Use Cases** attached to Mega Processes and departmental functions.
- **Continue to build out requirements** and identify high-priority requirements.
- **Develop an integration strategy** including the data model and enterprise architecture.
- **Include Master Data Management Strategy:** Continue to develop and enforce a master data management and data strategy to improve data availability and retention schedules.



# As per the chosen option, the **City of Fort Collins** developed a future state roadmap to operationalize development review, licensing, permitting and inspection Strategy

## Strategy Roadmap

Initiative	Owner	Others	Start Date	Duration	Target Completion Date
Complete Homework slides	SMEs	Dept. Teams	July 11, 2023	3 days	July 14, 2023
Create final workshop deliverable	Lisa	Jerry	July 12, 2023	1 week	July 21, 2023
Establish Governance	Alyssa	Malinda, Paul, Denzel others as needed/project team	July 19,2023	2 weeks	July 28, 2023
Engage with third party resources to define scope of work and preliminary costs for the project facilitation. (Determine PM Role and requirements)	Alyssa	Malinda	July 19, 2023	2 weeks	July 28, 2023
Refine the project team	Alyssa	Malinda, Paul, others as needed	July 17, 2023	1.5 weeks	July 21, 2023
Put together initial Communication Plan	Alyssa	Malinda, Paul, Denzel	July 17, 2023	2 weeks	July 28 <sup>th</sup> , 2023
Draft of the Project Charter	Alyssa	Malinda, Paul, Denzel others as needed/project team	July 17,2023	1 weeks	July 28, 2023
Review Workshop Deliverable with ITRG	Lisa	Alyssa Malinda	July 24, 2023	1 week	July 28 <sup>th</sup> , 2023
Meet with executive sponsors and CMO office to debrief on the initiative.	Alyssa (to coordinate)	Malinda, Paul, (utilize existing team for this)	~Mid-August		

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# The City of Fort Collins's development review, licensing, permitting and inspection Vision & Guiding Principles

*“The City of Fort Collins, will select and implement an integrated software suite moving toward an efficient, user-friendly system that meets our standards for excellence and allows staff to focus time on the most valuable activities.”*

## Operational Excellence and Agility

Support our team with process and tools that enable innovation and excellence. Take an agile approach adopting standard practice while allowing room for unique needs.

## Transparency

Uphold transparency as a value through the design of process and systems that support internal and external stakeholders and their access to data.

## Future State Process Engineering

Take a proactive approach to process configuration focusing on a holistic customer journey.

## Organizational Change Management

Actively include change management throughout the initiative, communicating early and often.

## Equity & Diversity

Understand the diversity of the communities we serve and strive to meet people where they are at.

## Ease of Use and Self-Service

Support process and systems that enable our users and customer allowing for effective outcomes.

## Governance

Committed at all levels of the organization to strategically align around this initiative. This includes strong leadership, clear roles and responsibilities, through full execution.

## Resourcing

Adequately resource the project throughout to ensure success. This includes an agile forward-looking approach. Be mindful of staff capacity and bandwidth.

## Coordination and Integration

Work collaboratively across city initiatives and leverage opportunities to successfully implement design and system outcomes.

# The City of Fort Collins's development review, licensing, permitting and inspection benefits directly support its corporate goals

## Benefits

Goals

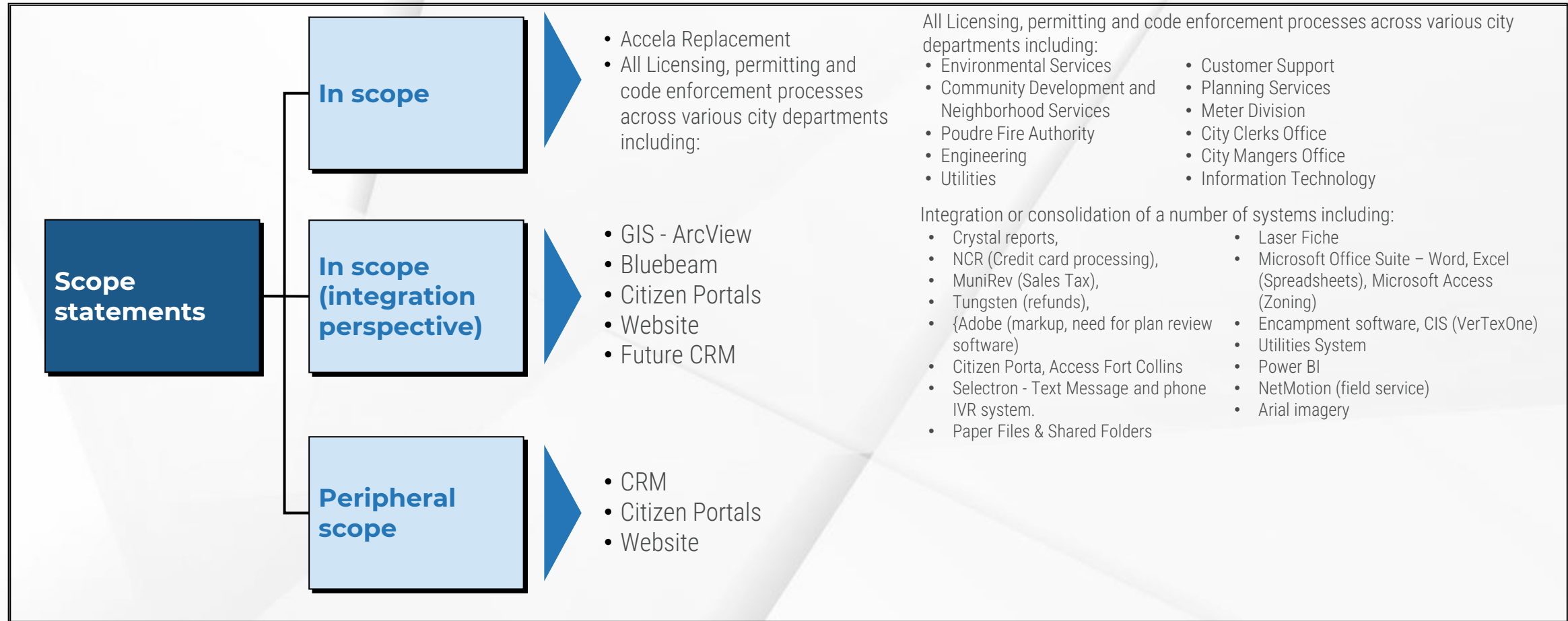
<b>Mission: Exceptional service for an exceptional community</b>			
<b>Vision: Systems that promote a thriving and engaged community through the lens of operational excellence and culture of innovation</b>			
<b>Digital Transformation</b>	<b>Recovery to Resilience</b>	<b>Complexity to Simplicity – Customer Focus</b>	<b>Talent</b>

Benefits

- **Meet the need of a diverse customer population** - allow the city to meet the expectations of a diverse community through digital services
- **Transparency and visibility** – ease of use, integrated operations across city departments, clear understanding of who to go to, what the process is and status
- **Automate and create efficiencies** - create bandwidth for staff to focus on high-value services
- **Embrace best in class technology and industry standards** – commitment to business process engineering and adoption of technology with minimal customization
- **Ease of use** – support our staff and customers by developing easy to use and navigate systems
- **Standardize service delivery** – offer our customers strategic service delivery models
- **Access to information** – allow our internal and external stakeholders easy to access information around processes
- **Integration across departments and systems**– reduce handoffs between departments and integrate systems across the city
- **Compliance** – ensure compliance and checkpoints are built into the system and processes. Test automation and learn what will work best.
- **Efficient and Timely Service** – create automated efficiencies to help ease the burden on staff to deliver on tight targets. Allow the system to handle agile processes.
- **Data and Reporting** –pull reports easily and efficiently. Allow for more self-service and access to data.
- **Established Data Model and Architecture** including retention policy.
- **Usability** - Consistent and streamlined service experience
- **Documentation and Training** - support city wide system and software documentation and training
- **System Access** – across departments and enabling field employees
- **Customer Information and History** – (CRM needs) one source of truth for customer data including historical records and case management.
- **Operational Support** – consistent SAAS systems and support services across the city.

# The City of Fort Collins formulated scope statements to decide which people, processes, and functions the development review, licensing, permitting and inspection strategy will address

## Scope definition





# The **City of Fort Collins** identified competing priorities to ascertain appropriate resources and attention from business and the IT organization

## Competing projects

Project	Timeline	Implications
Departmental Specific Projects	Ongoing	Resourcing bandwidth
CX, Website and Content management, Etc.	Ongoing	There are some dependencies, but we cannot wait. -Resourcing Requirements -Purchasing Department / Legal bandwidth will be important
Land Development Code (CDNS team)	Ongoing	Process design engineering, resourcing impacts
Rental Registration Program	Ongoing	Process design engineering, resourcing impacts
Utilities Billing	Ongoing	Integrations impacted
Building Code Adoption	Bi-Annual	Process design engineering, resourcing impacts
GIS Modernization Project	Ongoing	Integrations impacted
Other enterprise with system replacements and integrations (example ERP upgrade, credit card/finance processes)	Future State	Process design engineering, resourcing impacts Integrations impacted

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# Development review, licensing, permitting and inspection operating model reflects the complete list of mega-processes and their prioritization at the **City of Fort Collins**



# Capability maturity description

Capability Level	Process	Technology
<b>Weak</b>	<ul style="list-style-type: none"><li>• The process is undocumented</li><li>• Exceptions to the process result in fire fighting</li><li>• There is no process consistency</li></ul>	<ul style="list-style-type: none"><li>• The process is not handled by software</li><li>• The process is manual using ad hoc tools such as Excel</li></ul>
<b>Moderate</b>	<ul style="list-style-type: none"><li>• The process has some documentation</li><li>• Exception handling not documented</li><li>• Process somewhat consistently executed</li></ul>	<ul style="list-style-type: none"><li>• The process is partially executed in software</li><li>• Certain steps happen outside the software, e.g., Approvals via email</li></ul>
<b>Strong</b>	<ul style="list-style-type: none"><li>• Process full documented</li><li>• Exception handling is documented</li><li>• Process executed consistently</li></ul>	<ul style="list-style-type: none"><li>• The process executes completely within the software</li><li>• All steps, approvals, and documentation are captured and accessible in the software</li></ul>

# The City of Fort Collins discussed business capabilities, value streams, and business processes to generate an organization wide development review, licensing, permitting and inspection process inventory

## Development Review, Licensing, Permitting and Inspection Process inventory

Planning and Development		Permits and Licensing		Code Enforcement		Customer Service and Shared Functionality	
Process	Technology	Process	Technology	Process	Technology	Process	Technology
<ul style="list-style-type: none"> <li>• Land Development Applications</li> <li>• Lot/Land Management - Attributes</li> <li>• Schedule / Conduct Planning Inspections</li> <li>• Manage application details</li> <li>• New Lot/Land Creation</li> <li>• Subdivision Plan Management</li> <li>• Maintain Fee Schedule</li> <li>• Accept Payments</li> <li>• Land Use Inquiries (Also land use app's w/ a charge)</li> <li>• Zoning Violations</li> </ul>		<ul style="list-style-type: none"> <li>• Manage Permit/License Applications</li> <li>• Receive/validate</li> <li>• Process applications</li> <li>• Issue Permits/ License</li> <li>• Renew Permits/ License</li> <li>• Maintain Fee Schedule</li> <li>• Calculate/Manage Application Fees</li> <li>• Manage Parking Passes</li> <li>• Track Permits</li> <li>• Receive Payment</li> <li>• Manage Inspections</li> <li>• Schedule Inspections</li> <li>• Perform Inspections</li> </ul>		<ul style="list-style-type: none"> <li>• Manage Complaints</li> <li>• Identify Infractions</li> <li>• Issue Tickets</li> <li>• Perform Adjudication / Provincial Court</li> <li>• Conduct Inspections</li> <li>• Maintain Fee Schedule</li> <li>• Accept Payments</li> </ul>		<ul style="list-style-type: none"> <li>• Other Service Requests Intake</li> <li>• Assign/Route/Schedule (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking – (internal and external users, transparency)</li> <li>• Maintain Fee Schedule</li> <li>• Accept Payments</li> <li>• Customer Service (example walk-ins)</li> <li>• --</li> <li>• Records management</li> <li>• Accessibility</li> <li>• Self/Service Usability</li> <li>• Portal</li> <li>• Credit Card Services</li> </ul>	

### Current State capability maturity



Strong



Moderate

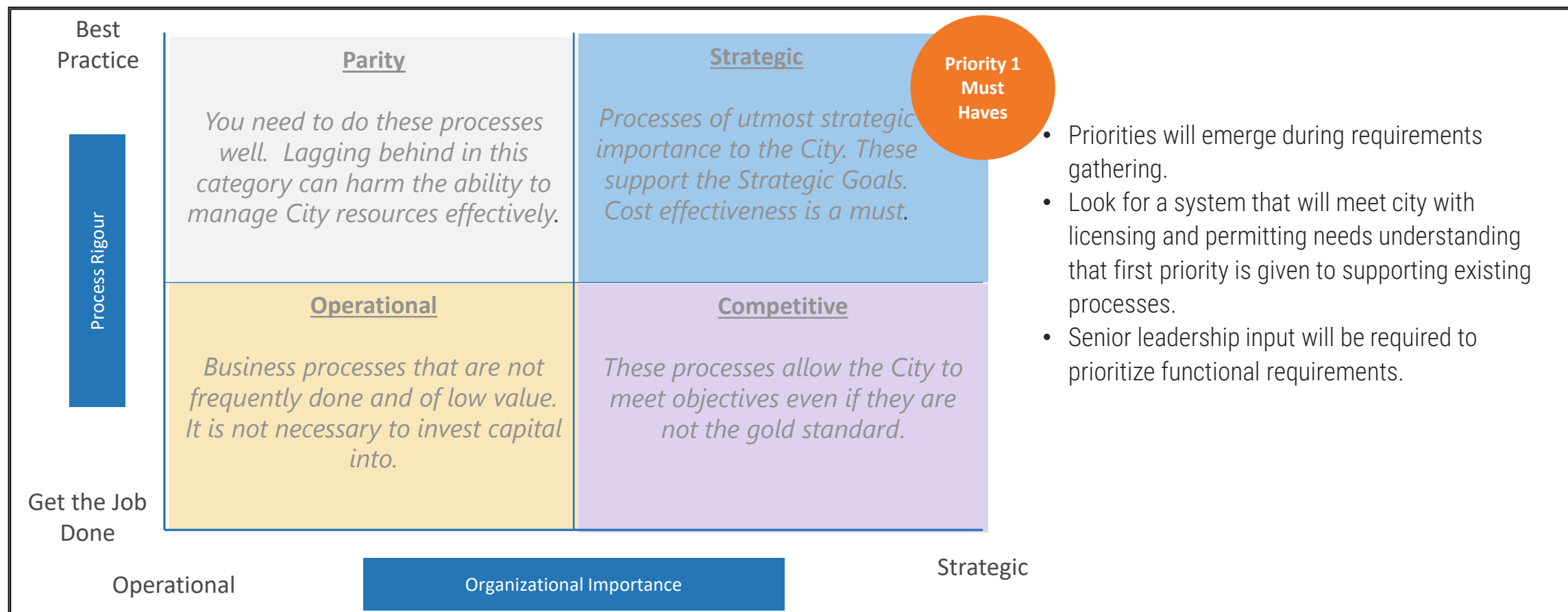


Weak



# The City of Fort Collins prioritized development review, licensing, permitting and inspection processes which can potentially impact vendor selection and implementation roadmap

## Process and Requirement Prioritization



# The **City of Fort Collins** developed an inventory of their applications that support the development review, licensing, permitting and inspection business processes

## **Application Portfolio** **(Applications currently being used to support in-scope processes)**

- Accela
- ArcView
- JDE
- Microsoft Office
- Utilities System
- Customer Portals, Access Fort Collins
- Accela, Accela Mobile (inspectors code compliance)
- crystal reports,
- NCR (Credit card processing),
- MuniRev (Sales Tax),
- Tungsten (refunds),
- Accela electronic document review software {Building}
- BlueBeam (Dev Review)
- Adobe (markup, need for plan review software)
- Scheduling (current) Citizen Portal, Text Message and phone IVR system. (vendor Selectron)
- Paper Files
- Shared Folders – S Drive.
- Laser Fiche)
- Microsoft Access (Zoning)
- IVR (Scheduling) / Cisco IVR (Integration will be important in the future)
- Encampment tool and software (ties into GIS), used for field locations
- CIS (VerTexOne) (will be an integration)
- Power BI
- Login credentials for external users – Google etc.
- NetMotion (field service)
- Arial imagery
- Other

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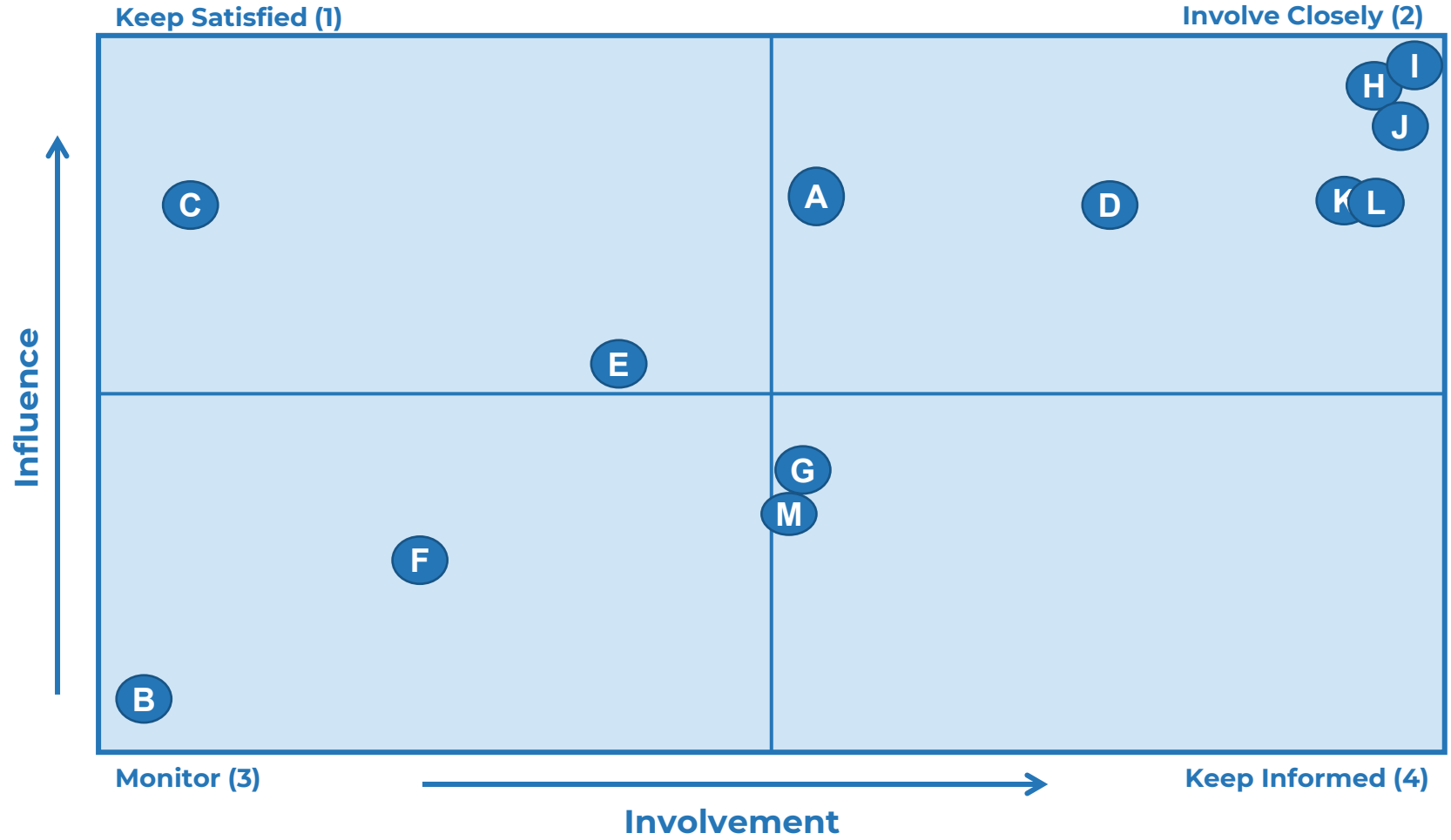
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# The City of Fort Collins mapped the stakeholders based on their expected Influence and involvement in the development review, licensing, permitting and inspection project

Stakeholder mapping

- List of Stakeholders**
- a. Applicants – Engaging Customers, Developers, Builders, Contractors, Homeowners
  - b. Non-compliant Customers
  - c. Informational Customers
  - d. Super User
  - e. Standard /Casual User
  - f. Other Government agencies
  - g. Council
  - h. Decision Makers/Senior Stakeholders/Upper Management
  - i. Project Sponsor
  - j. Project Team
  - k. OCM Resource
  - l. Process Engineer Resource
  - m. Boards and Commissions



# The City of Fort Collins identified potential risks that may impede the successful completion of project and for each risk, planned mitigation tactics

## Potential risks and mitigation strategies

Potential Risk	Impact	Likelihood	Mitigation Effort
Resourcing and staff bandwidth	1	1	Look at backfilling, cross training, any opportunities to free up bandwidth from critical team members. Decrease regular duty obligations. Look for consultants and external resources.
Full Time Project Manager	1	2	Look for support for this early. Look for external resourcing. Ask for resourcing early along with OCM and Process Engineer Consultant.
Budget	1	2	Work to be aware of costs early. Ask for additional budget and resourcing.
Governance	1	2	Past failures have helped us learn that this is critical to our success. Build in governance model as soon as possible. Work with core team and executive sponsors to get this in place.
Vendor Management	1	1	Lack of product owner has led to issues on other projects. A product owner should be identified. Vendor management should be coordinated between IT and the business. (Coordinate release plans, test plans (internal and external), etc.) Measure vendor performance, SLAs, PSAs. Escalate support. Use concepts such as MVP, iterate over time.

### Rating Scale:

Impact: **1- High Risk**

Likelihood: **1- High/Needs Focus**

**2- Moderate Risk**

**2- Can Be Mitigated**

**3- Minimal Risk**

**3- Remote Likelihood**



# The City of Fort Collins identified potential risks that may impede the successful completion of project and for each risk, planned mitigation tactics

## Potential risks and mitigation strategies

Potential Risk	Impact	Likelihood	Mitigation Effort
Internal and External Organization Change Management (Including: Messaging/Communications/Training )	1	1	Look for an external resource to manage OCM.
Involving appropriate resources throughout the project and initiative	1	2	Ongoing resourcing plan. Requesting form vendor and SI what the internal resource requirements will be.
CRM Functionality	2	1	Full functionality around these capability areas may not be realized without CRM functionality. Communicate this to the team. Include CRM in future project plans and budgeting.
User Resistance	2	2	This may vary across user groups (for example developers). User resistance will require additional effort to mitigate. Make sure we have strong training tools and OCM for all user groups. (user believability that this will move forward also a risk)

### Rating Scale:

Impact: **1- High Risk**

Likelihood: **1- High/Needs Focus**

**2- Moderate Risk**

**2- Can Be Mitigated**

**3- Minimal Risk**

**3- Remote Likelihood**

# The City of Fort Collins identified potential risks that may impede the successful completion of project and for each risk, planned mitigation tactics

## Potential risks and mitigation strategies

Potential Risk	Impact	Likelihood	Mitigation Effort
Loss of a key stakeholder/knowledge	2	3	Identifying key stakeholders, regular pulse checks on the team, measuring the health of the team, cross training, knowledge transfer, documentation.
Council and electoral changes	2	3	Be aware of risk. Communicate with new members the importance of this project in relation to other projects.
CMO Philosophy	1	3	Communication, include in the governance of the project.

### Rating Scale:

Impact: **1- High Risk**

**2- Moderate Risk**

**3- Minimal Risk**

Likelihood: **1- High/Needs Focus**

**2- Can Be Mitigated**

**3- Remote Likelihood**

# The City of Fort Collins explored the success factors related to the development review, licensing, permitting and inspection initiative

## Critical success factors

### Critical Success Factors for Large Enterprise Initiatives

1. Top Management Support
2. Inter-division communication and cooperation
3. Commitment to business process reengineering
4. Implementation project management from initiation to post go live
5. Change management program
6. Project team competence
7. Education and training for stakeholders
8. Project champion to lead implementation and resources
9. Project vision and mission
10. Consultants and expertise
11. Minimum level of customization
12. System selection (professional requirements-based selection)
13. Consideration of culture in the process (norms, values, beliefs)
14. User involvement and participation throughout the project
15. Vendor support and Partnership



### Fort Collins Critical Success Factors

- Better linkages between the permitting and Land Development processes. Ability to see history and background information on a property.
- Coordination of permits that might be happening under a project umbrella. Keep these processes consolidated and centrally visible.
- Leadership and key positions helping push that coordination and change from the top down.
- Integrated processes and solutions.
- Autonomous coordination of processes
- Centralizing application process
- Create resourcing bandwidth to address process and subprocess reengineering
- Letting go of the history and stay focused on the future
- Support from above
- Approval to not be reactionary when there is an issue and pressure to change process
- Maintain the ability to communicate and build relationships between the formal processes
- Hearing from the customer to understand what they need, what information they need to find, the customer experience feedback
- Build our internal support infrastructure – ensure we have people in the right positions to help support this initiative and ensure its success

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# Planning and Development

# Planning and Development




Stakeholder Name:

- Brandy

Department:

- .

## LEGEND

-  Strong Capability
-  Moderate Capability
-  Weak Capability

Description/Use Case	All activities linked to land and building development and management. Development review, planning, long range planning. USE CASE: DEVELOPMENT REVIEW
Key Success Indicators	<ul style="list-style-type: none"> <li>• Status and understanding of where a process is at (with the City or with the applicant), how to size the projects – match scale of the project to requirements,</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>• Some use of Accela but not all of the process is handled there (Bluebeam), development review not able to accept payments online automatically currently, communications very manual/email etc., Bluebeam collaboration not fully available, Process contacts not searchable or visible, information access limited and cumbersome, Access to records and ability to approve documents cumbersome (Laserfiche is a monster of its own), behind the times in technology, generating comment letters manual (validate this), coordination difficult, shared folders, lots of extra work and effort trying to understand status and move a process along, Task assignment difficult, GIS integration, searching difficult,</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>• Having one system be able to handle process from beginning to end, Information and record keeping, workflow, approvals process, document management, task assignment, correspondence tracking, fee schedules, payment processing, integration with GIS, online submittals for internal staff (? (access for applicants) (intake process, upload documents, view status)), handle rounds of review, be able to identify bad players, automated reminders, customer centered design, compliance</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- **Strong Process** - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- **Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

- Note conceptual review and minor amendment may be different

# Planning and Development

Stakeholder Name:

- Brandy

Department:

- .

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Application	Review	Enter Information	Review Workflows start	Meetings Scheduled	Letters Generated to applicant team	Applicant resubmits	Hearing Decision Making /Recording	Accept Payments	Close Application	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Includes: (Post conceptual review)  Application received via email with supporting files  Receive application and enter information  Email, S Drive  Fees required at this stage		Information is entered in to Accela and Blue beam	Team works within Accela and Bluebeam  There are set timeframes for the work process  At these milestones, the status is reviewed,  (Workflow tracked through excel (manual))	Coordination and scheduling of meetings	Microsoft word used for letters  (Redlines with Bluebeam now being tested)			Accept and process payment. Reconcile with issue.	180 days (extension request or expired)	<ul style="list-style-type: none"> <li>• Intake applications</li> <li>• Intake inquiries</li> <li>• Correspond to citizens</li> <li>• Offer information</li> <li>• Update on Status</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/ Schedule (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Maintain Fee Schedule</li> <li>• Walk in Requests</li> </ul>	



# Planning and Development

Stakeholder Name:

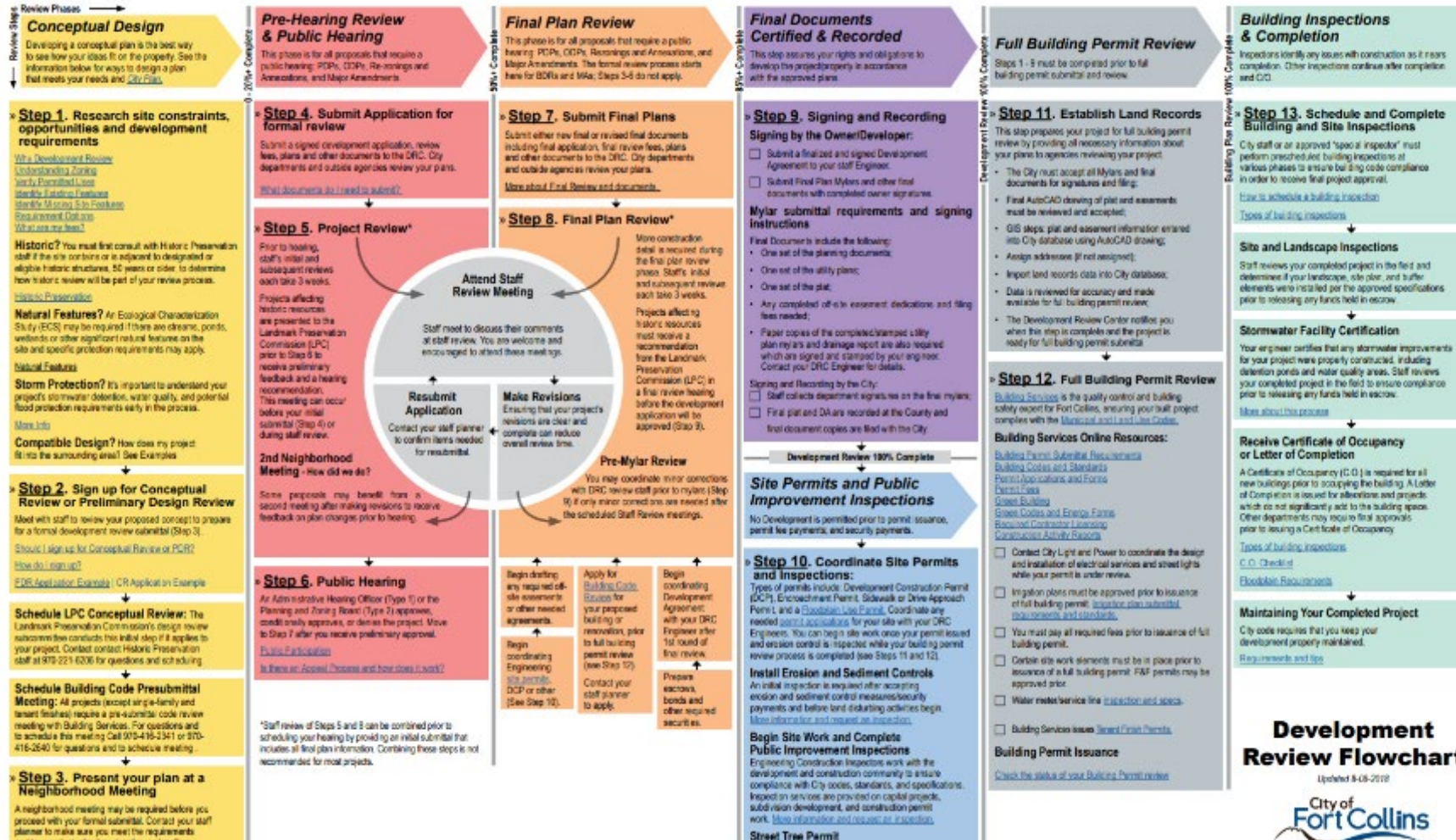
- Brandy

Department:

- 

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability



## Development Review Flowchart

Updated 8-05-2019





# Planning and Development




**Stakeholder Name:**

Justin Moore/ Rob Bianchetto

**Department:**

- Zoning

**LEGEND**

-  Strong Capability
-  Moderate Capability
-  Weak Capability

Description/Use Case	Land Use Review Commission variances
Key Success Indicators	<ul style="list-style-type: none"> <li>• Ensuring applicant is requesting the correct variances, checking application for completeness</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>• Getting applicants to follow instructions</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>• One program to do it all (create/upload packet in same program)</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

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# Planning and Development

Stakeholder Name:

Justin Moore/ Rob Bianchetto

Department:

- Zoning

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Development Applications	Communications and Inquiry Management	Lot/Land Management	Schedule / Conduct Inspections	Manage application details	New Lot/Land Creation	Subdivision Plan Management	Make Determination	Accept Payments	Close Application	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Variance applications received via email or in-person</p> <p>They are usually submitted after an initial conversation about one being required. Generally do not receive variances without expecting them</p>	<p>Confirm receipt of electronic submissions via email</p>		<p>Once review is complete, confirm with applicant date of hearing</p> <p>Schedule on-site visit for photographs to be taken by Zoning Inspector for hearing presentation</p>	<p>Review application for completeness</p> <p>Is variance required? Are the correct variances being requested? Are additional variances required based on scope of request? Can the request even be made via a variance?</p>			<p>Enter application information into Accela</p> <p>Create folder in cloud drive to house all documents that are submitted</p> <p>Assign fees</p>	<p>Link to online portal provided in email, for online payment</p> <p>Can pay over the phone with a credit card</p> <p>Can pay in-person with cash, check or credit card</p> <p>Can send check via USPS</p>	<p>Admin combines all documents into a presentation. Sends out postcards with hearing information to neighboring properties. Uploads documents for public viewing.</p>	<ul style="list-style-type: none"> <li>• Intake applications</li> <li>• Explains variance process</li> <li>• Determines if variance would be required, if the request can be considered as part of a variance</li> <li>• Offer information</li> <li>• Update on Status</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/ (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Maintain Fee Schedule</li> <li>• Walk in Requests</li> </ul>	<ul style="list-style-type: none"> <li>• Application reviewed and processed</li> <li>• Applicant attends hearing at assigned date/time</li> <li>• City presents, applicant discusses proposal with the commission</li> <li>• Commission makes decision</li> <li>• Zoning Inspector needs to follow up in case a building permit or minor amendment was on hold pending approval of a variance</li> </ul>

# Planning and Development




**Stakeholder Name:**

- Historic Preservation Services (Jim Bertolini)

**Department:**

- Community Development & Neighborhood Services

**LEGEND**

-  Strong Capability
-  Moderate Capability
-  Weak Capability

<p><b>Description/Use Case</b></p>	<p>Historic Preservation is an input in the Development Review process. Our role is to ensure compliance with LUC 3.4.7 protecting cultural resources on development sites. Typically, this includes a Resubmittal requirement for historic survey (an evaluation of whether a property is an historic resource; usually handled at the Conceptual/Preliminary Development Review stage of a process (or earlier informal inquiry), and then the HP staffer reviewing the project against the historic preservation standards (if they apply) like a normal reviewer in Accela. Depending on the scale/scope of the project, the review may be referred to the Historic Preservation Commission (HPC - an all-volunteer quasi-judicial commission with certain land use duties). While there are some cases where HP staff/the HPC are decision-makers, in most cases of development review, HP staff/the HPC provide a recommendation to the decision-maker during the development review process.</p>
<p><b>Key Success Indicators</b></p>	<ul style="list-style-type: none"> <li>• Completion of historic survey prior to a PDP or similar submittal (i.e., avoiding an "Incomplete" when a development project submission comes in)</li> <li>• Preservation of Eligible resources on the development site/compatibility of new construction as required.</li> </ul>
<p><b>Current Pain Points</b></p>	<ul style="list-style-type: none"> <li>• 2 key points in our process are not counted in Accela and are processed manually: Historic survey (which includes an application and a fee payment; the fee is paid through Accela but it's a "miscellaneous" charge that requires coordination with the BDRT); and HPC documentation</li> <li>• Related to above – ancillary documents such as an historic survey form, or minutes from the HPC meeting, are not included in the Accela/development review record, unless they're manually added to a decision-maker packet for an admin hearing or P&amp;Z hearing.</li> <li>• Connection between development review/development agreements is only manually connected to reviewing associated building permits.</li> </ul>
<p><b>Future State Requirements</b></p>	<ul style="list-style-type: none"> <li>• Get currently external project components (historic survey, HPC review) connected to development review process</li> <li>• More seamless link between development entitlement process and confirming construction documents during building permit review</li> </ul>

**Rank the *Process Maturity* for current processes. (highlight appropriate choice)**

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# Planning and Development

**Stakeholder Name:**

- Historic Preservation Services (Jim Bertolini)

**Department:**

- Community Development & Neighborhood Services

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Identification of Historic Survey Need	Accept Payments	Historic Survey Completed	Project Review	HPC Review	Make Recommendation	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Determine if historic survey is needed	Processed in Accela but not tracked (i.e., no formal category for fee payment; just marked as a MISC payment)	Typically takes 4-6 weeks from payment.  Completed with 3rd party contractor.	Based on survey result, if further project review is needed, Preservation staff begin working as an input to development review in Accela.	For select projects, HP staff refer to HPC for decision. This may include a conceptual review with the HPC prior to securing a recommendation, and a formal recommendation from the HPC. HPC meets once a month so entire HPC review can take 3 months or more.	Typically just tracked by HP staff entering requirements/recommendations in Accela during PDP/FDP process.	<ul style="list-style-type: none"> <li>• Provide subject-matter expertise at development review meetings or in separate/external meetings to process detail issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Record-keeping – at present, Historic Preservation records are not included in Accela or Laserfiche.</li> <li>• Can a development review process include ability to upload key documents? If so, for Historic Pres, this would be a copy of an historic survey record, if one was produced and draft minutes of an HPC meeting where a recommendation was made.</li> <li>• Laserfiche is a larger issue (related to capacity to set up a cabinet and process legacy data into it), but aiming to integrate digital records (once digitized) with GIS and with permit applications when relevant.</li> </ul>	Largely, the Historic Preservation process itself is not separate from the larger development review process. Our section provides a recommendation to the decision-maker so it's a matter of getting the right info inputted at the right moment to be effective. The key drawbacks at present are 2 critical pathways that exist entirely outside of our development review tracking system.

**Development Review**

- Application,
- Planning process
- Review
- Infrastructure review process,
- Construction phase, acceptance,
- Building permit
- -> building/ zoning etc.

# Planning and Development

Stakeholder Name: Marc Virata

Department: Engineering

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	Makes comments in occasion on development applications with respect to whether there is eligibility for reimbursement to developers on infrastructure being installed from the Transportation Capital Expansion Fee (TCEF) Program.
Key Success Indicators	<ul style="list-style-type: none"> <li>Sufficient level of information on the plans to make the determination on eligibility for reimbursement.</li> <li>Coordination with Development Review Engineering on verification that the infrastructure is designed to meet standards and is considered "ultimate" and not "interim" improvements, which would not be eligible for reimbursement.</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>Ability to better link and find the Planning and Development case history through to the Permitting. They're treated as separate modules and linkages between the two are sometimes difficult to make connections.</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>Having one system be able to handle process from beginning to end</li> </ul>

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Process Step	Development Applications	Communications and Inquiry Management	Lot/Land Management	Schedule / Conduct Inspections	Manage application details	New Lot/Land Creation	Subdivision Plan Management	Make Determination	Accept Payments	Close Application	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Includes providing comments on PDP level review, final plan review							Review drawings for determination of eligibility		Close review			<ul style="list-style-type: none"> <li>Review of public infrastructure plans (utility plans)</li> <li>Review of Traffic Study</li> </ul>

# Planning and Development

**Stakeholder Name:**

- Tyler Siegmund

**Department**

Light and Power Engineering

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	Coordinate with applicants to layout an electrical design for the proposed development Ensure electric service standards are being met
Key Success Indicators	<ul style="list-style-type: none"> <li>• Design electric infrastructure for all projects so applicant can add to the development plans</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>• Some use of Accela but not all of the process is handled there (Bluebeam), , communications very manual/email etc., Bluebeam collaboration not fully available, Process contacts not searchable or visible, information access limited and cumbersome, Access to records and ability to approve documents cumbersome (Laserfiche is a monster of its own), behind the times in technology, coordination difficult, shared folders, lots of extra work and effort trying to understand status and move a process along, Task assignment difficult, GIS integration, searching difficult,</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>• Having one system be able to handle process from beginning to end, Information and record keeping, workflow, approvals process, document management, task assignment, correspondence tracking, fee schedules, payment processing, integration with GIS, online submittals for internal staff (? (access for applicants) (intake process, upload documents, view status)), handle rounds of review, be able to identify bad players, automated reminders, customer centered design, compliance</li> </ul>

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Process Step	Development Applications	Communications and Inquiry Management	Lot/Land Management	Schedule / Conduct Inspections	Manage application details	New Lot/Land Creation	Subdivision Plan Management	Make Determination	Accept Payments	Close Application	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Provide comments related to electric design/service.  Ensure electric service standards are being met							Review drawings and ensure electric standards are being met					<ul style="list-style-type: none"> <li>• Review plans and coordinate electric design with applicants.</li> <li>• Provide markups in Bluebeam</li> <li>• Enter comments into Accela</li> <li>• Review preliminary electric loads to ensure electric design can handle proposed loads</li> </ul>

# Planning and Development




**Stakeholder Name:**

- Noah Beals, Development Review Manager

**Department:**

- CNDS (Planning and Zoning)

**LEGEND**

-  Strong Capability
-  Moderate Capability
-  Weak Capability

Description/Use Case	All activities linked to land and building development and management. Development review, planning, long range planning.
Key Success Indicators	<ul style="list-style-type: none"> <li>• Status and understanding of where a process is at (with the City or with the applicant), how to size the projects – match scale of the project to requirements,</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>• Some use of Accela but not all of the process is handled there (Bluebeam), development review not able to accept payments online automatically currently, communications very manual/email etc., Bluebeam collaboration not fully available, Process contacts not searchable or visible, information access limited and cumbersome, Access to records and ability to approve documents cumbersome (Laserfiche is a monster of its own), behind the times in technology, generating comment letters manual (validate this), coordination difficult, shared folders, lots of extra work and effort trying to understand status and move a process along, Task assignment difficult, GIS integration, searching difficult,</li> </ul>
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# Planning and Development

**Stakeholder Name:**

- Noah Beals, Development Review Manager

**Department:**

- CNDS (Planning and Zoning)

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Conceptual Review	Neighborhood Meeting	Application Submittal	Rounds of Review	Public Hearing and/or decision	Appeal Period	Application Submittal	Rounds of Review	Final Approval /Recording	DCP Meeting and issuance	Building Permit Application submittal	Individual Department Review of Building	Building Permit Issuance	Building Inspections	Certificate of Occupancy
Details	Applicants submits a free submittal of proposed. Staff identifies the review process (TYPE 1, TYPE 2, BDR) and meets with the applicant	Required Neighborhood Meeting for TYPE 2 Reviews, Annexation, SPAR	Applicant submits formal application. A Completeness Check. Starts the first round of review	Hopefully 2 or 3 rounds, but may end up be more rounds	Notification of Public Hearing. The Hearing conducted.	Waiting	TYPE 1 and TYPE 2 require a FDP submittal	Hopefully 2 or 3 rounds, but may end up be more rounds	Route Plans for signatures and then take it County Records office for recording.	Meeting to discuss who is completing Public infrastructure, Possible phasing of infrastructure, and eventual issuance of Development Construction Permit	Building Permit Application Submitted	Departments begin review however, Zoning and Historic Preservation have required 1st reviews (gate keepers)	All Departments approve plans. Building permit issuance	As applicant completes work they can schedule inspections	All inspections are conducted and have passed. All fees have been paid. A certificate
	All Departments and Outside Agencies			All Departments and Outside Agencies	Planning, Engineering, Traffic and others as needed			All Departments and Outside Agencies		Engineering, Water Utilities, Forestry		All Departments and Outside Agencies		All Departments and Outside	



# Planning and Development

**Stakeholder Name:**

- Noah Beals, Development Review Manager

**Department:**

- CNDS (Planning and Zoning)

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

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# Process and technology maturity

## Planning and Development

*Process Maturity* for current processes - **Moderate**

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- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. - **Moderate**

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation
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# Code Enforcement

# Code Enforcement




**Stakeholder Name:**

- Jason Komes

**Department:**

- Environmental Services

**LEGEND**

-  Strong Capability
-  Moderate Capability
-  Weak Capability

Description/Use Case	All activities linked to the receiving and actioning code enforcement / <i>Outdoor burning/air pollution</i>
Key Success Indicators	<ul style="list-style-type: none"> <li>• Initial Response, Number of violations, communication with the fire authority, ratio of calls between complaints and fire response, measuring if community is getting the information on who to call</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>• Manual Processes, lack of access and lack of skill to navigate existing systems to find property information, multiple channels (emails, phone, access fort colins), communications not centralized, alignment with the rest of the city departments on similar.</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>• Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

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# Code Enforcement

**Stakeholder Name:**

- Jason Komes

**Department:**

- Environmental Services

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Complaint or Violation notice	Communicate with Complainant or Violator	Manage Complaints Violations	Conduct Inspections	Make Determination of Violation	Written Response	Issue Fine or Ticket	Adjudication /Court Proceedings	Accept Payments	Close Violation	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Receive and enter information  Phone or online system (Access Fort Collins), Nuisance Hotline	Communicate with complainant or violator via phone or email	Add information, keep notes, refer to historical information	Schedule and conduct inspections (email/chat, non-automated)  Elements of evidence gathering (violation assessment guide and information gathering is a gap)	Review violation against implementation and enforcement plan.  First time complaint will be an educational letter.  Review of evidence, relevance, enforceability. -if yes a notice of violation is issued	Educational Letter  Stern warning letter  (Home owner primary violator contact)  Using Word doc templates  Names, Addresses information are all gathered manually. (Complainant provides address)	Issue a determination including penalty and action item  Certified letter/citation sent to owner/resident	Facilitate legal process  Scheduling of court appearances	Accept and process payment. Reconcile with issue.	Mark violation as closed  Use ArcView to indicate status of a complaint  Note: Response times and resolution time guidelines are set. (initial response)	<ul style="list-style-type: none"> <li>• Intake complaints</li> <li>• Correspond to complainant or violator</li> <li>• Offer information</li> <li>• Update on Status</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Supporting documentation very important/evidence of violations</b></li> <li>• <b>Reporting and Tracking</b></li> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/Schedule (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Maintain Fee Schedule</li> <li>• Walk in Requests</li> </ul>	<ul style="list-style-type: none"> <li>• Systems:</li> <li>• ArcView Online, series of files in OneDrive, Word (Templates for letters), Access Fort Collins, Nuisance Hotline</li> </ul>

# Code Enforcement

**Stakeholder Name:**

- Justin Moore/ Rob Bianchetto

**Department:**

- Zoning

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

<b>Description/Use Case</b>	All activities linked to the receiving and actioning code enforcement / Land Use Code Violations
<b>Key Success Indicators</b>	<ul style="list-style-type: none"> <li>Example: Complaint to close time</li> </ul>
<b>Current Pain Points</b>	<ul style="list-style-type: none"> <li>Manual complaint tracking</li> <li>Re-inspection/follow-up workflow</li> </ul>
<b>Future State Requirements</b>	<ul style="list-style-type: none"> <li>Track violations, send violation letters, make notes all in one system</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent**

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

Process Step	Intake Complaint or Violation notice	Communicate with Complainant or Violator	Manage Complaints Violations	Conduct Inspections	Make Determination of Violation	Issue Fine or Ticket	Adjudication /Court Proceedings	Accept Payments	Close Violation	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Email Phone Walk-in Access FC USPS Mail Word of mouth from other department	Confirm with complainant that investigation will begin  Reach out to violator via USPS warning letter or phone call (if commercial business)	Excel Microsoft Access	Inspections done in-person by Zoning Inspector	Review violation against Land Use Code	No Zoning citations. Can issue court summons with a violation fee	Work with City Attorney prior to issuing court summons	N/A	Update notes in Excel stating that violation has been resolved	<ul style="list-style-type: none"> <li>Intake complaints</li> <li>Correspond to complainant or violator</li> <li>Offer information</li> <li>Update on Status</li> </ul>	Access tracks older violations  Excel tracks newer violations  Photos stored on cloud server- accessible to all Zoning inspectors	

# Code Enforcement

Stakeholder Name:  
 Damien Wilson  
 Department:  
 • Building Services

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	Building code and municipal code violations
Key Success Indicators	<ul style="list-style-type: none"> <li>Issuing building permits for unpermitted work or removing unpermitted work</li> <li>Correcting municipal code violation</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>Using manual spreadsheets for all violations tracking</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent**

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

# Code Enforcement

Stakeholder Name:  
 Damien Wilson  
 Department:  
 • .Building Services

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Complaint or Violation notice	Communicate with Complainant or Violator	Manage Complaints Violations	Conduct Inspections	Make Determination of Violation	Issue Fine or Ticket	Adjudication /Court Proceedings	Accept Payments	Close Violation	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Receive complaints via phone call, email, comcate/access fort Collins, SARS, in person at 281 N College Ave	Up to two violation letters sent to violator, each letter provides 30 days to be in compliance	All done through excel spreadsheet which must be checked and updated on a daily basis	An in person inspection from public right of way is performed to confirm the violation	If in person inspection from right of way determines the violation is legitimate we move forward with violation letters. If the inspection determines there is no violation, communication will be sent to complainant informing them of no violation	If no building permit or corrective action is taken after two violation letters (each letter provides 30 days for compliance) a citation will be served	Once citation is served the city prosecutor takes over from there and we wait to hear the results of the court proceedings	We do not accept any payments, all fines are paid to the court	Mark violation as closed in the spreadsheet and send communication to violator	<ul style="list-style-type: none"> <li>• Intake complaints</li> <li>• Correspond to complainant and/or violator</li> <li>• Offer information</li> <li>• Update on Status</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/Schedule (Internal/External)</li> <li>• Perform Inspection Service</li> <li>• Walk in Requests</li> </ul>	



# Code Enforcement




**Stakeholder Name:**

- Kory T. Katsimpalis

**Department:**

- Neighborhood Services/Code Compliance

**LEGEND**

-  Strong Capability
-  Moderate Capability
-  Weak Capability

Description/Use Case	All activities linked to the receiving and actioning code enforcement / Abatement Invoicing, Inc. Collections/Liens
Key Success Indicators	<ul style="list-style-type: none"> <li>• Invoices paid by property owner one-time and/or successfully matriculated to collections process</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>• Manual Processes</li> <li>• Reliant on manual entry of notes and case inf</li> <li>• Process can be stalled by bad owner information and/or bad mailing address</li> <li>• Multiple hard copies created and stored in various locations, creates risk of error, misplacement</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>• Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- **Weak Process - Ad hoc, not formalized, inconsistent**

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- **Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

# Code Enforcement

**Stakeholder Name:**

- Kory T. Katsimpalis

**Department:**

- Neighborhood Services/Code Compliance

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Complaint or Violation notice	Communicate with Complainant or Violator	Manage Complaints Violations	Conduct Inspections	Make Determination of Violation	Issue Fine or Ticket	Adjudication /Court Proceedings	Accept Payments	Close Violation	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Receive photographs and contractor invoice for each violation abatement performed. Materials are sent by Code Supervisor (J. Hernandez)	<i>I do not communicate directly with complainant or violator.</i>	Pictures are uploaded to Laserfiche; case workflow is processed to produce invoice and any relevant case notes, parcel notations, or status changes	<i>My process begins post-inspection, once an Inspector has ordered an abatement and the contractor has provided adequate documentation and invoicing.</i>	<i>This has happened prior to my invoicing processing.</i>	Once materials have been processed internally and cases updated, paper invoices are sent to the property owner of record and additional contracts assoc. With the address.	If payments are not paid within the 45 days set forth in Code, cases are turned over to a private collections agency. Each year, unpaid invoices over \$150 may be turned over to the complainant County for Liens.	Neighborhood Services Customer Service staff accept payments via check, phone, and walk-in. Invoices may also be paid on-line.	Once payment has been made on a case in invoiced status, the case will be closed.	<ul style="list-style-type: none"> <li>• NS Cust Svc staff answer questions primarily via phone, and must effectively communicate code requirements. Some case require extra investigation and residents may request a formal Admin Review within 10 days.</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/ (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Maintain Fee Schedule</li> <li>• Walk in Requests</li> </ul>	

# Code Enforcement

**Stakeholder Name:**

- .Damien Wilson

**Department:**

- .Building Services

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

<b>Description/Use Case</b>	All activities relating to dangerous buildings and complaint based rental inspections
<b>Key Success Indicators</b>	<ul style="list-style-type: none"> <li>• Notification/posting of dangerous building to corrective measures a posting removal</li> <li>• Notification of rental inspection to corrective measures by landlord and case close out</li> </ul>
<b>Current Pain Points</b>	<ul style="list-style-type: none"> <li>• Dangerous building cases are tracked manually via excel spreadsheets with no reminders of timeline</li> <li>• Rental inspections are also tracked manually via excel spreadsheet. No case/tracking system is implemented within our platform.</li> </ul>
<b>Future State Requirements</b>	<ul style="list-style-type: none"> <li>• Information and record keeping, workflow within platform, document management, correspondence tracking, timeline tracking,</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- **Weak Process - Ad hoc, not formalized, inconsistent**

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- **Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

Process Step	Intake Complaint and communication for rental inspections	Intake notification for dangerous buildings	Manage Dangerous Buildings	Conduct Rental Inspections	Make Determination of rental inspection	Citations for dangerous buildings and rental properties	Follow up inspections for dangerous buildings and rental properties	Violation close out	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Tenants will reach out via telephone or email to request a rental inspection</p> <p>A brief conversation with the tenant is had regarding the issues, tenant fills out rental inspection</p>	<p>Notified via phone, email or text from emergency services, PD drug task force or citizen complaint</p>	<p>Once dangerous building has been inspected and posted communication to the property owner via a 30 day notice will be sent regarding corrective measures</p>	<p>Meet with tenant and landlord to conduct rental inspection for minimum rental compliance</p>	<p>Review rental inspection results and proceed with a 30 day notice to the property management /owner regarding corrections needed to meet rental minimums. If corrections are not made</p>	<p>If corrective measures for dangerous buildings have not been done by the deadline set in the notice a citation will be issued to the property owner.</p> <p>If rental property corrections</p>	<p>Once corrections have been made to dangerous buildings and rental properties an inspection would be necessary to confirm compliance. This can be scheduled under the building permit (if one was required) or by reaching out directly to the</p>	<p>Once all corrections for dangerous buildings and rental properties have been confirmed via an inspection, permits will be closed out (if required) and a final letter is sent to the property owner confirming the closure of the violation case.</p>	<ul style="list-style-type: none"> <li>• Intake complaints or communication from other city services</li> <li>• Correspond to complainant and violator</li> <li>• Offer information to both complainant and violator</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/Schedule (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Walk in Requests</li> </ul>	

# Code Enforcement

**Stakeholder Name:**

- .Damien Wilson

**Department:**

- .Building Services

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Complaint and communication for rental inspections	Intake notification for dangerous buildings	Manage Dangerous Buildings	Conduct Rental Inspections	Make Determination of rental inspection	Citations for dangerous buildings and rental properties	Follow up inspections for dangerous buildings and rental properties	Violation close out	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Tenants will reach out via telephone or email to request a rental inspection</p> <p>A brief conversation with the tenant is had regarding the issues, tenant fills out rental inspection request form and returns it to us for scheduling</p>	Notified via phone, email or text from emergency services, PD drug task force or citizen complaint	Once dangerous building has been inspected and posted communication to the property owner via a 30 day notice will be sent regarding corrective measures and a timeline. Building permits may be required to perform the corrections.	Meet with tenant and landlord to conduct rental inspection for minimum rental compliance	Review rental inspection results and proceed with a 30 day notice to the property management /owner regarding corrections needed to meet rental minimums. If corrections are not made after the initial 30 day notice a final 30 day notice will be sent. Building permits may be required.	<p>If corrective measures for dangerous buildings have not been done by the deadline set in the notice a citation will be issued to the property owner.</p> <p>If rental property corrections have not been made within the allotted time a citation will be served to the property owner</p>	Once corrections have been made to dangerous buildings and rental properties an inspection would be necessary to confirm compliance. This can be scheduled under the building permit (if one was required) or by reaching out directly to the inspector that performed the initial inspection (this is if corrections did not require a permit)	Once all corrections for dangerous buildings and rental properties have been confirmed via an inspection, permits will be closed out (if required) and a final letter is sent to the property owner confirming the closure of the violation case.	<ul style="list-style-type: none"> <li>• Intake complaints or communication from other city services</li> <li>• Correspond to complainant and violator</li> <li>• Offer information to both complainant and violator</li> <li>• Update on Status</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/Schedule (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Walk in Requests</li> </ul>	

# Process and technology maturity

## Code Enforcement

*Process Maturity* for current processes - **Weak**

- Strong Process- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. - **Moderate**

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation
- Weak – manual execution and often paper-based

# Permits and Licensing

# Permits and Licensing

Stakeholder Name: Marc

Department: Engineering

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	Building permit review for calculation/collection of capital expansion fee for Engineering.
Key Success Indicators	<ul style="list-style-type: none"> <li>Currently manually review and sometimes override fee calculation for the Transportation Capital Expansion Fee, would be ideal if the permit intake can take into account the information I need to auto calculate the fee for more passive review.</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>Manual Processes, TCEF's calculation methodology is different than the other CEF's which are auto calc'd and collected</li> <li>Sometimes overriding the standard fee calculation too early under building permit review results in two fees being leveraged when the permit has to be "kicked back" and fees are auto-calc'd all over again. The system doesn't know that an override was created and adds the auto-calc'd fee back in along with override fee.</li> <li>Different point in which fee is leveraged compared to other CEF's (tenant finish vs. Core and shell)</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>Would like for the system to take into account the different methodology TCEF uses (finished basement square footage, finished square footage of each dwelling in a multi-family development)</li> <li>Would like to easily see historic instances of TCEF being paid with previous changes on the property</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
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Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong - The process executed entirely within the technology stack with no manual processes
- Moderate - Some technology support with little automation
- Weak - manual execution and often paper-based

Questions or comments: Would love to see more cradle to grave coordination between the "Land Management" and "Permits and Licensing" which are currently in different modules in Accela and don't appear to be as closely integrated as they could be. An ability to find all case history in both "spheres" that are geospatially databased would be ideal.

# Permits and Licensing

Stakeholder Name: Marc

Department: Engineering

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accella	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Building permit is "turned on" for my review	Communicate with applicant sometimes to get specific info like square footages of individual dwellings		Currently use an Excel spreadsheet to calc the fee and also track collection over time		Either confirm the pre-calculated fee, or override with my calculated information				Mark as complete				<ul style="list-style-type: none"> <li>•Review square footage information in the application</li> <li>•Contact BDRT's with any potential discrepancies in permit intake</li> <li>•Contact applicant with any additional information needed to complete review</li> <li>•Override auto calc in certain instances</li> <li>•Mark complete</li> </ul>



# Permits and Licensing

**Stakeholder Name:**

- Jason Komes

**Department:**

- Environmental Services

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	Construction Waste Management Plan (CWMP) review/management as part of a construction/demolition permit application process
Key Success Indicators	<ul style="list-style-type: none"> <li>• Turnaround time, Voluntary compliance</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>• Manual processes (no notifications of workflow requirements), Unclear expectations, Lack of field tools/tech, Many touchpoints, Documentation management, work flow continuity, internal contacts/resource availability, <b>formalized training</b>, role clarity</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>• Information and record keeping, workflow, approvals process, document management, correspondence tracking,</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

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- **Weak Process - Ad hoc, not formalized, inconsistent**

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
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- Weak – manual execution and often paper-based

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Deny or Approve CWMP	Data/Document management	Inspection coordination	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Accela workflow and emails to dedicated email address ( <a href="mailto:environmentalcompliance@fcgov.com">environmentalcompliance@fcgov.com</a> ).  Manage completed Initial/final PDF CWMP forms	Acknowledgment of receipt of CWMP  Questions/follow-ups as necessary via email and/or phone	Review against criteria to determine if CWMP meets requirements	Hold or approve within Accela	Manual management	Would follow a compliance process as necessary	N/A	N/A	N/A	<ul style="list-style-type: none"> <li>• Intake plans</li> <li>• Correspond to applicants</li> <li>• Offer information</li> <li>• Update on Status</li> <li>• Internal comms, with internal stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/ (Internal/External)</li> <li>• Schedule</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> </ul>	<ul style="list-style-type: none"> <li>• This is an interdependent part of the building permit application process. Stakeholders include internal departments and the applicant and associated contractors. Some permits and/or Certificates of Occupancy cannot be issued until our process is completed.</li> </ul>

# Permits and Licensing




**Stakeholder Name:**

- Linda Hardin

**Department:**

- Environmental Services

**LEGEND**

-  Strong Capability
-  Moderate Capability
-  Weak Capability

Description/Use Case	Registration and annual renewal of registrations of all solid waste haulers
Key Success Indicators	<ul style="list-style-type: none"> <li>• New registrations completed in a timely matter once we learn of a new hauler in FC. Renewals completed by November 30 of year prior to renewal year.</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>• Tracked on Excel spreadsheet collaborating with Sales Tax. Sales Tax collects fees through their payment portal and issues truck stickers.</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- **Strong Process** - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

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- **Moderate – Some technology support with little automation**
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# Permits and Licensing

**Stakeholder Name:**

- Linda Hardin

**Department:**

- Environmental Services

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accella	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Receive report of new hauler operating in FC.</p> <p>Report may come from citizen observation or proactively by the hauler</p> <p>Contractor safety form, proof of insurance *specific requirements for the application being approved for.</p> <p>Hard copies are kept of the application papers. (Bonds have to be kept in paper format)</p>	<p>Communicate with Applicant</p> <p>Bonds checked</p> <p>Communications through phone or email</p>	<p>Enter information and send for approval</p>	<p>Review against criteria to determine if permit or license will be approved.</p>	<p>Deny or issue permit or license</p>	<p>Enter information in Accella</p>	<p>License is a copy of the approved application.</p> <p>Requested manually from the applicant and Connie sends it to them.</p>		<p>Pay online through portal</p>	<p>Mark enabled in Accella (status enabled or disabled)</p>	<p>Maintain list of fees, update on a regular basis</p>	<ul style="list-style-type: none"> <li>• Intake complaints</li> <li>• Correspond to complainant or violator</li> <li>• Offer information</li> <li>• Update on Status</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/Schedule (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Walk in Requests</li> </ul>	<ul style="list-style-type: none"> <li>• Time Requirements: Applications 2 week turn around target.</li> <li>• (small cell completely different process)</li> <li>• Right of way contractor license – right of way bond expiration date/right of way license date – used to guide validity. If a new bond is received the license continues.</li> <li>• **Reminders sent out manually from a report (Via email)</li> </ul>

# Permits and Licensing

**Stakeholder Name:**

- Brandy Bethurem Harras

**Department:**

- Development Review

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	All activities linked to creating, managing and issuing permits and licenses / Use case Development Construction Permit
Key Success Indicators	
Current Pain Points	<ul style="list-style-type: none"> <li>• Example: Manual Processes</li> <li>• Manual Process</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>• Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process- Formalized, documented, optimized, audited.
- **Moderate Process** - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- **Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

Questions or comments: Need other departments to provide additional review/ feedback

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accella	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application
Details	Receive and enter information  Email, no online application currently	Communicate with Applicant  email				Enter information in Accella	manually			NA in Accela. No current workflow.

# Permits and Licensing

Stakeholder Name: Rob Bianchetto, Justin Moore

Department: Zoning

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	All activities linked to creating, managing and issuing permits and licenses / Sign permit
Key Success Indicators	<ul style="list-style-type: none"> <li>Timely service</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>Example: Scheduling inspections, collecting fees (being alerted that fees have been paid), contractor cannot upload docs</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>One-stop shop (application, review, payment, inspection all in one)</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process** - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

# Permits and Licensing

Stakeholder Name: Rob Bianchetto, Justin Moore

Department: Zoning

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accela	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Application emailed</p> <p>Application dropped off in person</p>	<p>Email confirmation of application, update on anticipated turn-around time</p>	<p>We need to take files applicant submits and combine them into one PDF.</p> <p>Sometimes applicant sends multiple files in different file types</p> <p>We upload the combined application into Accela for later review</p>	<p>Determine zone and sign district for project location.</p> <p>Review sign permit plans against applicable Land Use Code to determine if it meets standards</p> <p>Review location as well (total sign area currently in place for address, number of detached signs). Usually need to rely on Google street view</p>	<p>Approved if it meets LUC standards</p> <p>If it does not meet standards, we place permit on hold in Accela. Then contact applicant and explain what is not in compliance</p> <p>Also use sign permit to determine if change of use is occurring (ex-previous restaurant, now a retail store). Sign permit may be put on hold if a change of use is occurring and development review is required</p>	<p>If application meets LUC standards, we update description of work with scope of work (type out description of each sign being applied for)</p> <p>Rename and upload final approved copy of plans</p>	<p>Permit is issued once review is complete and fees are paid</p>	<p>Fees are calculated automatically by Accela based on a flat rate of \$65, plus percentage of valuation of project provided by applicant on the application</p> <p>Applicant rarely tells us they are tax exempt; we typically research if certain applicants (churches, schools, etc.) are registered as tax exempt through Sales Tax</p>	<p>Pay online through portal</p> <p>Call and pay over the phone with a credit card</p> <p>Pay in person with cash, check, or credit card</p> <p>Mail in check</p> <p>Pay via account</p>	<p>Once payment is received, sign permit is issued.</p> <p>Accela does not alert us when payment is made, so if applicant makes payment through online portal, they need to reach out to us and let us know</p> <p>Once sign is installed, applicant needs to contact us to let us know so that we can schedule final inspection. Applicant cannot request inspection through online portal, so must call or email Zoning directly</p>	<p>\$65 flat fee</p> <p>Charge City and County sales tax based on project valuation</p>	<ul style="list-style-type: none"> <li>• Intake applications</li> <li>• Answer contractor questions</li> <li>• Explain LUC standards</li> <li>• Answer questions about how to get sign permit to meet LUC standards</li> <li>• Intake payment</li> <li>• Schedule inspections</li> </ul>	<p>Applicant needs to be licensed through Contractor Licensing. Accela does not make it clear if license is current. If not, we need to direct them to Contractor Licensing</p>	<ul style="list-style-type: none"> <li>• Aim for a 5-business day review period</li> </ul>

# Permits and Licensing

**Stakeholder Name:**

- Joni / Jamie

**Department:**

- Utilities Fees and Rates

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

<b>Description/Use Case</b>	All activities linked to creating, managing and issuing permits and licenses / Building Permit. W/WW/SW Approvals & completed Tasks signed off through Accela / W/WW/SW Fees uploaded from W/WW Permit to Accela / Escrow payments / Covenant agreements
<b>Key Success Indicators</b>	<ul style="list-style-type: none"> <li>Timely service, efficient service delivery,</li> </ul>
<b>Current Pain Points</b>	<ul style="list-style-type: none"> <li>Manual process, unable to upload documents to Accela, Paper files, county has a recorded copy as well, and a scan of the recorded (laser fiche), not able to tie records to address,</li> </ul>
<b>Future State Requirements</b>	<ul style="list-style-type: none"> <li>Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing, collaboration between departments, customer self-service (ability for customers to upload documents online)</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process** - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accela	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Building Permit is changed to "Routed for Review" status	Email to Applicant informing them of items to be submitted to complete task signoff.	Applicant submits documentation. Approvals signed off by WUE and Erosion	Approvals signed off by WUE and Erosion. Fees assessed after review approval.	Work with a small portion of tasks for a bldg. permit. Many depts must sign off before approval. Approval completed by BDRTs.	N/A	Completed by BDRTs		Pay online through portal. W/WW Fees entered into W/WW Permit program which uploads to Accela	Completed by BDRTs	Maintain list of fees, update on a regular basis	<ul style="list-style-type: none"> <li>Intake complaints</li> <li>Correspond to complainant or violator</li> <li>Offer information</li> <li>Update on Status</li> </ul>	<ul style="list-style-type: none"> <li>Policies and Procedures</li> <li>Record Keeping and document management</li> <li>Letter and correspondence templates</li> <li>Status Tracking</li> <li>Assign/Route/Schedule (Internal/External)</li> <li>Perform Service</li> <li>Complete Service Request</li> <li>Service Request Tracking</li> <li>Walk in Requests</li> </ul>	<ul style="list-style-type: none"> <li>Time Requirements: Applications 2 week turn around target.</li> <li>(small cell completely different process)</li> <li>Right of way contractor license – right of way bond expiration date/right of way license date – used to guide validity. If a new bond is received the license continues.</li> <li>**Reminders sent out manually from a report (Via email)</li> </ul>

# Permits and Licensing

**Stakeholder Name:**

- Rob, Justin

**Department:**

- Zoning

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

<b>Description/Use Case</b>	All activities linked to creating, managing and issuing permits and licenses / Home Occupation License
<b>Key Success Indicators</b>	<ul style="list-style-type: none"> <li>• Timely service</li> </ul>
<b>Current Pain Points</b>	<ul style="list-style-type: none"> <li>• No customer portal, applicant cannot pay online</li> </ul>
<b>Future State Requirements</b>	<ul style="list-style-type: none"> <li>• Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- **Strong Process** - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- **Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accella	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Application emailed  Received via USPS  Walk-in applicants	Reach out to customer once application is processed-no queue to wait in	Check address to ensure it is within City Limits before entering information into Accela	Check nature of home occupation to ensure it is compliant with City standards  If retail, ensure there are no retail sales occurring on site  If clinical/massage, ensure class size management	Approved if it meets all requirements  Denied if prohibited home business (in-person retail sales, vehicle repair, etc.)	Enter information in Accella	License is issued once payment is made	Flat rate of \$25.	Pay over the phone with credit card  Pay in person with cash, check or credit card  Send check via USPS (often included with applicants who mail-in application)	Once payment is received, generate license in Accela and close/approve.	Flat rate of \$25	<ul style="list-style-type: none"> <li>• Answer questions regarding license, including if a license is required</li> <li>• Process application</li> <li>• Open investigation to complains regarding illegal home occupations</li> </ul>	<ul style="list-style-type: none"> <li>• Process applications</li> </ul>	



# Permits and Licensing




**Stakeholder Name:**

- Shar Manno

**Department:**

- Community Development and Neighborhood Services

**LEGEND**

-  Strong Capability
-  Moderate Capability
-  Weak Capability

<b>Description/Use Case</b>	All activities linked to creating, managing and issuing building department contractor licensing and registrations
<b>Key Success Indicators</b>	<ul style="list-style-type: none"> <li>• Timely service, reduction in expiration of license/registrations, reduction in violations, increased knowledge of our code and process, high level of transparency (customer able to self-help), ease of collaboration with permit technicians and other city departments.</li> </ul>
<b>Current Pain Points</b>	<ul style="list-style-type: none"> <li>• Manual Process, paper process (even if received electronically, we print it to get through processing), no way for customer to access electronic certificates and other information, must scan and input into separate archive system.</li> <li>• There is no way to clean up. We cannot easily delete incorrectly entered files; we have 15+ Excel spreadsheets to create our license/registration numbers.</li> <li>• Daily entry of insurance – would like for customers to be able to input into the portal with attachments backup, and we conduct a quick review to complete.</li> </ul>
<b>Future State Requirements</b>	<ul style="list-style-type: none"> <li>• Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing, online application completion that goes directly into system, strong reporting ability, <u>violation tracking</u> from a licensing standpoint, that can also tie into inspector violations if contractor involved. Want system generated everything, like license/registration numbers.</li> </ul>

**COMPLETE**

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- **Strong Process**- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
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Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation
- **Weak – manual execution and often paper-based**

# Permits and Licensing

Stakeholder Name:

- Shar Manno

Department:

- Community Development and Neighborhood Services

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a License/Registration	Communicate with Applicant	Manage application	Make Determination of License/Registration	Deny or Approve License/Registration	Enter Information in Accella	Issue Licenses/Registration	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Receive application via email, USPS, in-person or drop box.</p> <p>If received via email, we print a paper copy. We drowned in paper.</p>	<p>If application complete – email applicant a "received email"</p> <p>If application incomplete – email applicant with needed items and store application in "items needed cabinet" until items received. If items not received, send reminder email with deadline. If deadline not met, return application</p>	Enter information into Excel tracking spreadsheet.	Review against criteria to determine if license or registration will be approved.	Deny or issue license/registration	Enter information into Accella. We need more stop gaps, not all information required has a space, Would like one file as opposed to two.	<p>Send completion email to applicant, include payment information if necessary.</p> <p>Once payment received, if necessary, create certificate with wallet card, print out and mail to applicant.</p>	Fees are set in code.	Pay online through portal, in-person over the counter, via USPS by check, or drop box	<p>Mark enabled in Accella (status enabled or disabled)</p> <p>Paper copies are then scanned then uploaded into Laserfiche once process complete</p>	<p>Fees can be updated with formal code change. We are trying to get on 3-year cadence.</p>	<ul style="list-style-type: none"> <li>• Intake violations from bldg. Insp. and residents</li> <li>• Correspond to complainant or violator</li> <li>• Offer information</li> <li>• Update on Status</li> <li>• Help with in-person customers with licensing questions, comments, concerns</li> <li>• Respond to phone calls and email requests for information or those needing help</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/ Schedule (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Walk in Requests</li> <li>• Language services</li> <li>• Building Review Commission</li> <li>• Checking drop box</li> </ul>	<ul style="list-style-type: none"> <li>• Time Requirements: Applications 2 week turn around target.</li> <li>• **Reminders sent out manually from a report (letter section) that is manually pulled from BI Launch Pad. Must set my own reminders.</li> <li>• We do not have an actual CL module; it is all very manual for both the customer and staff. No workflow, no real tracking, too many different systems used to get to finalization.</li> <li>• Manually enter insurance updated daily, would like for customers to be able to update with attachment (of new accord form)</li> </ul>

# Permits and Licensing




**Stakeholder Name:**

- Shar Manno

**Department:**

- Community Development and Neighborhood Services

**LEGEND**

-  Strong Capability
-  Moderate Capability
-  Weak Capability

<b>Description/Use Case</b>	All activities linked to creating, managing and issuing building department contractor licensing and registrations
<b>Key Success Indicators</b>	<ul style="list-style-type: none"> <li>• Timely service, reduction in expiration of license/registrations, reduction in violations, increased knowledge of our code and process, high level of transparency (customer able to self-help), ease of collaboration with permit technicians and other city departments.</li> </ul>
<b>Current Pain Points</b>	<ul style="list-style-type: none"> <li>• Manual Process, paper process (even if received electronically, we print it to get through processing), no way for customer to access electronic certificates and other information, must scan and input into separate archive system.</li> <li>• There is no way to clean up. We cannot easily delete incorrectly entered files; we have 15+ Excel spreadsheets to create our license/registration numbers.</li> <li>• Daily entry of insurance – would like for customers to be able to input into their portal with attachment backup, and we conduct a quick review to complete.</li> </ul>
<b>Future State Requirements</b>	<ul style="list-style-type: none"> <li>• Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing, online application completion that goes directly into system, strong reporting ability, <u>violation tracking</u> from a licensing standpoint, that can also tie into inspector violations if contractor involved. Want system generated everything, like license/registration numbers.</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- **Strong Process**- Formalized, documented, optimized, audited.
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Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

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# Permits and Licensing

**Stakeholder Name:**

- Shar Manno

**Department:**

- Community Development and Neighborhood Services

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a License/Registration	Communicate with Applicant	Manage application	Make Determination of License/Registration	Deny or Approve License/Registration	Enter Information in Accella	Issue Licenses/Registration	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Receive application via email, USPS, in-person or drop box.</p> <p>If received via email, we print a paper copy. We drowned in paper.</p>	<p>If application complete – email applicant a 'received email'</p> <p>If application incomplete – email applicant with needed items and store application in "items needed cabinet" until items received. If items not received, send reminder email with deadline. If deadline not met, return application</p>	Enter information into Excel tracking spreadsheet.	Review against criteria to determine if license or registration will be approved.	Deny or issue license/registration	Enter information into Accella. We need more stop gaps, not all information required has a space, Would like one file as opposed to two.	<p>Send completion email to applicant, include payment information if necessary.</p> <p>Once payment received, if necessary, create certificate with wallet card, print out and mail to applicant.</p>	Fees are set in code.	Pay online through portal, in-person over the counter, via USPS by check, or drop box	<p>Mark enabled in Accella (status enabled or disabled)</p> <p>Paper copies are then scanned then uploaded into Laserfiche once process complete</p>	<p>Fees can be updated with formal code change. We are trying to get on 3-year cadence.</p>	<ul style="list-style-type: none"> <li>• Intake violations from bldg. Insp. and residents</li> <li>• Correspond to complainant or violator</li> <li>• Offer information</li> <li>• Update on Status</li> <li>• Help with in-person customers with licensing questions, comments, concerns</li> <li>• Respond to phone calls and email requests for information or those needing help</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/ (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Walk in Requests</li> <li>• Language services</li> <li>• Building Review Commission</li> <li>• Checking drop box</li> </ul>	<ul style="list-style-type: none"> <li>• Time Requirements: Applications 2 week turn around target.</li> <li>• **Reminders sent out manually from a report (letter section) that is manually pulled from BI Launch Pad. Must set my own reminders.</li> <li>• We do not have an actual CL module; it is all very manual for both the customer and staff. No workflow, no real tracking, too many different systems used to get to finalization.</li> <li>• Manually enter insurance updated daily, would like for customers to be able to update with attachment (of new accord form)</li> </ul>

# Permits and Licensing

Stakeholder Name: Tammi Pusheck

Department: Marijuana and Liquor Licensing (City Clerk)

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	All activities linked to creating, managing and issuing permits and licenses / Use case Contractor Licensing
Key Success Indicators	<ul style="list-style-type: none"> <li>Timely service</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>Example: Manual Processes</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing, violations tracking, on-line portal for customers to check status of their license, GIS interaction,</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process** - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

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- Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

# Permits and Licensing

Stakeholder Name: Tammi Pusheck  
 Department: Marijuana and Liquor Licensing (City Clerk)

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accella	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Receive and enter information</p> <p>Email or USPS (Both MJ and Liquor are dual licensing programs with the State)</p> <p>Contractor safety form, proof of insurance *specific requirements for the application being approved for.</p> <p>Liquor - Hard copies are kept of the application papers. Marijuana - stores electronically in shared drives</p>	<p>Communicate with Applicant</p> <p>Accept online meetings for questions</p> <p>Communications through phone or email and in person</p> <p>Several staff interact with applicants and gets complicated because there is no place to keep notes at this point</p>	<p>Enter information and send for approval</p> <p>Verify all required information and coordinate with all involved departments</p>	<p>Review against criteria to determine if permit or license will be approved.</p>	<p>Deny or issue permit or license</p> <p>Once the local program approves all materials are sent on to State for their review</p> <p>Some things related to license can be approved administratively and others need to be presented to the authority(judge)</p>	<p>Liquor has an Access database and MJ keeps information in several different Excel spreadsheets</p>	<p>License is sent to State for their review via the State portal</p> <p>Once State has completed their review they notify us via the State portal and issue license. Once State approves we are able to issue local license.</p>	<p>Fees are standard depending on type of license and include both local and state fees. There are currently two separate locations to pay fees. One for local fees and one for State fees. Applicants must include copies of receipts for paid fees with their application before it is considered complete</p>	<p>Pay online through portal – two separate payment portals. One for local fees and one for State fees.</p>		<p>Maintain list of fees, update on a regular basis</p>	<ul style="list-style-type: none"> <li>• Update on Status</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/ (Internal/External)</li> <li>• Walk in Requests</li> </ul>	<ul style="list-style-type: none"> <li>• Time Requirements: Statutory requirements as well as local City Manager Administrative policy requirements</li> <li>• **Reminders sent out manually from a report (Via email)</li> <li>• Law Enforcement does compliance checks that are currently dealt with in an Access database</li> <li>• GIS interaction to calculate locations of businesses</li> <li>• Both MJ and liquor have local authorities that have reporting requirements and have monthly meetings that involve confidential information.</li> </ul>

# Permits and Licensing

Stakeholder Name: Maren Bzdek/HP Team

Department: Historic Preservation Division (CDNS)

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	Design Review – Exterior Alterations to Fort Collins Landmarks and Other Historic Resources
Key Success Indicators	<ul style="list-style-type: none"> <li>Timely service that provides initial clarity on role and nature of historic review</li> <li>Accurate capture of relevant properties in all categories that require historic review</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>Non-permitted activities that require code-based approval from our team are not included in current permit apps; those activities sometimes accompany other work that requires a permit, but don't always, so need solution for both scenarios; Clear demarcation of interior/exterior projects is lacking; No document upload ability for Certificates of Appropriateness/SHPO Reports; Permitted project approvals sometimes occur prior to permit application; Routing does not always reflect current code requirements and review responsibilities</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>Full integration. Payment processing for related required historic surveys; Storage of application materials in iterative versions; Correspondence tracking, approvals process that clarifies HP as final decision maker for landmark properties; automatic integration or email delivery of design review application; survey payment processing integrated; follow up inspection can be requested by applicant and comments/sign off integrated in system.</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

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- Moderate Process** - Process is poorly documented and resides with individuals. Inefficient and error prone
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Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

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- Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

# Permits and Licensing

Stakeholder Name: Maren Bzdek/HP Team  
 Department: Historic Preservation Division (CDNS)

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accella	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Accela permit applications routed to HP due to landmark address layer and everything that is 50+ years (county assessor data)</p> <p>BDRTs may use Teams Chat to alert staff to OTC applications</p> <p>HP staff may perform historic review on conceptual designs prior to submittal of building permit application; permit application version may differ and require us to issue an addendum to our approval</p> <p>Non-permitted design review applications, which may or may not accompany permitted work, received via email or in-person</p>	<p>HP staff comments record what is needed from applicant and date we reached out</p> <p>Email communication from HP staff to explain process, anticipated turnaround, and, if needed, secondary landmark design review application attached</p>	<p>Applications stored on S drive in property address folders</p> <p>Logged into Excel spreadsheet</p> <p>Added to next available HP C meeting agenda if required</p>	<p>Same day sign off if simple OTC or N/A; or continue to hold for weekly staff design review or monthly HPC design review decision</p>	<p>Review application against Ch.14 requirements and any relevant LUC requirements (primarily compliance with federal SOI standards for treatment of historic properties)</p>	<p>Provide comment in Accela</p>		<p>N/A - no additional fees for building permit review;</p> <p>Some applications require flat historic survey of \$850/property (staff occasionally exercises discretion for multiple parcels or sites with multiple resources)</p>	<p>fee is paid by phone, mail, or in person</p> <p>Not integrated with online portal</p> <p>BDRT staff alerts us to payment</p>		<p>Future state: Would be good to create fee waiver threshold for small businesses and small nonprofits</p> <p>Future state: cumulative application fees from all related departments are managed based on optimized thresholds that include any means-tested waivers</p>	<ul style="list-style-type: none"> <li>• Phone, email, counter service with applicants, which often includes identifying whether historic review applies, and to what extent</li> <li>• Work with contractors to explain requirements and adjust scope of work/plans as needed</li> <li>• Walking applicants and their contractors through HPC review scheduling and process, when applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Historic Preservation is a sub-component of permit review that is not always applicable AND includes application and review activity that is for non-permitted work</li> <li>• Appeals of Determinations of Eligibility (when survey is required) or appeals of design review decision require HPC and potentially City Council decisions that can put review completion on hold for weeks to months</li> </ul>	



# Permits and Licensing

Stakeholder Name: Russ Hovland

Department: Building Services

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	All activities linked to permit application with plans, managing plan review process and final approval.
Key Success Indicators	<ul style="list-style-type: none"> <li>Timely service, complete and accurate review of plans, fewer failed inspections,</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>Many different kinds of permit types (and plan review types), many forms to keep updated, codes changing every 3 yrs., rigid permit types and workflow – inability to be flexible</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>Need to have: Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing;</li> <li>Nice to have: Increased access to inspection scheduling/information; ability to "batch" applications and inspections</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation
- Weak – manual execution and often paper-based

# Permits and Licensing

Stakeholder Name: Russ Hovland

Department: Building Services

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a Permit	Communicate with Applicant	Manage application	Make Determination of Permit	Approve Permit	Calculation of Fees and Payments	Accept Payments	Issue permit	Conduct inspections	Close Permit	Maintain fee Schedules	Customer Service	Supporting Services
Details	<ul style="list-style-type: none"> <li>Receive and enter information</li> <li>Applications received mostly through email, some paper applications accepted</li> <li>Applications checked for completeness and rejected if information is missing or unclear</li> <li>Resubmittals accepted through portal or through email</li> <li>Revisions accepted through email and manually uploaded</li> </ul>	<ul style="list-style-type: none"> <li>Email or telephone communication to garner complete information during submission and review</li> <li>Comments to applicants sent through coordinator to be sent out</li> <li>Automatically generated emails sent at key points during process (ready to issue, permit issuance)</li> </ul>	<ul style="list-style-type: none"> <li>Enter information and route for approval</li> <li>Some workflows include automatic bypass for specific review tasks; others require manual sign off by permit techs or other staff</li> <li>Some communication through Teams/Outlook required for certain processes to gain sign-off</li> <li>Some workflows cannot be changed midstream; changes require withdrawal and re-entry of application</li> <li>Documents uploaded into Accela using strict naming requirements</li> </ul>	<ul style="list-style-type: none"> <li>Review against criteria to determine if permit will be approved.</li> <li>Some permits automatically dropped into task queue</li> <li>Some permits require manual assignment to specific staff</li> <li>Permits claimed in</li> <li>Accela by reviewer</li> <li>Use Adobe plugin to review to ensure code compliance and comment on plans</li> </ul>	<ul style="list-style-type: none"> <li>Deny or issue permits</li> <li>Plans manually approved and uploaded to be accessed by customers on portal</li> <li>Once technical requirements are met permit held for licensing and payment</li> </ul>	<ul style="list-style-type: none"> <li>Some fees automatically calculated based on square footage/valuation</li> <li>Some fees manually added/voided</li> <li>Fees manually invoice prior to permit issuance</li> </ul>	<ul style="list-style-type: none"> <li>Pay online through portal</li> <li>Accept checks in person</li> </ul>	<ul style="list-style-type: none"> <li>Building permit and receipt automatically uploaded to online portal</li> </ul>	<ul style="list-style-type: none"> <li>Schedule inspections through text, phone, online</li> <li>Inspections scheduled one at a time by customers</li> <li>Permit type determines allowable inspections</li> <li>Inspections cannot be scheduled when licenses are out of date; IVR allows for some inspection scheduling prior to permit issuance</li> <li>Specific inspection types required for each permit to close out</li> <li>Inspections assigned by zone to specific inspector; transferred to other inspectors manually based on workload</li> <li>Zones assigned manually</li> <li>Inspections assigned to AM or PM slots; no call-ahead</li> <li>Option to set inspection for specific time</li> </ul>	<ul style="list-style-type: none"> <li>Some permits held for receipt of final documents.</li> <li>Final documents submitted through email; if uploaded to portal, customer must also send email to notify staff.</li> <li>TCOs issued on a case-by-case basis; tracked manually by spreadsheet</li> </ul>	<ul style="list-style-type: none"> <li>Maintain list of fees, update on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>Respond to requests through email/telephone/in-person regarding permit status, code requirements, inspection scheduling, inspection results,</li> </ul>	<ul style="list-style-type: none"> <li>Manage permit expirations (letters sent automatically to owners prior to expiration)</li> <li>Tracking/reporting</li> <li>Manage stock plans</li> <li>Record Keeping and document management</li> <li>Archive requests (manual process)</li> <li>Letter and correspondence templates</li> <li>Status Tracking</li> <li>Assign/Route/</li> <li>Schedule (Internal/External)</li> <li>Perform Service</li> <li>Complete Service Request</li> <li>Service Request Tracking</li> <li>Walk in Requests</li> </ul>




# Permits and Licensing

Stakeholder Name: Tyler Siegmund

Department:

- Light and Power Engineering

## LEGEND

-  Strong Capability
-  Moderate Capability
-  Weak Capability

Description/Use Case	Building Permit review of electric load information and
Key Success Indicators	<ul style="list-style-type: none"> <li>• Timely service</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>• Sometimes not activated on certain permits that we need to review</li> <li>• Complicated fee structure, most of our fees are billed directly through Utility Finance and not part of permit process</li> <li>• Our electric service form is not part of the permit application. We have to email this form separately</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>• Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- **Strong Process** - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- **Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

# Permits and Licensing

**Stakeholder Name:** Tyler Siegmund  
**Department:**  
 • Light and Power Engineering

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Communicate with Applicant	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accella	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>If there are issues with the electric information submitted with the permit, then a hold is placed asking the applicant to contact our electric project engineering group.</p> <p>Our group is available for questions regarding the electric requirements on projects/permits.</p>	<p>For all permits that are adding/changing electric loads or meter(s) then we are activated on the permit as a sign off.</p> <p>If OK then we sign off, if not then a hold is placed asking the applicant to contact us directly to discuss.</p> <p>There are some permits that we are not activated on, and it becomes an issue during construction. The applicant has an approved permit form the city but Light and Power did not have a chance to review. It doesn't happen too often, but it can have big implications on a project after permit issuance.</p>	<p>We are a sign off on some permits but do not Deny or Approve full permits. A sign off on the electric review portion of the permit.</p>	<p>We will sometimes manually add/change/review some fees related to electrical depending on the permit type.</p>	<p>We are a sign off on some permits but do not Deny or Approve full permits. We only sign off on the electric review portion of the permit.</p>	<p>Light and Power has a complicated fee structure depending on the project/permit type.</p> <p>Most of our fees are invoiced to the customer directly through Utility Finance Dept and not tied to the building permit process.</p> <p>We add some of our fees to the building permit and that is typically a manual process to revise/add/delete fees.</p> <p>There are some permit types that auto generate our fees that we review and adjust/modify as needed.</p>	<p>We have some of our account numbers associated with some of the electrical fees and when the permit is paid our portion goes to Light and Power account.</p> <p>For large projects, we invoice our capacity fees and building site charges to the customer directly through Utilities Finance Dept. That is separate from the permit fees. This can be confusing to applicants that are not aware of our billing processes.</p>	<p>Light and Power has a complicated fee structure depending on the project type.</p> <p>Most of our fees are invoiced to the customer directly through Utility Finance Dept and not tied to the building permit.</p> <p>We add some of our fees to the building permit and that is typically a manual process to revise/add/delete fees.</p> <p>There are some permit types that auto generate our fees and we review and adjust/modify as needed.</p>	<ul style="list-style-type: none"> <li>• We are available for questions on anything electrical, depending on the project type.</li> </ul>	<ul style="list-style-type: none"> <li>• We have developed a few separate spreadsheets to easily run reports for permit and project tracking.</li> </ul>	<ul style="list-style-type: none"> <li>• Review electrical information on permits and approve or place holds as needed.</li> <li>• Coordinate with applicants if electrical information is not correct</li> <li>• Email electric service form</li> <li>• Review fees. Add/adjust/delete as needed</li> </ul>

# Permits and Licensing

Stakeholder Name: Connie Kiehn -  
Department: Engineering

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	All activities linked to creating, managing and issuing permits and licenses / Use case ROW Contractor Licensing
Key Success Indicators	<ul style="list-style-type: none"> <li>Timely service</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>Example: Manual Processes</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process** - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

# Permits and Licensing

Stakeholder Name: Connie Kiehn -  
Department: Engineering

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accella	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Receive application through mail, email or in person, no online application currently</p> <p>Bonds, insurance, Contractor safety form are all necessary before application can be sent off for approval.</p> <p>Hard copies are kept of the application papers. (Bonds are kept in paper format as per our standards)</p>	<p>Communicate with Applicant</p> <p>Bonds and insurance are checked</p> <p>Communications through phone or email</p>	<p>Prepare PDF of application and send for approval to various people for approval</p>	<p>Review against criteria to determine if permit or license will be approved.</p>	<p>Deny or issue license</p>	<p>If approved, enter information in Accella</p>	<p>License is a copy of the approved application.</p> <p>Requested manually from the applicant and Connie sends it to them.</p>	<p>Flat fee of \$130. One time only, we do not charge a yearly renewal unless the license expires, and the applicant needs to reapply.</p>	<p>Pay online through portal. They may also pay with a check at the time they apply. It is much easier though, if they pay online. If they pay with a check, the building department needs to process it in Accella.</p>	<p>The license is enabled in Accella, if bonds or insurance expire, the license is disabled in the system</p>	<p>Maintain list of fees, update on a regular basis</p>	<ul style="list-style-type: none"> <li>• Offer information</li> <li>• Update on Status</li> <li>• Assistance with Citizen Access portal questions</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/ Schedule (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Walk in Requests</li> </ul>	<ul style="list-style-type: none"> <li>• Time Requirements: Applications 2 week turn around target.</li> <li>• Right of way contractor license – right of way bond expiration date/right of way license date – used to guide validity. If a new bond is received the license continues.</li> <li>• **Reminders sent out manually from a report (Via email)</li> </ul>

# Permits and Licensing

Stakeholder Name: Connie Kiehn

Department: Engineering

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	All activities linked to creating, managing and issuing permits and licenses / <b>Engineering permits (other) – encroachment, portable signs, fence, drive approach/sidewalk, banners, outdoor dining, newsracks, oversized vehicle</b>
Key Success Indicators	<ul style="list-style-type: none"> <li>Timely service,</li> <li>Easy access to permit online (this is the goal)</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>Example: Completely Manual Process</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing. Goal would be to be completely online. All documents uploaded online and all automated processes.</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation
- Weak – manual execution and often paper-based

# Permits and Licensing

Stakeholder Name: Connie Kiehn

Department: Engineering

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Spreadsheet in the S drive	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Permit is received - Email or Front counter drop off, no online application currently Application is checked to see if all materials are included (varies depending on permit type)	Communicate with Applicant through phone or email	Email to inspector for approval. Coordination with other departments occurs depending on permit type. (traffic, parking services, forestry, etc.)	Review against criteria to determine if permit will be approved.	Deny or issue permit. Sign it and email to business support staff to process.	Enter information into a spreadsheet located in the S drive so that it's available for staff taking payment over the phone. Edit the permit to include the permit number and date of approval. Save copy of the permit in the S drive.	Requested manually from the applicant and is emailed to the applicant.	Applicant receives an email with instructions for making payment. Fees are calculated by the inspector issuing the permit. Fees are available to view on website and on the permit.	Pay with credit card over the phone. Paying in person is also an option. It would be great if these could be paid online, but it's not possible now.	Depending on permit type, the permit is closed out when it expires or when a final inspection occurs (sidewalk permits).	Maintain list of fees.	<ul style="list-style-type: none"> <li>•Correspond to complaint or violator</li> <li>•Offer information</li> <li>•Update on Status</li> </ul>	<ul style="list-style-type: none"> <li>•Policies and Procedures</li> <li>•Record Keeping and document management</li> <li>•Letter and correspondence templates</li> <li>•Status Tracking</li> <li>•Assign/Route/</li> <li>•Schedule (Internal/External)</li> <li>•Walk in Requests</li> </ul>	<ul style="list-style-type: none"> <li>•Time Requirements -5-day minimum required for review and approval of most permits. Varies depending on permit type.</li> <li>•Oversized vehicles are 48 hours</li> <li>-The process is completely manual and there is no software utilized for processing. Our goal is to have these permits available to customers entirely online</li> </ul>



# Permits and Licensing

Stakeholder Name: Connie Kiehn

Department: Engineering

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	All activities linked to creating, managing and issuing permits and licenses / Small Cell Encroachment Permits
Key Success Indicators	<ul style="list-style-type: none"> <li>Timely service, Federally mandated deadlines are met throughout the review process</li> <li>Easy access to permit online (this is the goal)</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>Example: Completely Manual Process</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing. Goal would be to be completely online. All documents uploaded online and all automated processes.</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation
- Weak – manual execution and often paper-based

# Permits and Licensing

Stakeholder Name: Connie Kiehn

Department: Engineering

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in a Project Tracking Spreadsheet MS Teams	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Permit is received - Email only.</p> <p>Project files are set up in Teams-SharePoint folders for all of review team to access and work on. Comment sheets are created and put in folders.)</p>	<p>Communicate with applicant through small cell email account throughout the review process. Emails go out on Day 1, Day 10, Day 24, Day 43, Day 60, or Day 90 if it's a new pole. These permits have strict deadlines that are federally mandated and are under a "shot clock" review process.</p>	<p>The application project links are emailed (routed) to the small cell review team on day 1 and on day 43 for review to begin or continue.</p>	<p>Review against criteria to determine if permit will be approved.</p>	<p>Deny or issue permit on Day 60 or Day 90 Sign application and approved plans, upload to project files</p>	<p>Enter information into a spreadsheet located in Teams throughout the process as needed when new information is received.</p>	<p>Approved permit, construction plans and comment sheets are emailed to the applicant.</p>	<p>Applicant receives an email with instructions for making payment. A BMISC is created in Accela on Day 1 so the fees can be applied when the customer calls in to make payment, or for a payment to be made by check.</p> <p>Fees are available to view on small cell website and on the permit.</p>	<p>Pay with credit card over the phone. Paying with a check is also an option. It would be great if these could be paid online, but it's not possible now.</p>	<p>The permit is good for 1 year from issue date. After the permit is issued, a supplemental site license is issued, then further permits are obtained prior to the building of the small cell tower. (Excavation, building permit, traffic permit, etc.).</p>	<p>Maintain list of fees. Fee study was completed in the past 2 years to determine cost for applicant.</p>	<ul style="list-style-type: none"> <li>• Intake applications and plans to applicants</li> <li>• Email communication throughout review process.</li> </ul>	<p>Policies and Procedures- Master License Agreements</p> <p>Legal services GIS services Review Team coordination</p> <p>Weekly team meetings</p> <ul style="list-style-type: none"> <li>••Record Keeping and document management</li> <li>••Letter and correspondence templates</li> <li>••Status Tracking</li> <li>••Assign/Route/Schedule (Internal/External)</li> </ul>	<ul style="list-style-type: none"> <li>- 60 Day Shot Clock begins on the day application is received (only accepted on Mondays).</li> <li>- Timelines are strict for this permit and items need to go out to the applicant on very specific days</li> <li>- Process differs from all other engineering permits due to the complexity of the process. See process below:</li> </ul>

# Permits and Licensing

Stakeholder Name: Connie Kiehn

Department: Engineering

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Process Step	Intake Application for a Permit or License	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	<p>Project tracking sheet is updated (excel spreadsheet). GIS Map is updated with pole site information. This process is repeated at day 43 when new materials are received in the 60-day process (90 day for new poles)</p>	<ul style="list-style-type: none"> <li>•<b>Day 1 MONDAY</b></li> <li>•Monitor small cell email account for new applications, revised submittals, correspondence</li> <li>•Set up a new electronic folder for the Review team to put comments and store files/redlines (in MS Teams)</li> <li>•Update the Tracking spreadsheet with new application submittals</li> <li>•Route new applications to the review team</li> <li>•Schedule a Friday (Day 19) review meeting for the team to discuss the New applications</li> <li>•Process the review application fees</li> <li>•Email the applicant a notice that project has been routed</li> <li>•Update the GIS map with new pole information</li> <li>•<b>Day 10 FRIDAY</b></li> <li>•Update the Tracking spreadsheet with new information</li> <li>•Send applicant a letter of complete or incomplete application, including all comments for incomplete applications only submitted by the Review Team. Don't send comment sheets for complete applications. Those will go out on Day 24. Blind cc the Small Cell Routing group on these emails.</li> <li>•Update the GIS Map for incomplete applications</li> <li>•Update the files</li> <li>•Day 5 FRIDAY</li> <li>•Attend the Friday review meeting</li> <li>•<b>Day 24 WEDNESDAY</b></li> <li>•Send applicant a 1<sup>st</sup> Round Comments Letter along with PDF'd Comments and any bluelines. Give them the deadline for when comments are expected back from them (Day 43).</li> <li>•Day 43 &amp; 44 MONDAY to Tuesday</li> <li>•Monitor small cell email account for revised submittals, correspondence</li> <li>•Set up Final round files in MS Teams folders</li> <li>•Route revisions received from the applicant to the team</li> <li>•Email the applicant a notice that revisions have been routed</li> <li>•Schedule day 54 MS Teams coordination meeting for Final review</li> <li>•Day 54 FRIDAY</li> <li>•Attend coordination meeting for Final Review</li> <li>•Day 57 – 60 Monday to Wednesday</li> <li>•Prepare permit and comments letter</li> <li>•Day 60 Thursday</li> <li>•Letter of Determination letter and comments are sent to the applicant</li> <li>•Update tracking spreadsheet</li> <li>•Update GIS map</li> <li>•Update the files</li> </ul>

# Permits and Licensing (working version)

**Stakeholder Name:**

- Marcy Yoder

**Department:**

- CDNS – Neighborhood Services

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	Rental Housing registration program
Key Success Indicators	<ul style="list-style-type: none"> <li>• Timely service</li> <li>• Customer ease of use</li> </ul>
Current Pain Points	<ul style="list-style-type: none"> <li>• It is a new process still in development</li> </ul>
Future State Requirements	<ul style="list-style-type: none"> <li>• Information and record keeping, workflow, approvals process, document management, correspondence tracking, fee schedules, payment processing</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- **Strong Process** - Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- **Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

Process Step	Intake Application for a Permit or License	Communicate with Applicant	Manage application	Make Determination of Permit or License	Deny or Approve Permit or License	Enter Information in Accella	Issue permit or Licenses	Calculation of Fees and Payments	Accept Payments	Close Application	Maintain fee Schedules	Customer Service	Supporting Services	Detailed Notes about your specific process. How is it similar/where does it differ?
Details	Applicant completes on line  Payment made  Staff verifies complete and appropriate.	Auto generate email for submission  Email if items are missing  Auto generate email approval.  Notify of renewal needed	Enter information and send for approval	Review against criteria to determine if permit or license will be approved.	Deny or issue permit o license	Applications not completed online would need to be entered by staff on the applicants behalf	Auto generate registration	Yes should be auto generated based on properties and units per property	Pay online through portal	Close as completed and auto generate renewal date	Maintain list of fees, update on a regular basis	<ul style="list-style-type: none"> <li>• Yes to register and to share information , etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/</li> <li>• Schedule (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Walk in Requests</li> </ul>	<ul style="list-style-type: none"> <li>• Unknown at this point.</li> </ul>

I did not include rental inspections as my assumption is that the functionality is the same as the building inspection information you will receive from Marcus's team.

# Process and technology maturity

## Permits and Licensing

*Process Maturity* for current processes - **Strong**

- Strong Process- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. **Moderate**

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation
- Weak – manual execution and often paper-based

# Customer Service



## Our Customers

- Council
- Clerks Office
- Other Departments/Internal Staff
- Contractors
- Developers
- Realtors
- Commissions
- Community Groups NPOs
- Neighbors in the Community
- Other Government Agencies – Reporting to and requests for information, Regulatory Requirements, county agencies (intergovernmental agreements,) special districts
- Vendors and Consultants
- Small Business Owners
- Funding – sales tax, cost recovery model, (funding based off of fees and taxes collected)



## Any Challenges or pain points serving our customers currently

- Confusing and hard to navigate processes
- Lack of technology to complete processes in some areas
- Also not having technology for those who cannot make it into the office in person
- Website navigation and content
- Digital experience is not streamlined, confusing for users
- Voice of the customer not understood (unified vision in progress)
- Reactive to negative feedback, not proactive
- Customer experience varies across the City processes
- Many places to go, lack of information /transparency as to where to go or who to go to
- Lack of online tools drives a lot of phone and walk-in services
- Reporting is cumbersome





## The vision for customer service around permitting, licensing, and code enforcement

- Provide excellence in customer service
  - Provide transparent and accurate data to our customers
  - Automate - reduce administration and create efficiencies increasing bandwidth for high value tasks and personal interaction where required
  - Increase the accuracy for first point of contact (increased visibility on where to go for information and how to navigate a process)
  - Ease of use and navigation
  - Meet our customers where they are at
  - Support our teams in providing great customer service
  - Standardize service delivery to be proactive as opposed to reactive in process design.
  - Transparency
    - Accurate data – Auditable/ regular review of data and processes
    - Clear processes and expectations – steps to follow, required information, where to go, status updates

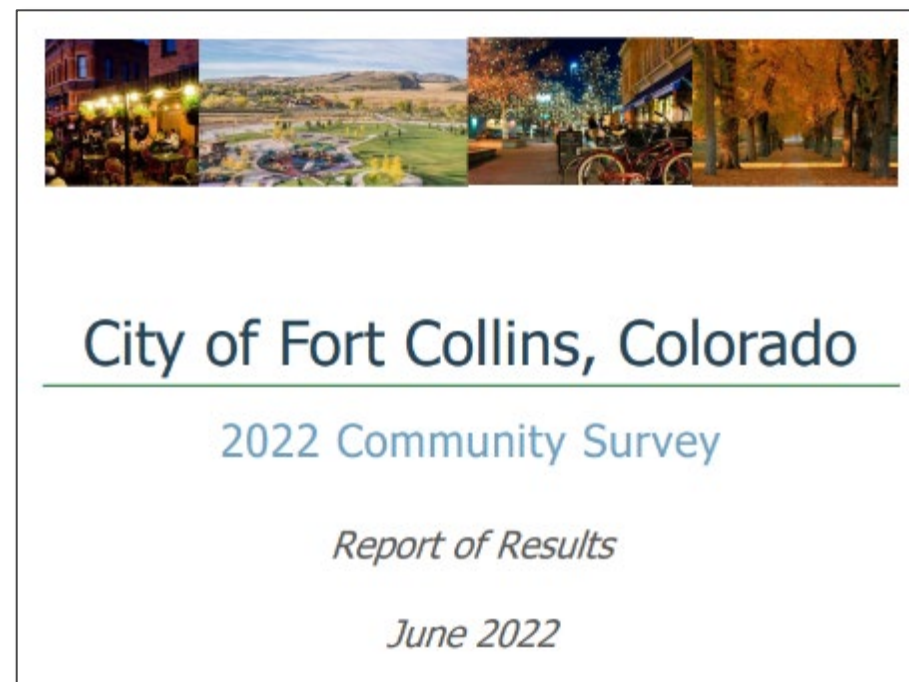


## Metrics for Customer Service

Outcomes and Measures 🔗

Outcome	(Last updated: May 26, 2023)
<b>Neighborhood Livability and Social Health</b> Fort Collins provides a high quality built environment, supports quality, diverse neighborhoods and fosters the social health of residents.	Q1 2023
<b>Culture and Recreation</b> Fort Collins provides diverse cultural and recreational amenities.	Q1 2023
<b>Economic Health</b> Fort Collins has a healthy, sustainable economy, reflecting community values.	Q1 2023
<b>Environmental Health</b> Fort Collins promotes, protects and enhances a healthy and sustainable environment.	Q1 2023
<b>Safe Community</b> Fort Collins provides a safe place to live, work, learn and play.	Q1 2023
<b>Transportation and Mobility</b> Fort Collins provides safe and reliable multi-modal travel to, from, and throughout the City.	Q1 2023
<b>High Performing Government</b> Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.	Q1 2023

- <https://fortcollins.clearpointstrategy.com/community-neighborhood-livability/>



- <https://www.fcgov.com/communitysurvey/files/fort-collins-community-survey-report-draft-2022-06-28.pdf?1661985077>

# Customer Service and Shared Functionality

Stakeholder Name:

- Group Exercise

Department:

## LEGEND

- Strong Capability
- Moderate Capability
- Weak Capability

Description/Use Case	All activities related to serving our customers
Key Success Indicators	Customer service metrics -

Process Step	Common Processes	Future State Requirements	Systems in Use:
Details	<ul style="list-style-type: none"> <li>• Intake complaints</li> <li>• Intake inquiries</li> <li>• Correspondence to customers</li> <li>• Offer information</li> <li>• Update on status</li> <li>• Walk in appointments</li> <li>• Online portals</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Support policies and procedures and process documentation</li> <li>• Record Keeping and document management</li> <li>• Letter and correspondence templates</li> <li>• Status Tracking</li> <li>• Assign/Route/</li> <li>• Schedule (Internal/External)</li> <li>• Perform Service</li> <li>• Complete Service Request</li> <li>• Service Request Tracking</li> <li>• Walk in Requests</li> <li>• Collect payment – E checks and credit card processing</li> <li>• Special checks (marijuana/tobacco) – background checks, credit checks</li> <li>• Reporting including official document generation (permit letters,) metrics, data exports for manipulation and research</li> <li>• Task assignment</li> <li>• Resource management – Managing resources including assigning work, viewing workload and assignments, locations, help make decisions around resourcing</li> <li>• Field worker facilitation (inspections for example) – scheduling, tools to complete work in the field</li> <li>• Integration with necessary systems to eliminate duplicate entry</li> <li>• Integration with emails,, calendars (Scheduling meetings (Should have)), video conferencing (should have)</li> </ul>	<ul style="list-style-type: none"> <li>• Accela, crystal reports, NCR(Credit card processing), MuniRev (sales tax), JDE, Tungsten (refunds)</li> <li>• Accela electronic document review software (building) and BlueBeam (Dev Review)</li> <li>• Citizen portal/Text Messaging, IVR system (vendor Selectron)</li> </ul>

# Customer Service and Shared Functionality

**Stakeholder Name:**

- Marc Virata

**Department:**

- Engineering

**LEGEND**

- Strong Capability
- Moderate Capability
- Weak Capability

<b>Description/Use Case</b>	Building permit review for calculation/collection of capital expansion fee for Engineering.
<b>Key Success Indicators</b>	<ul style="list-style-type: none"> <li>• Currently manually review and sometimes override fee calculation for the Transportation Capital Expansion Fee, would be ideal if the permit intake can take into account the information I need to auto calculate the fee for more passive review.</li> </ul>
<b>Current Pain Points</b>	<ul style="list-style-type: none"> <li>• Manual Processes, TCEF's calculation methodology is different than the other CEF's which are auto calc'd and collected</li> <li>• Sometimes overriding the standard fee calculation too early under building permit review results in two fees being leveraged when the permit has to be "kicked back" and fees are auto-calc'd all over again. The system doesn't know that an override was created and adds the auto-calc'd fee back in along with override fee.</li> <li>• Different point in which fee is leveraged compared to other CEF's (tenant finish vs. Core and shell)</li> </ul>
<b>Future State Requirements</b>	<ul style="list-style-type: none"> <li>• Would like for the system to take into account the different methodology TCEF uses (finished basement square footage, finished square footage of each dwelling in a multi-family development)</li> <li>• Would like to easily see historic instances of TCEF being paid with previous changes on the property</li> </ul>

Rank the *Process Maturity* for current processes. (highlight appropriate choice)

- Strong Process- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- **Weak Process - Ad hoc, not formalized, inconsistent**

Rank the *Technology Maturity* for current processes. (highlight appropriate choice)

- Strong – The process executed entirely within the technology stack with no manual processes
- **Moderate – Some technology support with little automation**
- Weak – manual execution and often paper-based

**Level 1 Capabilities:**

Process Step	Service Request Intake	Communicate with Complainant or Violator	Assign/Route/Schedule (Internal/External)	Service request tracking/maintenance	Accept Payments	Perform Service	Close Service Request	Self Service Portal	Accessibility	Usability	Credit Card Services	Maintain Fee Schedules	Record keeping
Details	Building permit is "turned on" for my review	Communicate with applicant sometimes to get specific info like square footages of individual dwellings		Currently use an Excel spreadsheet to calc the fee and also track collection over time		Either confirm the pre-calculated fee, or override with my calculated information	Mark as complete						

# Process and technology maturity

## Permits and Licensing

*Process Maturity* for current processes - **Weak**

- Strong Process- Formalized, documented, optimized, audited.
- Moderate Process - Process is poorly documented and resides with individuals. Inefficient and error prone
- Weak Process - Ad hoc, not formalized, inconsistent

Rank the *Technology Maturity* for current processes. - **Moderate**

- Strong – The process executed entirely within the technology stack with no manual processes
- Moderate – Some technology support with little automation
- Weak – manual execution and often paper-based

# Development review, licensing, permitting and inspection Vendors landscape

GRANICUS

govService  
Amanda

Accela

tyler technologies

salesforce

CityTech SOLUTIONS

CityView®

Trimble

CityGrows

Cloudpermit

Infovision Software, Inc.  
Evolve Permitting and Inspections

Clariti

Tempest Development  
Tempest Development

iWorQ

# Related Info-Tech research

## Get the Most Out of Your ERP



In today's connected world, the continuous optimization of enterprise applications to realize your digital strategy is key.

### **Critical Insight**

A properly optimized ERP business process will reduce costs and increase productivity.

### **Impact and Result**

Build an ERP Optimization Team to conduct ongoing application improvements.

Assess your application(s) and the environment in which they exist. Use a business-first strategy to prioritize optimization efforts.

## Governance of Enterprise Software Implementation



Being Agile will increase the likelihood of success.

### **Critical Insight**

Agility outside of software development is still in its infancy. The knowledge to apply it to business processes is lacking.

### **Impact and Result**

Leverage the best practices of project management to deliver value to the business sooner.

Follow our iterative methodology with a task list focused on the business must-have functionality to achieve rapid execution and to allow staff to return to their daily work sooner..

## Select and Implement an ERP Solution



Selecting a best-fit solution requires balancing needs, cost, and vendor capability.

### **Critical Insight**

Upfront investment of time and resources into project planning will prevent post-implementation regret.

### **Impact and Result**

Leverage Info-Tech's comprehensive three-phased approach to ERP selection projects, starting with assessing your organization's preparedness to go into the selection stage, moving through technology selection, and preparing for implementation.

## Select an ERP Implementation Partner



Unlock the potential of your ERP portfolio by choosing the right implementation partner.

### **Critical Insight**

ERP implementation is not a one-and-done exercise. Most often it is the start of a multi-year working relationship between the software vendor or systems integrator and your organization. Take the time to find the right fit to ensure success.

### **Impact and Result**

Use Info-Tech's implementation partner selection process to find the right fit for your organization.





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