



## FACT SHEET ~ Development Services Branch



**DON ROSENTHAL** is the *Assistant County Administrator for Development Services* serving the citizens of Pasco County and the Pasco County Board of County Commissioners. He has a Master's Degree in Finance and Accounting from Regis University and a Bachelor's Degree in Psychology from Loyola University (Lake Shore Campus). He is a former Army officer who served four years in Germany. The Development Services Branch has four departments (Building Construction Services; Engineering Services; Planning and Development; and Public Works) with 15 divisions and approximately 430 employees. Mr. Rosenthal's focus is on customer service, training, and technology improvements for Pasco County. He feels that these improvements will allow the Development Services Branch to establish and maintain a high degree of customer satisfaction. Additionally, this increased customer satisfaction will help build lasting business relationships that will in turn provide additional insight for continuous improvement efforts.

Development Services is responsible for the coordination and direction of all activities associated with the review and issuance of permits and development orders through the implementation of the Pasco County Comprehensive Plan and enforcement of the Pasco County Land Development Code and Code of Ordinances.

This is accomplished through the administration of the Strategic Plan charting the course for Pasco County and the implementation of the Business Plan initiatives that address the Strategic Plan goals. We are striving to ensure that Pasco County is the Premier County for balanced economic growth, environmental sustainability and first-class service.

■ <u>Building Construction Services:</u>	Stephen Tetlak Acting Director/Deputy Building Official (727) 847-8127, ext. 8603
○ Building Inspections	
○ Central Permitting	
○ Minimum Standards	
○ Plan Review	
■ <u>Engineering Services:</u>	Margaret Smith, P.E. Director/County Engineer (727) 847-2411, ext. 7452
○ Project Management	
○ Real Estate	
○ Survey	
○ Traffic Operations	
■ <u>Planning and Development:</u>	Kristen Hughes, AICP Director (585) 233-4912
○ Code Compliance	
○ Current Planning	
○ Long Range Planning	
○ Metropolitan Planning Organization	
○ Zoning and Intake	
■ <u>Public Works:</u>	Michael Garrett, P.E. Director (727) 847-8143
○ Road and Bridge	
○ Stormwater /SEWERS	

### DEVELOPMENT SERVICES BRANCH

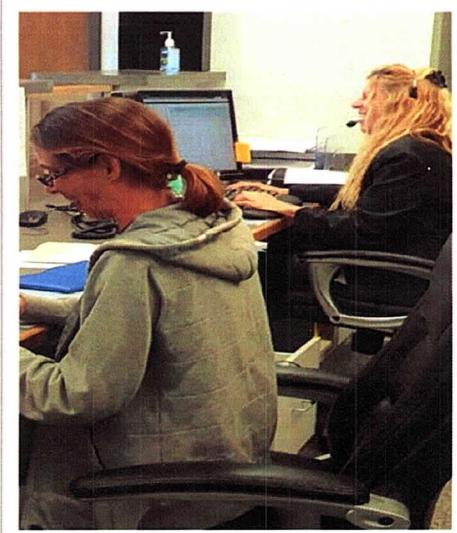
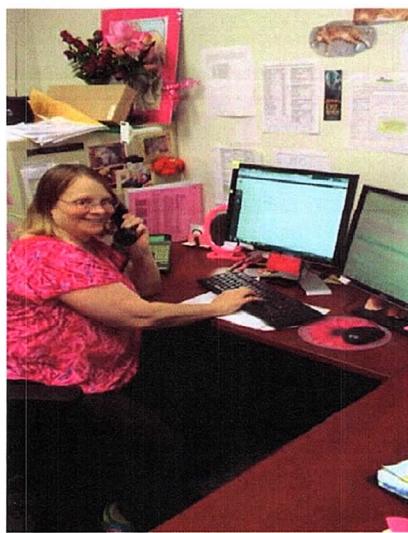
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# Development Services Branch

## May 2017

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## Building Construction Services



### Challenge:

- Certificate of Occupancy (CO) processing the higher volume of requests received, especially during the last week of the month.
- Incoming call volume with limited staff.
- Educating Customer Service (CS) Staff in all aspects of the permit process.

### Strategy:

- Increase productivity by 30 percent within the next year.
- Decrease calls by 50 percent by educating the public on how to use the Citizens Portal and Phase II of the Interactive Voice Response system.
- CO issuance (streamlining current process and adding automation).
- Building Construction Services CS (currently we have two open positions to fill, continue to train the CS staff to provide more detailed information to the Customer).
- Inspection performance.

### Success:

- Uploading documents into our Citizen's Portal; decreasing time issuance of COs.
- Implement building a Systems Administration team to provide more technical support for our Pasco Permitting System.
- Hire more personnel for our online scheduling system.

Our future goal is educating our customers on our online system. Providing customers the availability to answer questions they may have, which gives us the opportunity to answer a higher percentage of calls.



## Building Construction Services

### ASSISTANT COUNTY ADMINISTRATOR'S PERSPECTIVE:

This department is in transition, in that we have an Acting Building Official, and extensive training is needed to bring existing staff up to a level where they can consistently and successfully handle all of the issues that they are faced with on a daily basis. We have addressed the issue of poor training by having the senior employees in Zoning to become the lead technicians and to oversee the training of the most recently hired, less trained employees through a reorganization initiated on Friday, April 28, 2017. The Acting Building Official has shown that he is not able to handle full the requirements of the Building Official, but he does well as a Deputy Building Official, and we will leave him in that role. The other Deputy Building Official has both a Master's Degree and a Bachelor's Degree in Architecture but needs to work on her English to be better understood by her audience. We have allowed both of them to run the Building Department as a team, but we expect to decide on a permanent Building Official in May or June, depending on the applications received for the position.

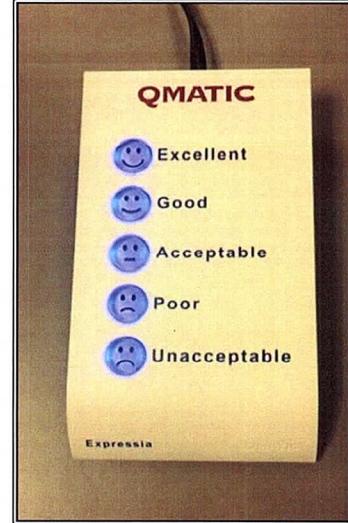
We have completed Phase I (Building) of the Accela installation and we are starting to implement Phase II (Planning, Code Enforcement, Engineering). Accela has started to get bad reviews from other cities and counties because of poor performance. We are experiencing some of the same issues, so we are looking at some of those cities and the alternatives that they employed. The most promising alternative to Accela seems to be SmartGov and this program would allow us to continue operations in Accela until we made the change over. The entire process should take about six months, if we decide to proceed with that alternative. Some of the issues concerning performance are clearly being caused by Accela. For example, Accela introduced an upgrade that knocked our system off line for several days without even telling us that they were preparing to do an upgrade. Accela has held up Phase II for several months because of issues that they are having with PayPal and this has held up the implementation of all the work that we have completed on 3.0. I am looking for your blessing to explore a switchover to SmartGov. If SmartGov proves to be superior in function and more operationally reliable, we will submit a plan to transition to that platform, while maintaining customer service levels in Accela.

## Building Construction Services/Central Permitting

### The QMATIC Solution



- Offers a ticket queueing system that greatly improves efficiencies in managing customer traffic flow throughout the permitting process.
- This allows the customers to quickly navigate in an orderly fashion to the proper technician.



### Challenge:

- Consistently meet our 10 working day goal for Residential Permits.
- Consistently meet our 10 working day goal for Commercial Permits.
- Implement Electronic Plan Review.
- Improve our website and make it user friendly.

### Strategy:

- We will be conducting simultaneous plan review to meet our 10 working days permitting issuance goal.
- In the near future we will be starting electronic plans review. This will enhance and improve the plans review process because it will all be digital and all trades will be able to review it simultaneously.

### Success:

- We have filled most of our vacant positions.
- Conducting weekly training sessions.
- Implemented new permitting system and have now reached the 1 year anniversary.
- Implemented new QMATIC System – Electronic ticketing system to attend to customers.
- In the process of scanning all permits into our permitting system “Record ID – Documents”.
- Permits are placed in file folders with permit number and date applied for. This has helped with organization and prevents permits being misplaced.



## Building Construction Services/Central Permitting

### **ASSISTANT COUNTY ADMINISTRATOR'S PERSPECTIVE:**

We employed the use of QMATIC to help manage our customer load. This system has made a significant impact to our ability to manage our customer flow during the day and is especially effective during peak periods with large customer loads. The system also provides the customer with an opportunity to rate the service that they have just received from excellent to unacceptable. The system also produces reports on customer flow, the length of time each employee is taking to process a customer, percentage of down time, and the number of customers that each Permit Technician or Design Review Technician is reviewing hourly/monthly.



## Engineering Services/Project Management



### Challenge:

Enhance quality of life and provide for the safety of our citizens by efficient expansion of our transportation network infrastructure by leveraging State Local Agency Program (LAP) grants to supplement limited County funds.

- **Pedestrian Sidewalks** – Provide funding source for pedestrian sidewalks for areas that receive high pedestrian traffic, in some cases, in older subdivisions requiring retrofitting drainage systems which increases the project cost.

### Strategy:

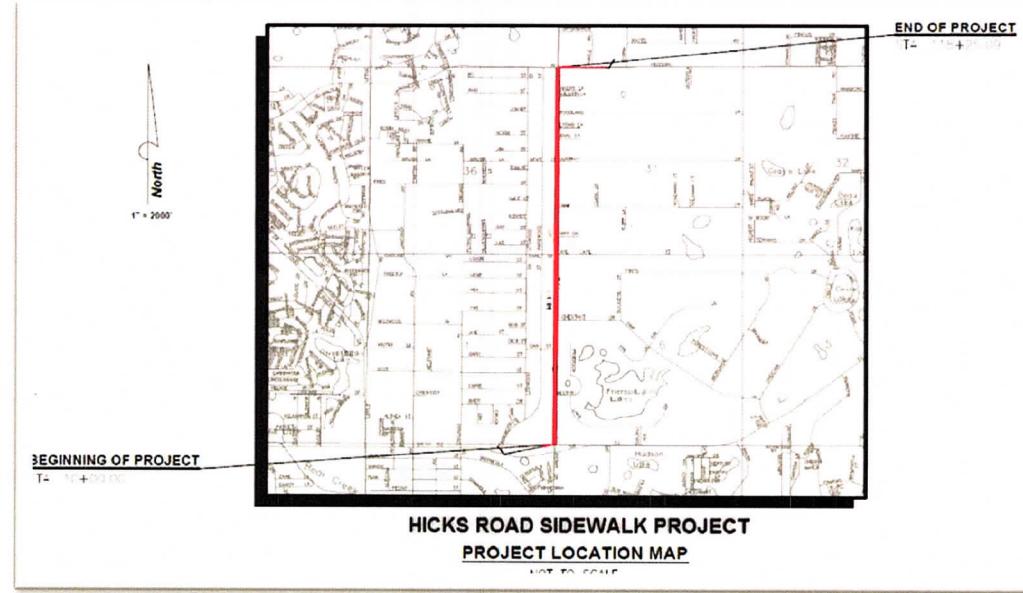
Expand pedestrian facilities by applying for State LAP funds to build sidewalks based on prioritization ranking. Our goal is to improve public safety.

### Success:

- State LAP grants were obtained for several projects.
- Moog Road Sidewalk Project (From Springfield Drive to U.S. 19).
- Mile Stretch Sidewalk Project (From U.S. 19 East to Arcadia Road).
- Trouble Creek Sidewalk Project (From Rustic Drive to Eagle Point Park).
- Partner with the School Board to identify schools where students walk to school and apply for Safe Routes to School grants.
- Develop and maintain planned sidewalk project list ranked by quantitative criteria to establish prioritization.



## Engineering Services/Real Estate



### Challenge:

Enhance the quality of life and safety of Pasco County residents by efficiently procuring rights-of-way and purchases for transportation, drainage networks, and environmental lands. Additionally, Real Estate has been tasked with acquiring additional rights-of-way for a sidewalk to improve pedestrian safety along Hicks Road in Hudson.

- Obtaining voluntary signatures for the purchases of rights-of-way, easements, and real property. Pasco County Real Estate endeavors to obtain a 97% signature rate of property owners to limit the number of properties needed to be sent to the County Attorney's Office for eminent domain.

### Strategy:

Real Estate will continue to provide accurate evaluations of the numerous projects assigned by the various County Departments seeking our expertise. We will continue staff training and development to better perform the objectives of the Real Estate Division. This will enable Real Estate to continue to provide accurate research to all County departments.

### Success:

- Obtained appraisals for contested property values to better support our value conclusion.
- Successfully performed due diligence and extensive research on proposed real estate purchases and the sale of County owned real property.
- Successfully acquired a majority of rights-of-way and easements.
- Enhanced and refined procedures for process improvements to increase efficiency and staff workflow.

## Engineering Services/Survey and Mapping



### **Challenge:**

Increase the Level of Service our Surveying and Mapping (SAM) Division provides for all internal customers at Pasco County, with an emphasis on doing >95% of all Surveying and Mapping work on all Capital Improvement Program (CIP) Design, sidewalk, improvement, intersection, etc. projects, as well as Paving Assessment Program, Environmental Lands Acquisition and Management Program, Public Works, Real Estate, Utilities, and all other internal County SAM Customers.

- This surveying and mapping work should include, but is not limited to, all 3D Design Surveys, Topographic Surveys, Boundary, Construction Layout, As-Built Surveys, Right-of-Way Staking, Monitoring, Wetland Jurisdictional, Maintained Right-of-Way, all Mapping and Legal descriptions, etc.

### **Strategy:**

- Looked at projects by Fiscal Year and identified those we want to do in-house.
- Worked with County Engineer and Project Management to insert Surveying and Mapping field and office phases into project schedules.

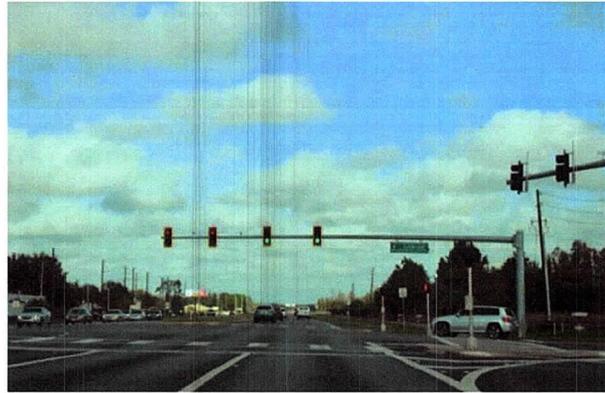
### **Success:**

- Immediately began providing the Design Survey field and office work for Project Management CIP projects.
- Immediately trained our crews and office personnel of Design Survey work procedures, methods, and deliverables.
- Updated/revised scope language for all Design and Construction projects, to clarify acceptable procedures, methods, and deliverables, from consultant Surveying and Mapping firms.
- Delivered 3D Design/Topo Surveys for design of several CIP Projects.
- Adopted a new requirement to review all Surveying and Mapping work provided by consultants for County Projects.

### **GOAL:**

Do all Surveying & Mapping work for all CIP projects in the year prior to Design funding year so complete Surveys can be delivered as soon as Designers are on board.

## Engineering Services/Traffic Operations



### **Challenge:**

Enhance the quality of life and provide for the safety of our citizens by reducing the crashes on the transportation network of Pasco County.

Crash and Injury Reduction – Four emphasis areas are the primary focus for our traffic safety improvement efforts.

1. Engineering
2. Enforcement
3. Education
4. Emergency Response

### **Strategy:**

Use the Crash Data Management System and other tools to identify high crash locations, crash types and contributing factors, and match the most effective countermeasures to reduce crashes. Continue to build partnerships with Law Enforcement to improve communication and reporting of high complaint areas. Complete road safety audits using multi-disciplinary teams to review the operations and safety of intersections.

### **Success:**

- Intersection improvements identified through engineering analysis has reduced crashes.
- Low cost countermeasures have been applied strategically to target and reduce crashes.
- Partnering with Law Enforcement through our participation in the School Traffic Safety Team. This team enables high complaint areas to be discussed and addressed.
- Additional Signalized Intersections have received Pre-Emption capability to lower the time required for Emergency Vehicle response.
- Partnerships with Safe Kids have resulted in pedestrian safety training in elementary schools.
- Injury Severity per Crash has reduced for the last 3 consecutive years.  
2014=2.58, 2015=2.51, and 2016=2.41



OPEN SPACES. *VIBRANT* PLACES.

## Engineering Services/Traffic Operations

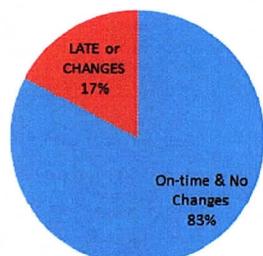
### ASSISTANT COUNTY ADMINISTRATOR'S PERSPECTIVE:

This Division has recently hired a Manager, who will be starting on June 5, 2017. I am happy with the performance of this department. They have experienced an issue with timely agenda memo submittals, however that is improving. See charts, below.

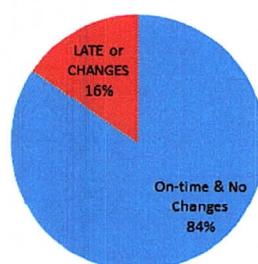
Row Labels	Count of On-time & No Changes	Count of Late or Changes	TOTAL COUNT
Building Construction Services	2		2
Development Services Admin	1		1
Engineering Services	27	3	30
Planning and Development	22	5	27
Public Works	4	2	6
<b>Grand Total</b>	<b>56</b>	<b>10</b>	<b>66</b>
	On-time & No Changes 84.85%	LATE or CHANGES 15.15%	TOTAL 100.00%
66			

Total of all Development Services Agenda Memos from 4/12/17 to 5/9/17

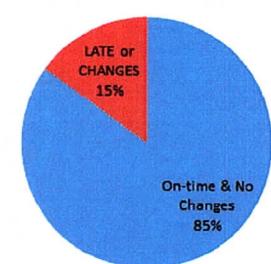
**Development Services**  
**Agenda Memo Tracking**  
(1 BCC Agenda: 4/12/17)



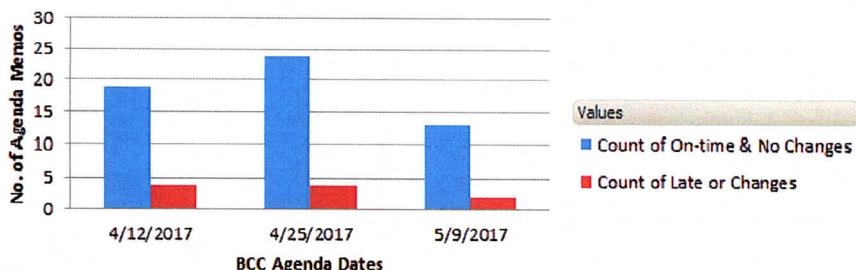
**Development Services**  
**Agenda Memo Tracking**  
(2 BCC Agendas: 4/12/17 and 4/25/17)



**Development Services**  
**Agenda Memo Tracking**  
(3 BCC Agendas: 4/12/17, 4/25/17, 5/9/17)



**Development Services - Agenda Memo Tracking**



**Planning and Development**  
**Mixed Use Trip Reducing Measures (MUTRM) Ordinance**



**Challenge:**

How does Pasco County accommodate significant growth, nearly doubling in population over the next 20 years, with limited transportation infrastructure options already near or at capacity; while remaining flexible and quickly adaptable to market demand?

**Strategy:**

- Pasco County must continue to utilize strategies, which seek to work collaboratively with community and industry partners to make our rules smarter and less about prohibiting ideas; but rather more about how we can put the best ideas forward as efficiently and effectively as possible.
- Produce a major update to the Comprehensive Plan and full replacement of the Land Development Code with a streamlined performance-based system which is effectively calibrated by market area (Urban, Suburban, and Rural).
- Create opportunities, solve problems collaboratively, and shepherd the long-term vision of the community.

**Success: Reducing Local Planning Trips by Offering Incentives**

Creation of Mixed Use Trip Reduction Measures into new ordinance and applied in the Land Development Code for three regionally significant projects under construction. Successful Project Implementation:

- Mitchell 54/Kitson (SW corner of S.R. 54 and Little Road)
- Bexley Ranch (NE corner of S.R. 54 and the Suncoast Parkway)
- South Branch Ranch (NW corner of S.R. 54 and Suncoast Parkway)

These three projects would not have been possible without the clarity, process and incentive connection with the Mobility Fee System.

Benefits:

- The number of local vehicle trips and local vehicle miles traveling on the major arterials are significantly reduced because new projects have a balanced mix of uses (residential, retail, employment, schools, and parks all designed in a compact, walkable, and highly interconnected urban form).
- This form of development creates higher land value with a more diverse portfolio of land uses which ultimately strengthens our collective tax base.
- This diversity of land uses in the tax base will position Pasco County to be more resilient to economic swings as well as creating a more robust revenue stream to support strong community services and amenities across the board.

#### **ASSISTANT COUNTY ADMINISTRATOR'S PERSPECTIVE:**

The Planning and Development Department has an excellent Assistant Director and the Executive Planner has grown into a capable leader. However, the Director of Planning was out and extremely sick for the better part of the year that he arrived at work. This evaluation is ongoing since I had not had enough time to determine if he is our final solution in that position. There have been some issues with agenda items and follow-up, but I have recently noted some improvements.



## Planning and Development

### Implementation of the Harbors Plan: Redevelopment Strategies

#### **Challenge:**

How does Pasco County motivate new economic growth to redevelop the west coast given the need to update infrastructure, outdated housing, codes that are not practical to building needs, new rules in effect to minimize damage due to climate changes, and the economic disparity of the residents, and the need for more active volunteer citizen involvement to lead their own neighborhood efforts?

#### **Strategy:**

- Leverage existing resources in targeted areas as much as possible (through coordination of activities, resource allocation and reprioritization or work);
- Produce new overlay zone with new code to offer incentives for redevelopment (Pasco Prosperity Overlay);
- Leverage existing and new grants to attract further investment (Rt.19 Landscaping Grant) and community involvement (the local Chamber of Commerce road maintenance organization);
- Create opportunities, solve problems collaboratively, and shepherd the long term vision of the community;
- Continue to motivate and recruit local volunteers through educational programs (citizen's academy), organized "Walk Around the Block" programs, presentation of plans with HOAs and Citizen groups, sponsor local neighborhood events.

#### **Success:** Offering Incentives and Removing Blight programs are now in Place

- Creation of a Redevelopment Team encompassing all County Departments that are involved in the Implementation Plan and/or effected by the current conditions;
- Adoption of a Blight Ordinance that gives the County power to 1) reduce or eliminate commercial structures that devalue the adjacent neighborhoods and 2) reduce the opportunities for crime, unhealthy condition, and increase safety;
- Creating new codes that incentivize reinvestment of older structures (reducing external requirements so owners will make the necessary repairs) and reducing requirements (parking, parks) to allow more flexibility to motivate owners to make new development opportunities;
- Increasing additional resources for Code Enforcement Officers to 1) educate the public on code requirements and assist in getting their properties up to code, 2) enforce code in blighted areas (SWEEPS) and 3) combine resources with Minimum Housing (building code violations) and the Sheriff's Office (Safety violations) for an integrated approach to wipe out blight. This includes a new program targeting the repetitive violators and empowering the condemnation process.

**Planning and Development**  
**Improve Pasco County's Image in the Marketplace**



*Connected City and Crystal Lagoon*

**Challenge:**

How to change the local residents and regional businesses perception in order to make Pasco County the most desirable county to live, work, and play?

**Strategy:**

- Shorten the time needed for development approvals (significant improvements);
- Create a One Stop Shop for all permits (still in process);
- Implement Phase II of the Accela software program;
- Revise the Land Development Code to be more simple, flexible, incentive based, and add performance based measures (in process);
- Increase Code Enforcement presence and activities (additional resources in manpower and equipment have helped);
- Focus resources on targeted issues with higher potential for greater positive outcomes (in process – example coordinated efforts to punish repetitive code offenders and progress on redevelopment plans);
- Train staff to embrace becoming problem solvers and not just regulators (significantly improved);
- Regularly schedule communication/stakeholder meetings with the development community (Horizontal Development Committee for new code input, Tampa Bay Building Association meeting for identification of problems and solutions, Ordinance Development Team to rewrite code);

- More community collaboration to assist and capture resources for project based initiatives;
- Evaluating all processes to improve performances;
- Embrace, promote, and test new ideas and increase opportunities to partner with the private sector (the Greenlight process in Connected City);
- Increase the number of bike trails and their connections throughout Pasco County.

**Success:** Improving Customer Service in All Areas

Our monthly measurement tracking and evaluation helps us improve customer service.

Connected City approvals and implementation demonstrates our ability to work directly with developers to create new code, new zoning uses, new incentives, and new development review processes. Since approval, adjacent developers have indicated interest in increasing standards of their own products. The approval sent a strong regional message that Pasco County embraces new technologies and partners with the private sector to create better value for residents and businesses.

## Planning and Development Stakeholder Team Input Program



### **Challenge:**

How to create an early and sustainable public engagement process for all long term transportation projects?

### **Strategy:**

Continue to create public participation opportunities early on in the process of developing transportation solution concepts followed by a program to broader public outreach input.

Create multiple survey vehicles to capture public opinion and feedback to various County actions, e.g. after action meetings and reports, survey monkey, 3 X 5 cards, direct inquiry process to management.

### **Success:**

After Tampa Bay Area Regional Transportation Authority/Florida Department of Transportation study proposed elevated lanes for S.R. 54, there was a public outcry over the proposal and we recognized that public engagement with all stakeholders early on is a necessary ingredient for success.

To continue the planning process needed for evaluating the many alternatives for Vision 54/56, two task forces were formed – (West and East) in Phase 1.

With the public actively engaged, both task forces were able to reduce the number of alternative plans significantly so that we were also able to merge both task forces into one task force.

This task force will continue the work to reach a consensus on the best alternatives, in conjunction with broader public engagement opportunities using effective public involvement tools.



## Planning and Development Process All Development Reviews Efficiently

### **Challenge:**

Receive, review, process, distribute, and issue zoning and development applications within codified time frames in a high-volume and resource-constrained environment; while still meeting our customers' Level of Service expectations.

### **Strategy:**

- Staff subject matter experts provide a customer-oriented approach to service delivery, assisting customers efficiently and professionally. The customer who seeks service from the Planning and Development Department is greeted by a staff-member who connects the customer with the appropriate staff person. The customer is immediately assisted by designated staff or the Technician of the day.

### **Success:**

For Customers - Several process improvements have been made to reduce application lag time and permit issuance:

- Administrative Approval of License and Maintenance Agreements (reduction 45-60 days);
- Administrative Approval of alcoholic beverages (beer and wine) for off-site consumption (reduction 45-60 days);
- Dock Permits (reduction in paperwork and on average a reduction of 5 business days);
- 90% of tree removal permits issued over-the-counter;
- Creation of online fill in forms for ease of use;
- Installed a large screen monitor and computer to go over applications with customers;
- Street Tree Working Group and Trees in Rights-of-Way of Residential Subdivisions Ordinance;
  - Worked with the Industry to create an effective ordinance that allows the installation of trees in the public rights-of-way under certain conditions that the health of trees and County infrastructure;
- Static to Digital Billboard Conversion;
- Donation Bin Ordinance;
- Moratorium on Towers in Rights-of-Ways;
- Cannabis, Medical Cannabis, and Low-THC Cannabis Zoning Regulations;
- Positive Customer Comment Cards.

For Staff: New equipment for staff that make work faster and easier:

- Addition of a Konica-Minolta machine in Zoning and Intake.
- Addition of a credit card processing machine in Zoning and Intake.
- All staff members have a scanner, printer, and copier at their desks.

## Public Works (Flooding)



### **Challenge:**

Enhance the quality of life and provide for the safety of our citizens by efficiently maintaining and improving the transportation and drainage network with limited funding, aging infrastructure, increasing service area, and higher level of service demands.

- Countywide Flooding – Since Tropical Storm Debby in 2012, Pasco County has had multiple rain events resulting in severe flooding. Residents are anxious for the County to provide them with additional protection through flood abatement projects and increased infrastructure maintenance.

### **Strategy:**

Additional funding will be needed to construct the 10 projects that are part of SWFWMD Fiscal Year 18 Cooperative Funding Initiative (CFI). It is estimated that all 10 projects will cost \$38,300,000. Public Works will seek to create a Countywide Stormwater Capital Assessment before the end of the 2017 calendar year. This assessment would need to be set at \$77.00 per ERU to generate the County portion of the CFI projects. This new assessment would be on the property tax roll November 2018.

### **Success:**

- Started regular watershed meetings throughout the County to work with citizens to identify and address localized problems.
- Developed a Stormwater Project List and ranking formula to determine priority projects and start a five-year capital project plan.
- Applied for cooperative funding with the Southwest Florida Water Management District (SWFWMD) for 10 projects estimated to cost over \$40 million.
- Identified emergency pumping locations and installed pipes for quick pump deployment during emergencies.
- Received preliminary approval to increase the Stormwater Assessment from \$57.00 to \$95.00 per Equivalent Residential Unit (ERU) to fund engineering and design of SWFWMD cooperative funding projects and increase the infrastructure maintenance by hiring additional crews over a five year period.
- Applied for and received Federal assistance from Natural Resources Conservation Service and Army Corps for drainage related projects.

## Public Works (Staffing)



### **Challenge:**

Enhance the quality of life and provide for the safety of our citizens by efficiently maintaining and improving the transportation and drainage network with limited funding, aging infrastructure, increasing service area, and higher level of service demands.

- Staffing – With additional positions added in Fiscal Year (FY) 2017, including the proposed increases from FY 18 through FY 22, the Public Works Department is projected to increase 66% (121 full time employees) from FY 16. Public Works will need to hire these new positions and manage staffing levels with retirements, transfers, and employees leaving for the private sector. Additionally, there are no locations to house the additional employees or equipment.

### **Strategy:**

Building a consolidated Facility for multiple departments, including Public Works, is currently in the Facilities Master Plan. This plan will need to be updated or adjusted for the proposed new positions. Continue working with Human Resources and Purchasing to align the arrival of equipment and hiring of new staff.

### **Success:**

- Started advertising management/supervisory positions early to help with future hiring.
- Revised the Public Works organizational chart to provide better span of control.
- Human Resources reclassification of positions in FY 16.
- Own a large parcel that would be available to construct a Public Works Facility.



## Public Works

### **ASSISTANT COUNTY ADMINISTRATOR'S PERSPECTIVE:**

We have quite a challenge with Public Works (Stormwater/Road & Bridge). I am currently conducting an investigation as a result of several letters that both the County Administrator and the Board of County Commissioners have received concerning the Assistant Public Works Director's behavior. I have talked with several supervisors and I am scheduled to talk to four additional supervisors. Some of these supervisors have worked for Pasco County for over thirty (30) years. I am very much open to discussing this situation in more detail and for your review and analysis of this situation, if you are so inclined.

Additionally, Public Works is about to embark on their largest construction and pipe replacement effort ever. We will need to grow the department over time to allow us to complete the requirements of these new jobs successfully. The PVAS Program has recently received permission to borrow/bond up to \$80,000,000.00 to repair failed neighborhood roads. The Board of County Commissioners also added approximately \$3,750,000.00 for engineering costs for cooperative funding with SWFWMD (Southwest Florida Water Management District) and an additional \$5,750,000.00 for extra crews and machinery to do the work. Finally, the Board has yet to approve our portion of the funding for SWFWMD cooperative projects that are estimated at \$42,000,000.00. While SWFWMD has agreed to cooperatively fund approximately \$21,000,000.00 of that construction cost, we need to be able to pay the remaining \$21,000,000.00 of that physical construction costs.

We need to go back to the Board and request that \$77 increase in funding that would raise approximately \$19,250,000.00 yearly from the tax rolls. This would allow Public Works to make all of the needed repairs to eliminate a considerable amount of the persistent flooding that occurs with any significant rain by matching the cooperative funding dollars from SWFWMD.

Finally, I need to change Public Works' organizational structure and give the supervisors the ability to make decisions without having everything bottleneck with the Public Works Director. The Public Works Director is an extremely knowledgeable manager from a technical vantage point, but everything bottlenecks at him. We need to retain him and his expertise to be assured of handling this increase in staff and requirements that come with the additional funding.

## Public Works (Storm Roads)



### **Challenge:**

Enhance the quality of life and provide for the safety of our citizens by efficiently maintaining and improving the transportation and drainage network with limited funding, aging infrastructure, increasing service area, and higher level of service demands.

- Storm Damaged Roads – During the summer storms in 2015, approximately 150 residential roads suffered extreme base damage due to extensive flooding. Permanent road repairs need to be made within the next five years. The costs to repair the roads are estimated at \$30 million and funding is not in the current budget.

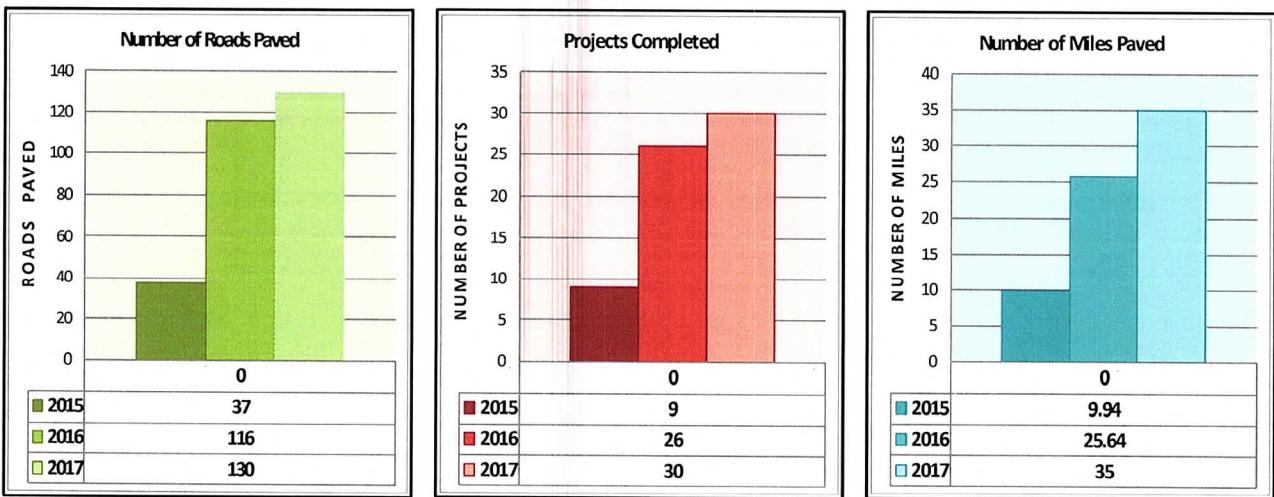
### **Strategy:**

These roads fall under the Paving Assessment criteria and would need to be initiated by the residents or by the Board of County Commissioners. Public Works could take out a bank loan for the full 5 years and pledge the income from the assessments to retire the debt. One advantage of borrowing the money would be that Public Works could do about one-third of the paving, saving 15% to 20% on the paving costs.

### **Success:**

- Immediate emergency response to the damaged roads, Public Works crews applied millings to large portions of the damaged roads to make the roads passable.
- To improve the quality, crews removed excessive millings and the application of liquid asphalt to slow the development of washboards and dust.
- Spot repairs were made on roads with minor damage including removal of wet base, compacting sub-base, base replacement with asphalt millings, and then overlaid with an inch of structural asphalt.
- Single chip seal surface treatment over all storm damaged roads to provide a longer term, non-permanent solution.
- Awarded the “Technical and Management Innovation Award” by the American Public Works Association – Florida West Coast Branch.

## Process Improvement Paving Assessment (PVAS)



### Challenge:

Paving and Assessment Process Improvement: This process is specific to new projects that are received from property owners and are put on a "first in, first out" list, which potentially could become a Paving Assessment Project in the future if approved by the property owners and the Board of County Commissioners (BCC). Projects can sit on this list for up to two years. Staff has been looking for ways to make the program more efficient and effective.

### Strategy:

Using LEAN tools, the staff was able to identify / simplify / eliminate steps to improve the efficiency / effectiveness of Pasco County's ability to process new paving assessment projects from start to finish. Thirteen (13) opportunities for improvement were identified during mapping sessions.

### Success:

Pasco County Public Works Department – Paving and Assessment Program's (PVAS) current state and future state process for new projects was mapped by staff. This process includes six phases, **Request, Petition, Public Hearing, Construction/Inspection, Contractor Billing, and Final Property Owner Billing**.

Staff was able to:

**Eliminate 209 DAYS**  
**Eliminate 59 process STEPS**

**OLD Process Map TOTAL - took 700 Days, and 410 process Steps**  
**NEW Process Map TOTAL - takes 491 Days and 351 process Steps**  
 This equals a **38% savings in time (Days) and 14% savings in process Steps**

### **Improved Reliable Revenue Stream**

In 2013, the BCC adopted Resolution 14-43, authorizing the use of the Uniform Method for Levy, Collection and Enforcement of the assessments for paving, and other costs under the assessment program. This new procedure has been implemented within our Future PVAS Process Map; and although this process has created more steps and time, it is intended to improve the efficiency of the paving assessment collection to adequately cover the program cost and insuring the continuity and success of the paving assessment program. This process has been added to our standard operating procedures.

### **Tax Roll**

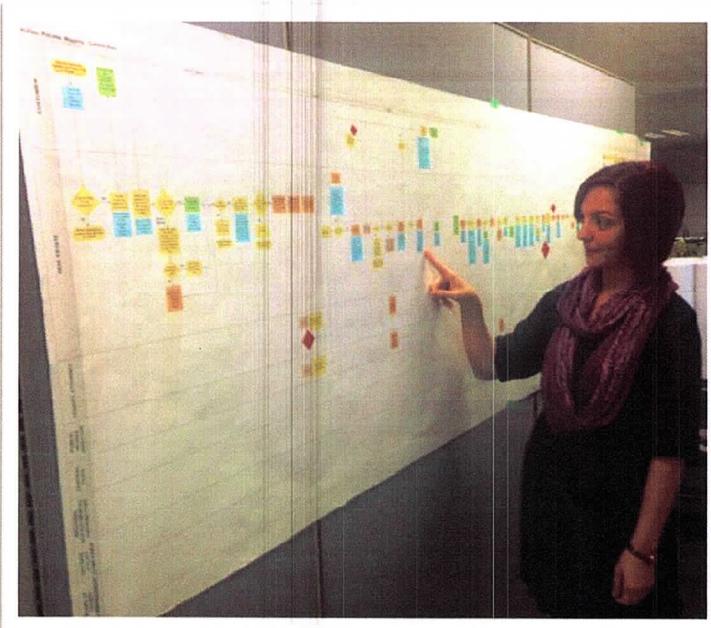
2016 was the first year **PVAS** assessments were put on the Tax Roll, although similar assessments such as Municipal Service Benefit Unit (MSBU) and Stormwater are put on the tax roll, MSBUs and Stormwater assessments are the same for each parcel. The PVAS Tax Roll was very challenging as our assessments varied from parcel to parcel and there is an allowance for parcel owners to make total, prepayments, or partial payments. With the help and support of other departments, PVAS staff worked diligently to get five projects (a total of **439 parcels**) on the Tax Roll. This and subsequent years' PVAS projects on the Tax Roll will be increasingly challenging and demanding on staff; this year we will be putting **twenty (20) new projects** (approximately **2,800 parcels**) in addition to **last year's five (5) projects** on the Tax Roll.

Paved projects have nearly tripled within one year.

**2015** – 9 Paved Projects equaled 37 roads, 9.94 miles

**2016** – 26 Paved Projects equaled 116 roads, 25.64 miles

## Process Improvement Real Estate



### **Challenge:**

The Pasco County Division of Real Estate oversees the Petition for the Public Property Vacation process. Plats are defined as a section of land that has been subdivided into lots showing the location and boundaries of individual parcels with the street, alley, easement, and rights of uses of the land of another. The Abandonment of Roads are roads that are for use by the general public; public easements are easements for the general public designated for a specific purpose i.e. utilities, drainage, or as public areas within the platted lands etc.

The current reality at hand is that the applications for Individual Property Vacations require a lot of research with no fees associated, includes numerous steps along with an excessive turnaround time. This process is necessary in order to properly carry out the duties, responsibilities, and functions of the County along with properly carrying out the statutory authority requirements and procedures specifically for the disposition of the Vacating of Plats, the Abandonment of Roads, and Public Easements within Pasco County's jurisdiction.

### **Strategy:**

The goal of this project is for staff to use *LEAN* tools to identify, simplify, and eliminate steps to improve the efficiency / effectiveness of Pasco County's ability to process applications for Vacations of Plats, Abandonment of Roads, and Public Easements.

- Staff identified best practices, which lead to more rapid project turnaround.
- Agreed to developing a future state process map.
- Identified six (6) initial basics which when addressed will support implementation of process improvement and standardize the procedure.
- Identified top obstacles - move the fees to the beginning of the application stage, cut processing time in half, and have the advertising fee paid by the petitioner direct. No more \$325 flat fee. Design a disclosure letter regarding non-refundable fees and potential denial. Minimize or reduce site visits. Create a new petition and fee for large scale/plat vacations.

**Success:**

Through process mapping, the Pasco County Real Estate Division has established baseline data for measuring process improvement.

1. The advertising fee for the citizen currently was costing the citizen \$325.00. Future modifications will allow the Citizen to pay the Tampa Bay Times directly with an average cost of \$178.00.
2. Preliminary application meetings are being implemented with the future process improvement to insure that our citizens have everything they will need. Staff will be aware of any concerns that the citizen may have and can answer any questions at that time.
3. Process Steps Numbered **132**  
Future Process Steps will be **99**  
**Eliminated 33 Process Steps**  
**25% improved process**
4. Process Day Numbered **242** days  
Future Process Time will be **85** days  
**Eliminated 157 days**  
**65% savings in time spent on this process**
5. **Five (5)** Pasco County forms were designed and/or recreated for customer use: Petition form, Agent of Record form, Information Requirements and Disclosure form, Preliminary Application form, and a Certified Letter form.
6. Opportunities for Improvement numbered six (6). **100%** are complete.

## Process Improvement Building Construction Services & Community Development



### **Challenge:** Residential Condemnation Process

(August 2015) Current reality is a backlog of residential condemnations but limited funding to demolish condemned structures. The Condemnation process is necessary in order to carry out the duties, responsibilities, and functions of the County along with properly carrying out the statutory authority requirements and procedures specifically for the Public Safety and community prosperity of Pasco County.

### **Strategy:**

- Maps were developed and validated by front line staff. The residential condemnation current process was mapped; bottlenecks and pain points were identified.
- A team of subject matter experts was convened to immediately address these roadblocks.
- Developed and collected current state performance metrics.
- Held internal stakeholder meetings with team members to develop future County process/workflow.
- Developed desired County process maps and recommended support tools.
- (2017) Recently revisited and the County Attorney's office is reviewing requested ordinance changes. We are expecting a decrease in more time and a change with the appeals process.

## **Success:**

Culture of Government – Change to establish baseline data for measuring and implementing process improvements.

In August 2015 - process steps numbered **167**

Future process steps will be **147** (*depending on outcome of current court case*)

**Eliminated 33 process steps**

**12% improved process**

August 2016 process took approximately **30 weeks**

Future process time will be approximately **27 weeks** (*depending on outcome of current court case*)

**Eliminated 3 weeks by removing 2nd agenda item**

**10% savings in time spent on this process**

The Opportunities for Improvement were noted in *LEAN* Newspaper to be used at regular status update meetings.

Total numbered **twelve (12)**

**75%** are complete

- **Combined and verified list of condemnations** ready for demolition and created a **real-time log** to ensure the two Departments remain on the same page and increase communication, until the deployment of Accela (new permitting and inspections software).
- Communication has become more fluid not only between departments but also between County Branches. This aids the process to insure that all complaints are addressed in the same manner.
- Gaps in funding were identified and staff is currently working on a plan to address short and long term funding needs.
- Identified the need for **additional staffing** for residential condemnation and slum and blight demolitions.
  - Community Development – 1 Compliance Inspector, 1 Housing Specialist
  - Building Inspections – 2 Field Inspector IIs (Investigations) and Clerk
- Community Development's operations and fiscal team began bi-weekly meetings to discuss current state of finances to increase the ability of the department to **utilize current funding to its fullest potential**.

## **ASSISTANT COUNTY ADMINISTRATOR'S PERSPECTIVE:**

We are utilizing the Process Improvement throughout my Branch to identify ways to improve how we do business and to provide more effective customer services. Process Improvement allows us to take a long hard look at how we have always done things in any given area and suggest improvements in a non-threatening arena that everyone wants to participate in after seeing or hearing about the success from other areas.