



**CITY OF KIRKLAND**  
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**MEMORANDUM**

**To:** Kurt Triplett, City Manager  
**From:** Marilynne Beard, Deputy City Manager  
Development Services Steering Team  
**Date:** September 6, 2013  
**Subject:** DEVELOPMENT SERVICE STUDY IMPLEMENTATION PLAN

**RECOMMENDATION:**

City Council receives and provides feedback on the staff's proposed implementation plan for recommendations contained in the 2013 Development Services Study.

**BACKGROUND DISCUSSION:**

The results of the Development Services Study were presented to the City Council at the March 19, 2013 City Council meeting. At that time, an overview of major findings was provided along with the contents of the full report. Staff recommended that a response and implementation plan be developed and provided to the City Council at a later date. In June, the recommended implementation plan was presented to the Community Planning, Housing and Economic Development Committee.

Since the March meeting, Development Services staff, in coordination with the City Manager's Office, prepared a response and proposed course of action for the 218 recommendations. At this time, 67 of the 218 recommendations, or 30%, have been implemented and another 46 are in the process of being implemented. Staff does not recommend implementing nine of the consultant's recommendations based on further clarification of current practice (see comments on attached matrix). The remaining recommendations will need to be implemented over time. Some are related to specific projects that are scheduled for later this year or next year. Others will require resources that would need to be allocated through a budget development or amendment process.

The consultant recommended seven priority areas for focus in the near term (see Attachment A Executive Summary):

1. Performance Standards/Plan Review Timelines – The recommendations focused on adopting and implementing faster permit review times and creating a mechanism for tracking performance. An aggressive expedited review program was also recommended that would be funded by fees paid for the expedited review.

2. Organization – The consultant did not recommend a major reorganization at this time, however, they did recommend that customer service for all development services in all three departments be provided from one centralized counter.
3. Staffing – Adequate staffing needed to meet workload demands was recommended in response to an increasing trend in permit activity. A combination of contractors and new staff were recommended to meet permit workloads that would be funded by the accompanying increased development fee revenue.
4. Resources/Budgets/Fees – A comprehensive update of the development services cost of service and fee study was recommended including development of a staffing model that responds to workload and revenue trends.
5. Project Managers – The formalization of a project manager system was recommended to provide better continuity in permit process monitoring.
6. Policies and Regulations – The consultants recommended streamlining the update process and products associated with the Comprehensive Plan and Zoning Code to improve ease of use and assure consistency.
7. Technology – There is significant opportunity for greater use of technology to improve customer service and streamline processes. Customers today expect and will use on-line applications and resource assistance.

The full text of the Zucker Report can be found on the City's website at [http://www.kirklandwa.gov/depart/Development\\_Services/developmentservicesreport.htm](http://www.kirklandwa.gov/depart/Development_Services/developmentservicesreport.htm).

The recommended priorities address only a portion of the total recommendations. In order to respond comprehensively to all 218 recommendations, they were grouped within nine categories for discussion purposes:

1. Operational Process Improvements
2. Update of Forms and Website
3. Development Fee Study
4. Customer Service
5. General Administration and Management
6. Employee Training and Development
7. Performance Measurement and Accountability
8. City Hall Facility Improvements
9. Technology

A matrix containing a response to each recommendation is included as Attachment B to this memo. The following discussion presents the highlights for each category and responds to major recommendations.

#### OPERATIONAL PROCESS IMPROVEMENTS

Faster processing times was recommended to respond to customer feedback, particularly for single family permits.

- Hire contractors or staff to meet workload requirements
- Create an expedited review processes
- Fill vacant positions
- Condense time frames for assigning and processing permit applications

Decreasing permit review times is a function of both staffing and process improvements to streamline and improve the customers' experience. The development of a staffing model (as part of the cost of service/fee study) will better inform ongoing staffing needs and provide a data-driven model to respond to work load peaks.

Steps that have been taken to date include:

- All three divisions (Public Works, Planning and Building), have either added staff or hired consultants to assist with new single family permit review.
  - Assistant Planner overtime \$17,400
  - 1 FTE Permit Technician
  - 1 temporary Building Inspector
  - Plans Examiner overtime \$23,726
  - 1 FTE Plans Examiner
  - I Technology Program Analyst
  - Temporary Construction Inspector
  - 1 FTE Right-of-Way Inspector
  - 1 Temporary Assistant Planner (recruitment in process)
- In the case of Public Works and Planning, consultants have been added to help meet the demand due to the sharp increase in the number of new permit applications.
  - Contract arborist and planner services \$28,100
  - Additional contract planner services \$40,000
  - Engineering Plan Review Services \$50,000
- A program will be developed to offer expedited reviews to other types of permits such as new commercial building permits.
- The Building Division is in the process of filling the vacant Plan Reviewer positions.
- A program is being developed to reduce first review times (the time it takes to review a permit and provide comments back to the applicant) from five weeks to three weeks.

Two factors have challenged staff's ability to improve permit processing times. The dramatic increase in development permit activity has created greater competition for qualified staff and the sheer volume has been overwhelming. Review times have not slipped, however, progress has been stymied by workload.

#### UPDATE OF FORMS AND WEBSITE

A number of the high priority recommendations presented by the consultant related to improving on-line customer services.

- Increase the number of application forms available on-line.
- Update flow charts for all processes
- Update all handouts
- Improve content and navigation on website

An update of MyBuildingPermit.com will require changes to current forms and which also makes this recommendation a high priority for staff. Up-to-date, consistent and user-friendly forms and instructions will assist both the customer and the staff in providing faster and more efficient services. Staff has recommended engaging a third party contractor to perform much of the work in two phases which will be awarded based on a Request for Proposals process (RFP).

One RFP will provide for the update all of the Development Services forms into a common format with the ability for the applicant to fill in the form online and save it on their computer. A contract has been executed with the Latimore Company for this work. The estimated cost of phase one of the project is \$35,000 which is being funded from the Development Services Technology Reserve. This project will also enable on-line fillable forms (currently forms must be downloaded, printed out and filled in manually). The City will need to purchase Adobe Live Cycle software to enable fillable forms. Most City departments could benefit from this functionality. Staff recommends purchasing sufficient licenses to meet the overall needs of the departments. The estimated cost of purchasing and maintenance is approximately \$100,000. A service package request will be presented to Council as part of the Mid-biennial Budget Update.

The second phase of the project will update the Development Services website and create process flow charts. Staff is hoping the website will include new tools for the customer such as a GIS based parcel report, a permit fee estimator, target and current review times and permit status. This phase is expected to be approximately \$100,000 and will be presented as a service package the 2013-2014 mid-biennial budget update.

An external consultant is recommended both from a technical skill perspective but also to provide an outside, objective look at current forms and instructions.

## CUSTOMER SERVICE

A close corollary to process improvements is customer service improvements to address feedback received during the consultant's survey and on-site work.

- Provide consistent counter coverage across all functions
- Return phone calls and emails same day
- Add staff to meet customer demands

Kirkland's Development Services staff prides itself on its good customer service and is continually seeking ways to improve the customers' experience. Ideally, our customers will tell their peers that Kirkland is by far the best City to work with when it comes to development and building permitting. Some of the things implemented to date include:

- An emphasized importance on returning phone calls and e-mails on the same day or next business day.
- Refined counter coverage schedules for each respective department to provide more technical staff when needed.
- Hiring staff or consultants to assist with plan review to meet increases in permitting volume.
- Planning for the conceptual layout of the City Hall remodel to best serve customers seeking permits. Staff also discussed which Development Services positions need to be

adjacent to each other to foster better communication. For example, Building and Public Works inspectors should be adjacent to each other.

### DEVELOPMENT FEE STUDY

Some of the recommendations related to an update of the City's development services cost of service and fee model that is planned for 2013-2014. This model is typically updated every three years; however the recent annexation and pending development services study prompted staff to delay the study. The consultant recommendations focused on methodology and considerations for changes in policies:

- Adjust all fees to full cost recovery
- Use revenues that exceed budget to supplement staff or consultants to meet peak workloads
- Develop staffing model as part of fee study

The current development services fees were set by determining the cost of resources dedicated to providing these services and applying the cost recovery targets. Cost recovery targets reflect adopted Council policy regarding the amount of cost to be recovered through fees versus subsidized by general government revenues. The targets are applied by function which, in turn, identifies the amount of fees to be collected. The result is compared to the current revenue to determine if a fee adjustment is needed.

Based on the consultant's recommendations, staff is currently in the process of developing a staffing model that captures the resources needed to process each type of permits. The model will identify the average time needed to process a typical permit based on past experiences and estimates from Development Services Managers. The average time per permit data along with activity data and the number of inspections by permit type conducted by the City will be used to develop a new staffing model. This approach will help the City capture the full cost of providing development services by permit or activity type and will form the basis of the fee study that will be undertaken in the Fall of 2013. Staff anticipates that the results of the staffing and fee study will necessitate policy discussions regarding cost recovery targets in light of the consultant's recommendation that the City adjust all fees to full cost recovery. It is likely that the City will be implementing revised development services-related fees effective January 1, 2014, based on the new staffing and fee models and Council direction on cost recovery targets for these services.

### GENERAL ADMINISTRATION AND MANAGEMENT

Many of the recommendations related to the study's implementation strategy, department policies and procedures, employee supervision, organizational structure and communication.

- Work with City Manager's Office to develop an implementation work plan
- Adopt a true project manager model of permit oversight
- Conduct a Zoning Code diagnosis and enhance usability
- Streamline the Comprehensive Plan update process and document
- Work with Economic Development Manager to find opportunities to support ED goals through land use planning
- Consider delegation of decisions to facilitate resolution

- Address employee management challenges including up-to-date performance evaluations, job descriptions and minimum qualifications, use of flex time, customer service skills, and communication
- Simplify staff reports

While many of these recommendations have already been implemented, there are many that will need to be addressed over time.

Implementation of the project manager model of permit oversight has been underway for a number of years. However, there is work to do. There are written procedures for the role of the project manager at a pre-submittal meeting. But written procedures are still needed to describe the project manager's responsibility during permit review, such as tracking progress and resolving bottlenecks. Staff understands the role for the most part, but further review and documentation would be useful. The Development Services Managers along with the Development Review Committee will undertake this in 2013-14.

The Economic Development Manager has identified existing and future coordination opportunities with development services. First, there is increased communication between the disciplines on the combined Planning, Housing, Economic Development Council Committee. Next, the Economic Development Manager and Business Retention Consultant will meet twice per year with development services staff - once at a Planning Staff meeting, and once at a Development Services staff meeting to inform staff of the current economic development initiatives.

Numerous issues were identified in the strategic plan associated with the Kirkland Zoning Code. The study recommends a zoning code diagnosis: a relatively small project to identify the major issues that are interfering with the effective and efficient administration of the code. Staff has begun the zone chart simplification project and has completed six chapters so far. In addition, staff has identified an opportunity to enhance the usability of the Zoning Code through technology. The KZC is currently hosted by the City of Bellevue. By transferring hosting to Code Publishing, features such as E-notes, search functions and zoning definitions can be available. An annual hosting fee of \$350 per year would apply for basic enhancements. For a slightly higher hosting fee, additional features are available. Planning staff is working with the City Clerk on implementing this change.

Another recommendation pertains to a comprehensive update of the Zoning Code as part of the Planning Work Program. Staff recommends this project be completed after the current Comprehensive Plan update to coincide with zoning code changes that emerge from the comp plan process. Staff will develop a more specific strategy for updating the Zoning Code closer to the completion of the Comprehensive Plan.

#### Recommendations Not Supported by Staff

General Administration and Management category contained most of the recommendations that staff did not believe should be implemented:

- Add temporary half-time Planning Department administrative staff until EnerGov is fully implemented – Additional staff is not needed due to EnerGov.
- Consider transferring electrical plan review to Plan Review Section - This is not recommended due to the difference in required skill sets (four years electrical

journeyman experience versus two years' building code experience for plan review) .

Combining these functions would make it difficult to attract a qualified pool. Currently, the City's electrical inspectors complete electrical plan reviews in addition to inspections.

- For new Plans Examiners, consider electrical qualifications – this is not recommended due to the large difference in required skills.
- Distribute Design Review Board notice of decision within four days after the hearing – this is not recommended because staff needs more than 4 days to write up the decision, get the chair's signature and distribute.
- Create submittal deadline schedules in order to make certain hearing dates – The idea behind this recommendation is to set a hearing date at the time of permit intake. On face value, this may appear to provide some certainty for applicants. However, staff does not recommend it because it would encourage applicants to rush and submit incomplete materials. Planning staff prefers to wait to schedule hearings until the initial comment period is over so that there is adequate time to respond to issues. Setting deadlines could potentially lead to unrealistic expectations for applicants rather than certainty. As an alternative, flow charts will be prepared so that applicants can have a clear understanding of the permit process and anticipated timeline. All permit applications are unique in terms of the project to be built, the experience of the applicant and unforeseen circumstances. Consequently, permit review times cannot be accurately ascertained at the beginning of the process.
- Planning Director to render decision at close of meeting – this is not a plausible recommendation because the Planning Director does not hold hearings/meetings. The Planning Director takes all testimony in written form and prepares a written decision.
- Assign file close out to administrative staff – this is not recommended because it would not be efficient for administrative staff to try to determine what can be removed from the file and to assemble the electronic documents.

#### EMPLOYEE TRAINING AND DEVELOPMENT

The consultants emphasized the importance of training in ensuring staff effectiveness and enhancing customer service.

- Budget 2% of personnel budget and 5% of time for training
- Expand training in EnerGov, GIS, SEPA, Bluebeam program and general supervision and management

In the 2013-2014 Budget, training and related travel accounted for 0.3% and 0.4% of personnel costs in the development services functions. The City reduced travel and training budgets citywide by 22% in the 2009-2010 Budget and those reductions largely remain in place. The budgeted amount does not take into account training offered at no cost to the departments through the City, through local professional organizations such as the Green Building group and through development services in-service trainings. All supervisory and management staff are participating in the Managing to Excellence training provide by Human Resources. Changes to the training budget should be evaluated in the context of the budget process.

#### PERFORMANCE MEASURES AND ACCOUNTABILITY

Most of the recommendations in this category related to establishing benchmarks and standards and mechanisms to monitor and audit actual performance against targets.

- Establish performance standards and auditing program for permit time lines, inspections, plan review, and fire inspection
- Use EnerGov to monitor performance
- Incorporate performance measures in employee performance evaluations

Staff has been working with EnerGov for the last several months to develop a report that shows how each department is doing relative to review times. The plan is to have this complete by September 2013. A report was recently developed that shows the number of permits each staff member has processed. At this time, there is no report that will easily show the number of reviews and inspections each staff member has completed. Work on this report is expected to begin this fall and completed early next year. The report will be available to all staff and will be reviewed by the Development Services Managers on a monthly basis. The results of this report can also be incorporated into employees' performance evaluations.

### CITY HALL REMODEL

Some of the recommendations can be addressed directly or indirectly through the City Hall remodel project which is in the planning stages now and will begin in Summer 2014 with Council approval.

- Use one counter for all Development Services functions
- All packets to be electronic
- Improve customer amenities and services at counter

The Development Service Managers plan to visit other cities to view one counter operations first hand. There are several questions to answer, for example, how to handle reception and whether there are separate stations for permit intake.

In order for all packets to be electronic, either all Board and Commission members will need laptop computers, which is problematic due to the cost and high tech-support requirements, or computers would need to be built into the dais when the City Hall and Council Chamber is remodeled. Most if not all packets are already sent electronically via links to board and commission websites. However, paper packets are still produced so that the members can refer to packets during meetings. If a computer is built into the dais, then this step could be avoided.

### TECHNOLOGY

Kirkland is already employing many best practice technology solutions. The implementation of EnerGov presented a number of challenges early on. Since the time the study was conducted, many of the problems with EnerGov reported at that time have been resolved or improved. Nevertheless, there are still many features and modules that need to be implemented.

- Use EnerGov to track timelines and review permit status, record staff time, handle correction notices and file notes and create forms and letters
- Integrate EnerGov with GIS
- Computerize Zoning Code

Staff is working closely with Information Technology and the vendor to prioritize EnerGov fixes, reports and enhancements.

Kirkland is ahead of most cities when it comes to the use of new technology. Kirkland has been providing online permits for 'over-the-counter' permits since 2002 through the MyBuildingPermit.com (MBP) portal. Kirkland is one of the original six founders of MBP which has now grown to 13 cities plus Snohomish County. The EGov Alliance has continually made improvements to the MBP portal. Two years ago the City went live with the first phase of the ePlan module of MBP which allowed plumbing, mechanical and electrical plans to be submitted online. The second phase of ePlan became available this summer and allows all permit types to be submitted electronically. In August we went live with Building, Grading and Drainage (Land Surface Modifications - LSM), Fire and Sign permits and in October we plan to go live with Land Use, Right of Way and Tree permits. We have been allowing Building and LSM plans to be submitted electronically for several years, but the process involved an FTP site that is 'clunky' for customers and staff. The new ePlan 2 module has an intuitive customer dashboard and automated communications between the customer and staff. Since the upgraded portal requires customers to submit City forms electronically, it is also driving the need to update the Development Services forms and website as discussed above.

The City has also invested in a new permit tracking program called EnerGov (EG). EG is very customizable and interfaces with MBP. It will also allow much more tracking and reporting capabilities than we previously had. The implementation of EG has been much slower than anticipated as the company was expanding too fast and still developing many promised features. Over the last two years EG has proven their commitment to providing a state of the art program and has added new enhancements. EG will be continually customized to fit the City's changing needs with the expectation that all of the desired functionality will be fully operational in six months.

Finally, Development Services staff is working with Information Technology (IT) to provide a GIS tool for the public that will allow greater self-service capability for customers. IT plans to complete this project by the end of 2013.

#### SUMMARY AND NEXT STEPS

A complete matrix of all recommendations including the status and staff comments is attached to this memo. The matrix is organized according to the categories used in this memo, with completed items shown first in each category. Each recommendation is cross-referenced to the recommendation and page number in the final consultant's report.

The highest priorities for the Development Services staff were generally consistent with the consultant's recommendation. At this time, the departments' emphasis is on:

- Updating forms and the website
- Reducing permit review times and identifying and resolving bottlenecks
- Development of a public-facing GIS system
- Finalizing the implementation of the project manager system
- Development of a staffing model that will be the basis for the cost of services study

- Initiating a diagnosis of the Zoning Code, simplifying use charts and enabling new technology to enhance usability

Staff will provide continuing updates to the Community Planning, Housing and Economic Development Committee throughout the year. Progress will be dependent on development trends and the availability of funding.

# I. EXECUTIVE SUMMARY

## A. BACKGROUND

This study was initiated by the City for an Organizational Evaluation of Development Services functions.

## B. KEY FINDINGS AND PRIORITY AREAS

Kirkland's Development Services functions include many features that we consider Best Practices and is one of the better organizations we have reviewed. The functions can become even better by implementing the 218 recommendations in this study. These recommendations will serve to satisfy customer concerns and reinforce the City's emphasis on economic development. While all the recommendations are important, we believe there are seven key areas or groupings that need the highest priority as follows:

### 1. Performance Standards/Plan Review Timelines

#### Findings

The number one complaint we heard from Development Services customers was slow plan review and processing of plans. Surveys indicate that Kirkland is similar to other communities in the region, except for review of single-family houses. However, in our experience, these comparative times are not audited and can be inaccurate. Records indicate that on the average, Kirkland meets many of its pre-set performance standards. Many projects require more than one review and that may be where some project review times break down. Irrespective of current performance standards and actual performance, we believe the current performance standards are too long. Kirkland has expressed a new interest in economic development. Reducing timelines can be an important part of an economic development strategy.

#### Recommendations

- Adopt new and shorter performance standards, Recommendation 26, 46, 89, 90, 91, 168, and 208.
- Hire contractors as necessary to meet performance standards, Recommendation 63, and 65.
- Adopt an aggressive Expedited Plan Check program, Recommendations 94 and 95.
- Develop an improved reporting system to monitor timelines, Recommendation 89, 115, and 116.

## **2. Organization**

### **Findings**

The City's Development Services functions are organized under the three departments of Fire & Building, Planning, and Public Works. The functions are often referred to as Development Services but there is no actual organization with this title. For the purposes of this report, planning includes both the current and long-range planning functions and zoning code enforcement. Fire & Building include the development related functions but no other functions of the Fire Department. Public Works includes the engineering function and Transportation Engineering but no other aspects of the Public Works function. There are many different ways to organize these functions and many communities have taken the step of merging them into one department. Kirkland's Development Services functions have a number of excellent features including a joint permitting system, joint performance standards, and coordinated development activities through a Development Review Committee I and Development Review Committee II structure. In spite of being in three separate departments, the functions work well together.

### **Recommendation**

We believe it would be counter-productive to undertake a major reorganization of Kirkland's development functions at this time. Instead we suggest a staged approach to be revisited at such time as one or more of the key managers retires or leaves and if a regional Fire Authority is created, Recommendations 2 and 58.

As an initial integration measure we suggest all three functions operate out of one integrated public counter, Recommendation, 21.

We also suggest tighter management of the DRC II Committee, Recommendations 15.

## **3. Staffing**

### **Findings**

Workload was very high during the 2005, 2006 period but was reduced substantially after that time. However, annexation along with increased development activity has increased workload with building permit activity approximately 22% above the levels reached in 2006. Staffing in 2006 was 49.09 positions. It is now 54.18 positions. It appears that workload is likely to continue to increase which will make it difficult to meet performance standards. Also, as noted in Item 1 above, we are recommending major reductions in approval timelines (performance standards), which will also have an impact on staffing needs.

### **Recommendations**

We recommend that the organizations be properly staffed to meet increased workloads and the new performance standards. However, rather than expanding to permanent staff we recommend the use of temporary staff and supplemental consultants. Specific recommendations include:

- Develop a staffing model as part of the proposed fee study, Recommendation 17.
- Pending the staffing study, adopt interim staffing factors for Planning Administration, Code Enforcement and Current Planning, Recommendations 136, 143, 145, and 146.
- Continue to contract for an inspector in Public Works, Recommendation 189.
- Add a Right-of-Way inspector in Public Works, Recommendation 190.
- Use contractors and necessary to meet performance goals in Building, Recommendation 63.
- Fill the vacant Plans Examiner position in Building, Recommendation 64.

#### **4. Resources/Budgets/Fees**

##### **Findings**

Kirkland, like many cities has been impacted by the recession with a reduction in revenue. For the Development Services functions, this issue has been addressed by keeping certain positions vacant and using Development Services reserve funds. Kirkland has had a sophisticated budgeting and fee approach with clear adopted City Council policies. Overall cost recovery for Building has been set at 91%, Fire Prevention at 88%, Planning at 55%, and Public Works at 72%, based on the weighted average of the cost recovery targets by function set by the City Council in 2007 and updated in 2009. The national trend for Development Services functions is full cost recovery. Most developers are more concerned with short timelines and good service than they are with processing fees. Most of Kirkland's processing fees are higher than most of seven comparison communities. However, in order to meet our suggested performance standards and if workload continues to increase, it will be necessary to either raise fees or increase support from the General Fund to support necessary staffing levels.

##### **Recommendations**

- Adjust fees to full cost over a five-year period, Recommendation 18.
- Use revenues that exceed budget projections to supplement staff or consultants, Recommendation 19.
- Adopt an aggressive Expedited Plan Check process, Recommendation 94.

## **5. Project Managers**

### **Findings**

Best Practice communities generally use project managers to manage each project. This becomes a single point of contact for the applicant. Kirkland has had this approach with a Planner being assigned as a project manager for planning applications and a Building Plans Examiner for building permits. Engineers serve as project managers for LSM permits. However, customers have not always found this system successful and there is a certain amount of confusion related to the responsibilities for these project managers.

### **Recommendations**

- Building Plan Examiners should be true project managers with an expanded role, Recommendation 92 and 93.
- Planners should be true project managers with an expanded role, Recommendation 144.
- Engineers should also use a project manager approach, Recommendation 197.

## **6. Policies and Regulations**

### **Findings**

In order for Development Services functions to operate successfully, there needs to be clear policy guidance. Although Kirkland has had a good Comprehensive Plan, it is in need of being up-dated. More importantly, Kirkland's Zoning Ordinance is recognized as being unwieldy with a poor format. Additionally, some suggest the Ordinance could do a better job of implementing the Comprehensive Plan.

### **Recommendation**

- Complete a Comprehensive Plan update in 12 to 18 months, Recommendation 173.
- Bring the Comprehensive Plan and Zoning Code into conformance, Recommendation 174.
- Conduct a Zoning Code diagnosis, Recommendation 177.
- Computerize the Zoning Code, Recommendation 178.
- Include a comprehensive review of the Zoning Code in annual work program, Recommendation 179.

## **7. Technology**

### **Findings**

Kirkland has had a good technology approach to supporting Development Services activities. This has included an excellent GIS system, an integrated permitting system (Advantage), a web site, and extensive work with the MyBuilding Permit Alliance on selected joint building permit applications. It has also included electronic plans examination through the use of Bluebeam software. The national Best Practice is to allow all applications to be received over the Internet and to comprehensively move to electronic plans and electronic plan check. Kirkland should continue progress in this area. EnerGov is replacing the Advantage software permitting system because the vendor is no longer supporting Advantage. EnerGov has been a troubled installation due primarily to vendor software problems. City staff is working with the vendor to correct these problems.

## **Recommendations**

- We have numerous recommendations related to EnerGov to assist the City in full deployment of the software including Recommendations 28, 30, 31, 47, 61, 76, 82, 83, 157, 161, 163, 170, and 199.
- Expand permits to be issued by MyBuilding Permit, Recommendation 29.
- Allow all application online, Recommendation 105 and 181.
- Increase voice mail storage capacity for Code Enforcement, Recommendation 139.

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS  
STAFF RESPONSE

Attachment B

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
<b>Completed</b>										
<b>PROCESS IMPROVEMENTS</b>										
Process Imp	63	Hire contract inspectors as needed for increased workload	Building Official	68	1	Done	Currently using on-call and temp inspectors to meet workload			
Process Imp	65	Hire contract plans examiners as necessary re workload	Building Official	69	1	Done				
Process Imp	190	Add ROW inspector to inspection team	Development and Environmental Services Manager	193	1	Done				
Process Imp	64	Fill vacant Plans Examiner position	Building Official	68	2	Done	Recruitment has begun.			
Process Imp	156	Storm Water Engineer to attend some pre-submittal conferences	Development and Environmental Services Manager	144	2	Done				
Process Imp	81	Expand tools for Fire code enforcement	Fire Marshal	74	3	Done	Fire Marshal has had discussions with code enforcement staff. A process has been identified. Process may need to be modified depending on effectiveness			
<b>DEVELOPMENT SERVICES COST OF SERVICE AND FEE STUDY</b>										
Fee Study	19	Use revenues that exceed budget estimates to supplement staff or consultants	City Manager and Finance Director	34	1	Done	All development services revenue is being used for development services expenses. Postions/consultants are being added commensurate with increased activity and revenue.			
Fee Study	187	Include all relevant Public Works staff in fee staffing model	Finance Department	184	2	Done				
<b>CUSTOMER SERVICES</b>										
Customer Svc	145	Add one temporary planner for current planning activities	Planning Director	132	1	Done	The City Manager has recently approved a request to use funds from the development services reserve fund to hire contract planning services. Use of additional funds will be requested if workload further increases and funds are available. Further consideration should occur as part of discussions on shortening application review times and increasing application fees.			
Customer Svc	189	Monitor permit activity levels to set staffing levels	DSM	193	1	Done	This is an on-going process as workloads are monitored on a monthly basis and staff is requested if necessary			
Customer Svc	6	Aggressively address employees with customer service issues	DSM	26	2	Done	Coaching and counseling has been done with front line staff.			
Customer Svc	7	Return phone calls and emails same day received	DSM	27	2	Done	All staff has been directed to do this. An item will also be addressed in the DRC manual.			
Customer Svc	150	Clearly communicate plan sign offs	DRC 2 team	137	2	Done				

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS  
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Customer Svc	77	Permit Technician Supervisor to assist at public counter 25% of time	Building Official	73	3	Done				
Customer Svc	218	Share customer survey with City Council, Planning Commission, and Hearing Examiner	City Manager	219	3	Done				
<b>ADMINISTRATION</b>										
Admin	14	Update DRC Manual	DSM	30	1	Done	Same as recommendation 129			
Admin	15	The DRC II to have a chairperson	DSM	31	1	Done	The DSM's share chairperson duties such as setting agendas, running the weekly meeting, and serving as spokesperson. The DSM have found that it is preferable to share the chair duties to spread the workload and maintain progress when one is out of the office.			2013
Admin	30	Require EnerGov to test software prior to shipping	Information Technology	46	1	Done				
Admin	35	Add staff photos to website	Development Services Managers	49	3	Done				
Admin	43	Add links to Growth Management Laws	Deputy Director	51	3	Done				
Admin	51	Compile index of all handouts	Development Review Committee	60	3	Done				
Admin	53	Hire Administrative Support Supervisor for Fire	Deputy Fire Chief	61	3	Done				
Admin	58	Continue combined Fire and Building pending regional Fire Department	City Manager	63	1	Done	No action is planned pending RFA decision.			
Admin	92	Building plan checkers to be permit project managers	Building Official	81	1	Done				
Admin	93	Clearly communicate plan checker permit project manager role	Building Official	81	1	Done				
Admin	139	Increase voice mail storage capacity for code enforcement	Planning Director	122	1	Done	Rather than adding additional storage for voice mails, use Outlook file folders for storage. Once a message has been heard, it should be moved to a folder that corresponds to the enforcement case to which the message pertains.			
Admin	173	Complete Comprehensive Plan update in 12 to 18 months	Deputy Director	168	1	Done				
Admin	192	Designate Public Works project manager for certain projects	Development and Environmental Services Manager	194	1	Done				

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS  
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	31	EnerGov Committee to continue to participate in Energov user group	EnerGov Committee	47	2	Done				
Admin	47	Continue to participate in EnerGov User Group	Building Official	60	2	Done				
Admin	48	Business cards to include Inspectors cell phone number	Building Official	59	2	Done	We are now doing this.			
Admin	55	Fire Marshal to become full-time plans examiner	Director of Fire and Building	62	2	Done	Assistant FM assigned with part time duties as Plans examiner and development services technical expert due to staffing limitations.			
Admin	68	Purchase e-codes for 2013 codes	Building Official	69	2	Done	Purchased in April			
Admin	72	Obtain copies of new codes	Building Official	71	2	Done	Purchased in March			
Admin	74	Develop public education program re new codes	Building Official	71	2	Done	Kirkland is a member of MyBuildingPermit.com and WABO which is already providing this training for our customers. The building industry (BIAW) is also providing this training.			
Admin	100	Complex plans to be reviewed by qualified staff or consultant	Building Official	86	2	Done	We have always done this.			
Admin	108	Review timelines for delivering agenda packets to DRB members	Development Review Manager	93	2	Done				
Admin	110	Finalize Guide to Hearings Before the Hearing Examiner	Development Review Manager	96	2	Done				
Admin	120	Convert paper files to electronic files	Planning Director	109	2	Done	Discuss at Senior Staff meeting.			
Admin	123	Log Code Enforcement customers in EnerGov	Development Review Manager	110	2	Done	Receptionist is doing this			
Admin	125	Revise meeting formats, agendas, etc.	Planning Director	113	2	Done	Discuss at Senior Staff meeting, then at a staff meeting.			
Admin	133	Assign lunch hour telephone coverage to administrative staff	Planning Director	117	2	Done	This has been accomplished.			
Admin	134	Staff to use outlook system calendar for sick/vacation time	Planning Director	118	2	Done				
Admin	137	Provide IFAS, TRIM, and EnerGov manuals to appropriate staff	Planning Director	120	2	Done	None of the above programs actually have detailed manuals. Instead each has general tip sheets. All staff should have copies of those sheets.			
Admin	171	Continue to set staffing needs for Long Range planning as part of 2013 work program	Deputy Director	166	2	Done				
Admin	172	Expand planning work program to accommodate special projects	Deputy Director	167	2	Done	Council policy			
Admin	182	Do not accept PAR applications after deadline	Deputy Director	178	2	Done	Council policy			
Admin	203	Develop communication link re tree permits	Development and Environmental Services Manager	199	2	Done				

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS  
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	213	Review workload and delegation issues with Development Services Managers	City Manager	208	2	Done				
Admin	211	Meet with Fire Staff regarding employee scoring of department management survey questions	Director of Fire and Building	206	2	Done				2013
Admin	212	Review employee low scores for eight questions	Director of Fire and Building	207	2	Done				2013
Admin	111	Determine workload for processing hearings for other departments	Development Review Manager	96	3	Done	Minor impact; inconsequential			
Admin	112	Use strike out and bold text for changes in policy documents	Deputy Planning Director	98	3	Done				
Admin	119	Improve policy for meeting rooms	DSM	108	3	Done				
Admin	122	Contract documents to be managed via HP TRIM software	Planning Director	109	3	Done	This should already be happening, as it is City policy to process contracts in TRIM. Agreements for individual projects that are under the overall scope of a previously executed contract do not need to be routed through TRIM (examples include the three party agreements with the Watershed Company or project assignments for contract planners). However, from this point forward, administrative staff will save a copy of the executed agreements in TRIM.			
Admin	67	Monitor inspector and plan reviewers qualifications	Building Official	69	3	Done	We have always done this.			
Admin	135	Decide on one name to refer to planning function	Planning Director	118	3	Done	We should use "Planning and Community Development Department." It is acceptable to abbreviate the name to PCD. Also, the Zoning Code already uses "Planning Department" throughout, with an explanation in the definition chapter that it means Planning and Community Development Department.			
Admin	141	Increase outreach for voluntary code compliance	Development Review Manager	125	3	Done				
Admin	202	Retain current organizational structure for Transportation	Public Works Director	198	3	Done				
Admin	3	Give out business cards to all customers	DSM	26	32	Done				
<b>TRAINING</b>										
Training	69	Include line item in budget for training	Building Official	70	2	Done	1% is more appropriate because we receive a lot of low cost training			
Training	70	Weekly training sessions for plan checkers and inspectors	Building Official	70	2	Done	Weekly meetings are being done in Building. Bi-weekly meetings are being held in Fire Prevention			

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS  
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Training	73	Prepare staff training program for new codes	Building Official	71	2	Done	Concentrated training was done this year. Training will continue as an ongoing, budgeted program.			
Training	66	Continue to support training for inspection and plan review staff	Building Official	69	2	Done				
Training	191	Initiate comprehensive training program for inspection staff	Development and Environmental Services Manager	193	2	Done				
Training	113	Commissioners to attend APA training sessions	Deputy Director	99	3	Done				
Training	152	Review staff training and tools for building plan review	Development Review Manager	137	3	Done	Staff indicated a need for Blue Beam/Adobe and "electronic permit management" training. Also, planners are consistent in the level of review. There was agreement that if the applicant is pushing the maximum thresholds then review is much more detailed, otherwise the planners double check all numbers quickly.			
<b>PERFORMANCE MEASUREMENT AND ACCOUNTABILITY</b>										
Perf Meas	97	Create project tracking log re time spend on plan checks	Plan Review Supervisor	85	2	Done				
Perf Meas	98	Use tracking report to balance plan check assignments	Plan Review Supervisor	85	2	Done				
Perf Meas	80	Create inspection auditing program	Fire Marshal	73	3	Done				
Perf Meas	101	Set performance standards for Plan Reviewers	Building Official	86	3	Done				
<b>TECHNOLOGY</b>										
Technology	82	Consider converting inspection tracking system to EnerGov	Fire Marshal	74	2	Done	Currently retaining New World data system.			2013
Technology	201	Add additional dual monitors	Development and Environmental Services Manager	198	2	Done				
Technology	196	Evaluate increased access to GIS files	Development and Environmental Services Manager	195	3	Done				

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS  
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
<b>In Process or to be Completed</b>										
<b>PROCESS IMPROVEMENTS</b>										
Process Imp	208	Change Public Works review times	DSM	202	1	Requires Further Study	We need to survey our customers to see if this is needed if we reduce our review times.			
Process Imp	91	Adopt new plan check times	DSM	81	1	To Do	Need to survey customers to find what the desired review time is. After agreeing on a time, each department will need to identify how they will add capacity and how much it will cost.	\$\$\$	y	2014
Process Imp	94	Create aggressive Expedited plan review program	DSM	83	1	To Do	We need to survey our customers to see if this is needed if we reduce our review times. Our current programs seems to be meeting our customer's needs 90% of the time.			2014
Process Imp	155	Do completeness checks on resubmittals within 5 working days	Development Review Manager	142	2	To Do	Review with supervisors/staff			2013
Process Imp	183	Review Process IVA criteria to allow more types of projects	Development Review Manager	179	2	To Do	Code amendment in process			2013
Process Imp	216	Discuss overall customer timeline concerns	DSM	217	2	To Do	Need to survey customers to find what the desired review time is. After agreeing on a time, each department will need to identify how they will add capacity and how much it will cost.			2013
Process Imp	217	Discuss planning customer timeline concerns	Planning Director	217	2	To Do	Need to survey customers to find what the desired review time is. After agreeing on a time, each department will need to identify how they will add capacity and how much it will cost.			2013
Process Imp	130	Consistently process all applications	Development Review Manager	115	3	To Do	confirm with supervisors; planners all on same page			2013
Process Imp	95	Set Expedited Plan Review times	DSM	84	1	To Do	We need to survey our customers to see if this is needed if we reduce our review times. Our current programs seems to be meeting our customer's needs 90% of the time.			
Process Imp	204	Review tree regulations	Deputy Director	199	3	To Do	On code amendment list but unscheduled			
<b>FORM AND WEB UPDATE PROJECT</b>										
Form and Web Project	52	Update all handouts and applications	Development Review Committee	60	2	In Process	This is part of a larger project to update and reformat all forms.			
Form and Web Project	181	Provide for PAR application online	DSM	177	1	In Process	This is part of a larger project to update and reformat all forms.	\$\$		2013
Form and Web Project	37	Up-date tree removal forms for on-line completion	DSM	50	2	In Process	This is part of a larger project to update and reformat all forms.			2013
Form and Web Project	41	Add to Building's FAQs on web site	Building Official	50	3	In Process	This has been assigned to a Plans Examiner II. Work should be complete by September 2013			2013
Form and Web Project	44	Add maps to City Hall	Information Technology	51	3	In Process	To be incorporated into website redesign project.			2014

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS  
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Form and Web Project	32	Develop integrated Development Services web page	DSM	47	2	To Do	This is part of a larger project to update and reformat all forms; 2014 service package will be requested	\$\$		2013
Form and Web Project	36	Up-date all on-line applications	DSM	50	2	In Process	This is part of a larger project to update and reformat all forms.			
Form and Web Project	40	Develop simple flow charts for all processes	DSM	50	2	To Do	This is part of a larger project to update and reformat all forms.			2013
Form and Web Project	75	Review all handouts re new codes	DSM	72	2	In Process	This is part of a larger project to update and reformat all forms.	\$\$		2013
Form and Web Project	5	Uniformly design handouts	DSM	26	3	In Process	This is part of a larger project to update and reformat all forms.			2013
Form and Web Project	9	Use Customer Comment Cards	DSM	28	3	To Do	Survey needs to be re-written to allow results to be compiled. This is part of a larger project to update and reformat all forms.			2013
Form and Web Project	10	Correct issues with on-line survey	DSM	28	3	To Do	Survey needs to be re-written to allow results to be compiled. This is part of a larger project to update and reformat all forms.	\$\$		2013
Form and Web Project	34	Rename website "Directory" to "Staff Directory"	DSM	49	3	To Do	This is part of a larger project to update and reformat all forms.			
Form and Web Project	38	Review and clarify all handouts	DSM	50	3	In Process	This is part of a consultant project to update and reformat all forms and improve the DS website.	\$\$		2013
Form and Web Project	39	Add revision dates to all handouts	DSM	50	3	In Process	This is part of a larger project to update and reformat all forms.			
Form and Web Project	42	Add vision and goal statements to all departments web pages	DSM	51	3	To Do	Need to decide if an overall DS vision statement should be on DS web page. This is part of a larger project to update and reformat all forms. See recommendation #38			
Form and Web Project	45	Add staff organization charts	DSM	51	3	To Do	This is part of a larger project to update and reformat all forms.			2013
Form and Web Project	159	Simplify review and Notice of Application/Comment form (SEPA)	Development Review Manager	147	3	To Do	The form will be reviewed for readability and understanding by lay people while meeting IEnergoval requirements.			2013
Form and Web Project	157	Convert pre-submittal logistics to online process	DSM	146	2	In Process	This is part of a larger project to update and reformat all forms.			2013
Form and Web Project	105	Reformat Predesign Conference applications for filling on-line	DSM	91	1	To Do	This is part of a larger project to update and reformat all forms.			2013
Form and Web Project	33	Have residents' tab on city's website	DSM	47	3	To Do	This is part of a larger project to update and reformat all forms.			2014
Form and Web Project	151	Revise Multi-family dwelling checklist	DSM	137	3	In Process	This is part of a larger project to update and reformat all forms.			2013
<b>DEVELOPMENT SERVICES COST OF SERVICE AND FEE STUDY</b>										
Fee Study	17	Develop staffing model as part of fee study	Finance Department	34	1	To Do	Start in May 2013			2013
Fee Study	18	Adjust fees to full cost	Finance Department	34	2	To Do	Policy evaluation early 2014		X	2014

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS  
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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Fee Study	143	Use factor of 11 hours average for code enforcement cases and add staff or consultants if volumes go up	Finance Department	126	1	To Do	Part of /staffing/fee study.			2013
Fee Study	146	Use 1,349 hours as current productivity hours needed for current planners and supplement as necessary with consultants.	Finance Department	132	1	To Do	Part of /staffing/fee study.			2013
<b>CUSTOMER SERVICES</b>										
Customer Svc	78	Ensure Fire, counter backup	Deputy Fire Chief	73	3	In Process	Staffing limitations have been identified. Assignments are being coordinated with building staff. Additional staff may be requested.	?		2013
Customer Svc	13	Invite applicants to DRC meeting	DSM	30	3	Not Recommended	Applicants are invited to meetings with staff to discuss issues after DRC meetings, but only with the staff that work on the particular project. This recommendation is not appropriate for a DRC meeting because there are too many staff at DRC meetings that are not involved with any one project and because reviewing one project is not the purpose of the DRC meeting.			
Customer Svc	188	Develop uniform policy for counter hours	DSM	192	2	To Do	Future discussion			2014
Customer Svc	205	Local developers to review Pre-Approved Plans Manual	Development and Environmental Services Manager	200	3	To Do	Fall of 2013 we will be updating standards again and we will solicit comments from developers and engineers. We have done this in the past.			2014
<b>ADMINISTRATION</b>										
Admin	50	Update DRC Manual	Development Review Committee	47	2	In Process	Individual items are updated as identified, however, a larger project update/improve the format for the DRC manual is part of the consultant project Phase II.			
Admin	2	Use a staged approach to re-organizing the DS departments	Deputy CM	25	1	In Process	A staged approach will be proposed to the City Manger	\$\$\$	X	2015
Admin	174	Comprehensive Plan and codes to be in conformance	Deputy Director	168	1	In Process	Part of comprehensive plan update		Y	2015
Admin	177	Conduct Zoning Code diagnosis	Deputy Director	173	1	In Process	Consider as part of work program after Comprehensive Plan update	\$\$\$	Y	?
Admin	16	Planners to review approach to economic development	Economic Development Manager	31	2	In Process	There is increased communication between the disciplines on the combined Planning, Housing, Economic Development Council Committee. In addition, the Economic Dev. Manager and Business Retention Consultant will meet twice per year with staff - once at a Planning Staff meeting, and once at a Development Services staff meeting.			2014
Admin	25	All employees to receive annual evaluation	DSM	39	2	In Process	Supervisors have been notified.			2013

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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	114	Establish formal chain of command	Planning Director	106	2	In Process	Discuss at Senior Staff meeting, then at a staff meeting.	\$		2013
Admin	117	Increase public outreach	Planning Director	108	2	In Process	Discuss at Staff meeting.	\$		2014
Admin	124	Analyze all meetings regarding purpose	Planning Director	113	2	In Process	Discuss at Senior Staff meeting, then at a staff meeting.			2013
Admin	138	Update administrative staff procedures	Administrative Supervisor	120	2	In Process	Admin staff has a series of templates, checklist and follow-up forms for meeting packets, public notices and internal processes. As amendments are made, the written documentation is continually updated. With the implementation of EnerGov, we have needed to update the various directions from the Advantage wording to the EnerGov wording.			2013
Admin	147	Consider additional delegation of land use decisions	Planning Director	134	2	In Process	Code amendment in process		X	2013
Admin	148	Move more appeals to Hearing Examiner	Planning Director	134	2	In Process	Code amendment in process		X	2013
Admin	166	Distribute Process IIB recommendations only electronically	Planning Director	153	2	In Process	Discuss at Senior Staff meeting. Is this possible? Is it a good idea? What about other types of permit applications?			2014
Admin	175	Reduce volume of Comprehensive Plan	Deputy Director	168	2	In Process	Part of comprehensive plan update		Y	2015
Admin	176	Simplify and complete neighborhood plans in 6 to 12 months	Deputy Director	170	2	In Process	Under discussion by Planning commission	\$\$	Y	2014
Admin	184	Move Urban Forestry position to Public Works	Deputy Director	183	2	In Process	The Planning Department is coordinating with Public Works to accomplish the transition by year's end if not sooner.			2013
Admin	197	Increase delegation and staff empowerment	Development and Environmental Services Manager	195	2	In Process				2013
Admin	210	Update Traffic Concurrency Data Base	Traffic Eng. Manager	203	2	In Process	Part of comp plan project			2014
Admin	136	Add temporary half-time Administrative staff until EnerGov is fully implemented	Planning Director	120	1	Not Recommended	Additional admin staff is not needed due to Energov			
Admin	144	Planners to be true project managers	Planning Director	129	1	To Do	The DSM's and DRC Committee should prepare written procedures to describe PM's role during permit review.			2013-14
Admin	12	Consider creating checklists for staff to use at DRC meetings when bringing a project to the group.	Development Review Committee	30	2	To Do	Discuss at future DRC meeting.			2013

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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	49	Set rules for implementing new programs	DSM	59	2	To Do	The DSM will formalize communication guidelines with staff. Current methods include the full Development Services Staff meetings, the DRC meetings, procedure documentation and email. The guidelines will describe the best method for each type of upcoming change or new program to ensure all are informed.			2013
Admin	126	Clarify Department's mission	Planning Director	113	2	To Do	The mission statement is posted on the PCD Kirknet page. Discuss at staff meeting.			2013
Admin	142	Develop more comprehensive enforcement strategy	DSM	125	2	To Do	Start by discussing at Code Enforcement Service Team.			2014
Admin	149	Resolve wage issues for Expedited Reviews	Deputy CM	136	2	To Do	This will requires a nEnerGovotiated change in the union contract. Also, the need for an expedited review will need to be validated by a customer survey.			2014
Admin	160	Transmit Notice of Decision electronically	Development Review Manager	147	2	To Do	Review with Admin staff			2013
Admin	185	Simplify Chapter 95 of Zoning Code	Deputy Director	183	2	To Do	On code amendment list but unscheduled	\$	Y	?
Admin	209	Provide weekly list of all active projects	DSM	203	2	To Do	Need updated EnerGov report			2014
Admin	4	Develop comprehensive customer service email lists	DSM	26	3	To Do	We will work to increase customers subscriptions to Developers Partnership Forum by the use of flyers and announcements on the DS web page.			2013
Admin	60	Review flex-time program	Department Directors	64	3	To Do	Each director will review their flex time policy to ensure adequate coverage and customer service is being provided.			?
Admin	11	Improve DRC meeting	DSM	29	2	To Do	DSM will update DRC procedures to clarify who is running the meetings, how agendas are prepared and how materials are distributed prior to the meeting.			2013
Admin	179	Include comprehensive update of zoning code in annual work program	Deputy Director	173	1	To Do	Consider as part of work program after Comprehensive Plan update			
Admin	180	Update Process Guide for Processes IV and IVA	Administrative Supervisor	173	2	To Do	Admin staff has a series of templates, checklist and follow-up forms for meeting packets, public notices and internal processes. As amendments are made, the written documentation is continually updated. With the implementation of EnerGov, we have needed to update the various directions from the Advantage wording to the EnerGov wording.			
	76	Create processing manual re issuing permits in EnerGov	DSM	72	1	To Do	Several processes have already been documented. DSM have tasked staff with creating more, especially those that can be used by all dept. This may also be part of a larger project to update and reformat all forms.			2013

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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	54	Create desk procedures and performance standards	Administrative Supervisor	61	3	In Process	Admin staff already has desk procedures and performance standards. They need to be updated. Each of the admin staff is currently working on updating the procedures manual related to their position. Some duties have been moved between admin positions so the updated manuals will reflect that.			2013
Admin	56	Up-date Building and Fire job descriptions	Personnel Department	62	3	To Do	This has been discussed with HR. This work will be included in a larger project by HR to review all city job descriptions.			2014
Admin	57	Add minimum certification requirements to Electrical/Building Inspector position	Personnel Department	63	3	In Process	We have bEnerGovun discussions with HR to determine the best way to resolve this issue. It will most likely require a change in the minimum qualifications for the inspector positions.			2014
Admin	59	Evaluate and recommend a long term solution to records management issues.	City Clerk	64	3	To Do	The City Clerk's office is available to review issues and develop a plan for development services records management. Because of the visibility of public disclosure issues, the City Clerk's office recommends this task be given a high priority.	\$\$		unknown
Admin	62	Consider transferring electrical plan review to Plan Review Section	Building Official	68	3	Not Recommended	We have decided it is not practical to do because of the large difference in required skill set.			
Admin	99	For new Plans Examiners consider electrical qualifications	Building Official	86	3	Not Recommended	We have decided it is not practical to do because of the large difference in required skill set.			
Admin	104	Create plan review procedures manual	Plan Review Supervisor	87	3	To Do	This has been assigned to the Plan review Supervisor. It is expected to be completed by the end of the year.			2013
Admin	109	Distribute DRB notice of decision within 4 days after the hearing	Development Review Manager	94	3	Not Recommended	The Design Review Board process is different than other processes. The DRB decision is stated orally at the hearing, but then staff needs time to write it up and send it to the chair for signature. It is then distributed. In comparison - for a Process IIA permit, the Hearing Examiner has 8 days to write a decision (it is not stated at the hearing), then it is distributed within 4 days.			
Admin	127	Simplify staff reports for complex projects	Development Review Manager	114	3	To Do	Design Board Review report to be simplified. Substantial Development Permit reports to be tailored to specific types of permits.			2013
Admin	128	Create policy and guidelines for power point	Planning Director	115	3	To Do	Need to discuss with planners to determine what is really needed.			2013
Admin	129	Regularly update Development Review Committee Manual	DSM	115	3	In Process	Individual items are updated as identified, however, a larger project update/improve the format for the DRC manual is part of the consultant project Phase II.			
Admin	140	Clarify Exception to Work Hours Request Forms	Development Review Manager	124	3	In Process	Discussed at Current Planning on 3/27/13. Need to document in counter procedures.			2013

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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Admin	153	Create submittal deadline schedules in order to make certain hearing dates	Development Review Manager	140	3	Not Recommended	Discussed with staff and the consensus was that such a schedule would encourage applicants to rush and submit incomplete materials. Also, especially for complex projects, planners wait until the initial public comment period is over to set the hearing dates to be sure there is adequate time to respond to issues.			
Admin	158	Planning Director to render decision at close of meeting	Planning Director	146	3	Not Recommended	In this recommendation, Zucker makes the incorrect assumption that the Planning Director holds a public hearing. For Process I permits, the Planning Director takes all testimony in written form and prepares a written decision. Therefore, this is not a plausible recommendation.			
Admin	162	Simplify Public Notice form	Development Review Manager	149	3	To Do	Need to discuss with planners to determine what is really needed. Survey staff and customers for ideas.			2013
Admin	164	Assign file close out to administrative staff	Development Review Manager	150	3	Not Recommended	Discussed with full staff and no change is needed. Planners will close out files and request help if needed from Admin staff. It would not be efficient for Admin staff to try to determine what needs to be cleaned out of the file or to collect the electronic documents for the CD.			
Admin	186	Adopt and implement the Urban Forest Strategy Management Plan	Deputy Director	183	3	In Process	Tree team is implementing	\$\$	Y	
Admin	193	Hire consultant for filing system	Development and Environmental Services Manager	194	3	To Do	This is part of larger issue; need to consult IT and City Clerk.	\$\$		2015
Admin	194	Add temporary staff to digitize files	DSM	195	3	Requires Further Study	May be applicable to all Depts. - City Clerk and IT involvement required.	\$\$\$		
Admin	195	Set deadline for digitized electronic files	Development and Environmental Services Manager	195	3	In Process	Staff will continue to digitize as time allows			2015
<b>TRAINING</b>										
Training	167	All planning staff to have additional EnerGov training on SEPA	Planning Supervisor	155	1	To Do	EnerGov provides a means to access SEPA information and fill in forms to create SEPA documents. A tip sheet will be prepared to describe how to use this information.			2013
Training	199	Expand EnerGov staff training	EnerGov Committee	197	1	In Process	Identify what training is needed; by department and interdepartmentally			2013
Training	27	Expand GIS training program	Information Technology	45	2	To Do	GIS is planning to deliver more training after the next major GIS software upgrade mid-2013			2013-2014
Training	131	Budget 2% of personnel budget and 5% time for training	Planning Director	116	2	To do	Discuss at Senior Staff meeting, then at a staff meeting. For next budget cycle.			2014
Training	200	Additional training re Bluebeam program	DSM	197	2	To Do				

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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Training	206	Training for inspection staff re field computers	Development and Environmental Services Manager	201	2	To Do	waiting for new field computers			2014
Training	214	Review Planning Department training needs	Planning Director	208	2	To Do	Discuss at Senior Staff meeting, then at a staff meeting. For next budget cycle. Each staff member and supervisor to discuss and forward to Planning Director to assess.			
Training	215	Review Public works training budget	Public Works Director	208	2	To Do	Will review during next budget cycle			2014
Training	8	Seminar for staff problem solving	DSM	27	3	In Process	DSM will continue to offer this type of training at all DRS meetings			2013
Training	71	Fire staff to participate in Manager/Supervisor training	Director of Fire and Building	71	3	In Process	Fire staff receiving Managing to Excellence training and additional supervisor training appropriate for position. Effort initiated April 11, 2013			
Training	132	Identify staff training needs	Planning Director	117	3	To Do	Each staff member and supervisor to discuss and forward to Planning Director to assess.			2013
Training	198	Increase management training for some Public Works staff	Development and Environmental Services Manager	196	3	In Process	Will seek training for Supervisors and leads when available			2015
<b>PERFORMANCE MEASUREMENT AND ACCOUNTABILITY</b>										
Perf Meas	26	Implement new performance standards re timelines	DSM	42	1	To Do	We need to survey our customers to see if this is needed if we reduce our review times.	\$\$\$		2013
Perf Meas	89	EnerGov to report on percent that meet performance standards	Information Technology	77	1	To Do	We will need Information Technology or EnerGov to write a report that does this. We are still working on developing other EnerGov reports that have a higher priority. Developing similar report now that gets us part way there.			2014
Perf Meas	90	Table of plan check times to be developed and available to public	DSM	79	1	To Do	Should be simple project. We can start by publishing current review times.			2013
Perf Meas	96	EnerGov to track each plan reviewers times	DSM	85	2	To Do	Need updated EnerGov report			2013
Perf Meas	79	Establish performance standards for all positions	Fire Marshal	73	3	In Process	Target September 1st 2013			2013
Perf Meas	84	Establish performance standards for inspections	Inspection Supervisor	75	3	To Do	Supervisor to see what other cities are doing.			2013
Perf Meas	85	Create inspection auditing program	Inspection Supervisor	76	3	In Process	This is currently being accomplished informally. A more formal plan is being developed by the inspection supervisor			2013
Perf Meas	86	Use audit reports as part of employee evaluations	Inspection Supervisor	76	3	In Process	This will be done after the the inspection auditing program is developed			
Perf Meas	102	Establish plan review auditing program	Plan Review Supervisor	86	3	To Do	This is currently being accomplished informally. A more formal plan is being developed by the Plan review supervisor			2013

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS  
STAFF RESPONSE

Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Perf Meas	103	Incorporate audit information into performance evaluations	Plan Review Supervisor	86	3	To Do	Will have to accomplish #84 first, then need to work with HR			2014
<b>CITY HALL REMODEL</b>										
City Hall	21	Use one counter for Development Services functions	DSM	37	1	CH Remodel	Need to review other City Hall plans			2013/2014
City Hall	20	Decide how to handle City Hall reception function	Deputy CM	36	2	CH Remodel	Staff will visit other cities to see which reception model would best for Kirkland.			2013
City Hall	163	All packets to be electronic	Planning Director	149	2	CH Remodel	In order to do this the City Council Chamber would have to be outfitted with computers so that all board and commission members can look at packets during meetings.	\$\$	x	2014
City Hall	22	Pay permits at same location as process	Finance Department	37	3	CH Remodel	would require a dedicated DS cashier, or adjacent to DS; need to evaluate with CH remodel			2013/2014
City Hall	23	Use customer participation techniques at counters	DSM	38	3	CH Remodel	to be dealt with CH remodel design			2014
City Hall	24	Include some sit down counters in City Hall remodel	City Manager	38	3	CH Remodel	to be dealt with CH remodel design			2014
City Hall	107	Design Review Board members to use laptops or I-Pads	Planning Director	93	3		In order to do this the City Council Chamber would have to be outfitted with computers so that all board and commission members can look at packets during meetings.			
City Hall	118	Purchase printer for centralized location	Planning Director	108	3	CH Remodel	Defer to City Hall remodel.	\$		2014
<b>TECHNOLOGY</b>										
Technology	46	Allow permit status check in EnerGov	Information Technology	52	1	To Do	Need to show status of plan case, related to My Building Permit			2013
Technology	61	Correct inspection module in EnerGov	EnerGov Committee	68	1	In Process	EnerGov has made some progress, but there are still serious problems and they are working on finding a new module			2014
Technology	83	Resolve Interactive Voice Recognition (IVR) System issues	EnerGov Committee	75	1	in process	We have signed a contract with EnerGov to provide the ability for contractors to leave a contact number. My Building Permit is planning to provide inspection request intEnerGovration by the end of 2013. This will require paying EnerGov to update our interface	\$		2013
Technology	115	Use EnerGov reports to track timelines	DSM	107	1	To Do	Need updated EnerGov report- see # 96			2014
Technology	116	Record all time data in EnerGov	Development Review Manager	107	1	In Process	Staff is working on the EnerGov reports for this. When done she will review with the planners.			2013
Technology	161	Program EnerGov to create form letters and notices	EnerGov Committee	149	1	To Do	Need to identify who is doing which report			2013
Technology	28	Integrate GIS into EnerGov	Information Technology	45	2	To Do	EnerGov has not agreed to this for security and IP reasons, but IT will pursue it.			2014

DEVELOPMENT SERVICES STUDY RECOMMENDATIONS  
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Category	Rec. No.	Recommendation	Responsibility	Page	Priority	Status	Notes	Requires Funding	Requires Council Action	Target Date of Completion
Technology	87	Replace tablet computers	DSM	76	2	To Do	We are trying to test EnerGov to see if iPads will be a good solution. This may be the same for the other department's inspectors	\$		2014
Technology	88	Enter all inspection correction notices into EnerGov	Inspection Supervisor	76	2	To Do	EnerGov has made some progress, but there are still serious problems and they are working on finding a new module			
Technology	121	Program EnerGov to handle file notes prior to an application	Information Technology	109	2	To Do	We will ask EnerGov if this is possible and what is the cost; if not IT will research other options			2014
Technology	165	Consider if file close out can be done via EnerGov	Development Review Manager	150	2	Not Recommended	Energov cannot automate file close-out. This needs to be done by planners.			2013
Technology	169	Add new layers to GIS maps	Information Technology	164	2	To Do	GIS will add storm and sewer layers, not water for security reasons, available to public			2014
Technology	170	Integrate GIS with EnerGov	Information Technology	165	2	To Do	EnerGov has not agreed to this for security and IP reasons, but IT will pursue it.			
Technology	207	Improve inspection call process	Development and Environmental Services Manager	201	2	To Do	related to IVR problems			2014
Technology	178	Computerize Zoning Code	Deputy Director			To Do	Investigate improving existing KZC on-line; see also #177	\$	Y	2014-15