Executive Summary

Issue Title: Department of Community Development

Meeting Date: June 3, 2024

Time Required: 3-4:30 pm

Attendees: Kurt Latimore, David Lynam, Tina Rice, Scott Diener, Stanton Blonde

Action Requested At This Meeting:
None, information only.

Background:
The Latimore Company, LCC, was the selected consultant to assess the Department of Community Development's (DCD) permit review process from intake to approval or issuance and provide recommendations for improvements to predictability, process efficiency, and overall timeliness of the permitting process.

Since the beginning of the year, Kurt Latimore, has been meeting with staff and stakeholders, and analyzing process data for his evaluation. Through his evaluation, he has identified key permit process review recommendations that will be presented to the Board of County Commissioners.

All participants and interested parties are invited to observe the presentation to the Board of County Commissioners.

Attachments:

- Presentation Slides

The Latimore Company, LLC

Permit Process Review Recommendations

Kitsap County Department of Community Development

Board of Commissioners

Kurt Latimore

June 3, 2024

The Latimore Company, LLC

What You See Today

- Built on staff input and ideas
- Responds to what our applicants tell us
- Informed by the data
- Taken shape in consultation with our leadership team

Accounts for the Backdrop Around Us

- Washington has a very sophisticated growth management, environmental protection, and stormwater regulatory framework
  - Adopted locally
  - Applicants have to learn our way
- Regulations layer, buffers vary, and best available science evolves
- Often takes years to build a house, expensive reports, challenging buffers
- The most attractive lots are the most complicated to develop
- The required sophistication catches many applicants by surprise
- Nearly all interactions are by computer
- Service model generally iterates to success: rarely say no
- Hot real estate market, doubled interest rates
- 2025: 5290 - Fast or prorated refunds (65/100/170 days). Meeting if 3rd cycle, up or down thereafter.

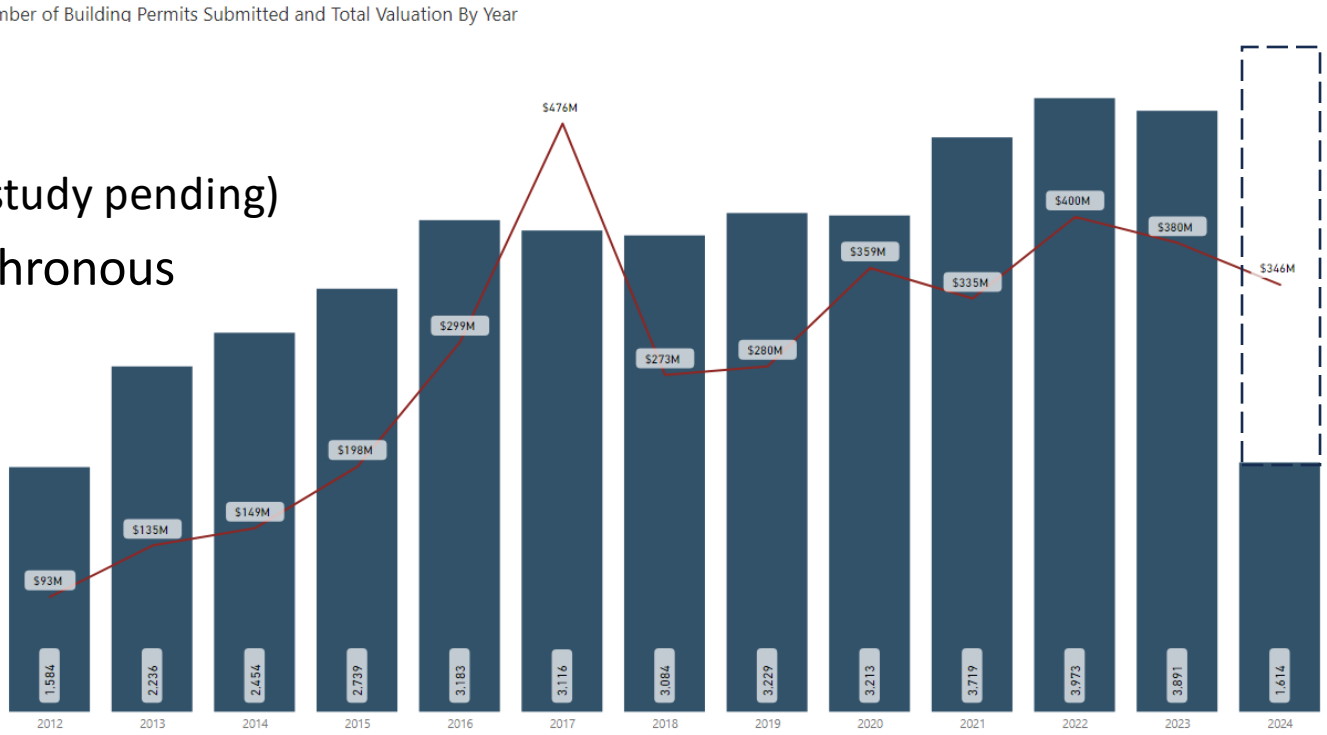
5290 – 1/1/25

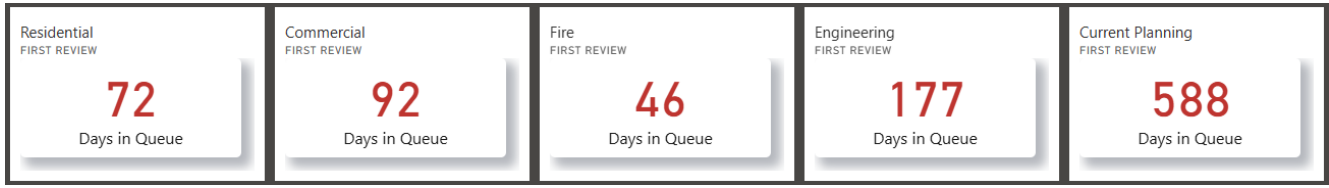
SB 5290 – Intended to Modernize & Streamline Local Project Review

- Amends Chapter 36.70B RCW. Mandated for GMA counties and cities. Effective Jan 1, 2025.
- New Permit Review Timelines – effective at time of Complete Application
- Time is DCD's clock time in calendar days
- Amendment to Timelines
  - No public notice (Type 1)—decision within 65 calendar days
  - Public notice (Type 2)—decision within 100 days
  - Public notice and public hearing (Type 3 or 4)—decision within 170 days
- Timelines may be altered by adopting local ordinance to address consolidated review, larger projects or other differentiating factors
- Certain actions stop the clock, e.g., requests for information, and projects may be temporarily suspended by applicant
- Failure to comply with mandated timelines will result in pro-rated refunding of permit fees up to 20%, unless a local government adopts a minimum of three (3) of the identified streamline measures from RCW 36.70B.160(1)
- Effective March 1, 2025, DCD must post annual reports of permitting metrics to our website and Dept of Commerce

Begins Where We Are

- Sustained high application volume
- Waves of severe attrition
  - Planning and Director roles right now
  - Training ground for Pierce County
  - Recruitment, retention, complicated by salary (comp study pending)
- C19 closures; Work from home; dialogue more asynchronous
- Timelines are red; building is closest to green
- Abandoned screening as intake timelines soared
- Fewer easy lots
- 85% of rural lots are smaller than current minimums
- Recent appeals
- Standalone UGAs – running cities, local nuances
- Nationals developing here but most are local firms and subs
- CAO and WUI in front of us: spikes ahead
- A ferry from Seattle, a bridge from Tacoma





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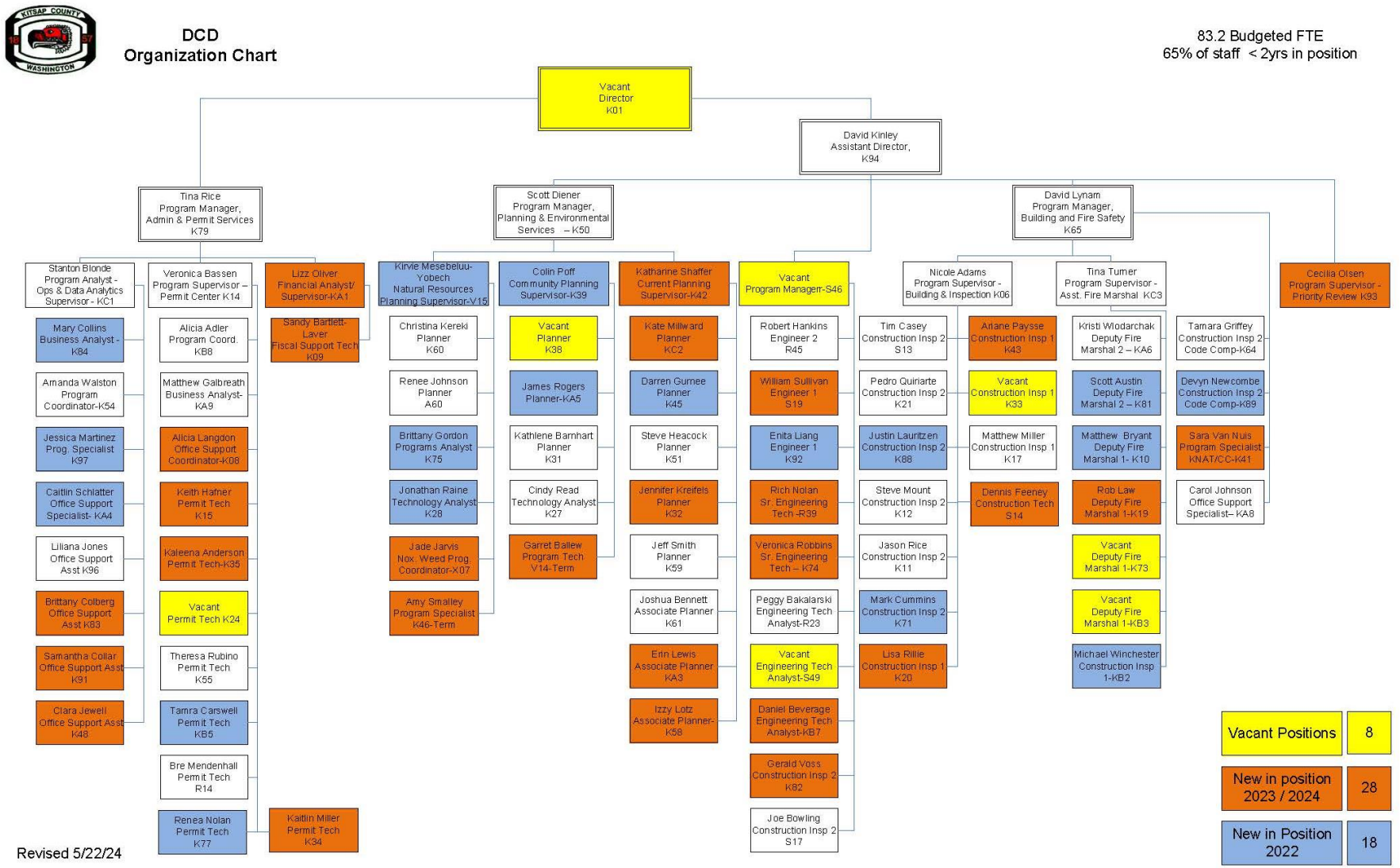
65% of DCD New or in New Roles since 2022



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Builds on Our Strengths

- Great people: nearly all made a point of pointing this out. Agreed.
- Pockets of well-defined staff procedures (toward 6σ) improves consistency, learning
- Extensive analytics: personalized prioritized to-do lists, hit list, plan review goals
- Lean: focused on eliminating waste, greenbelt projects, engrained
- Technology (SmartGov, Camino, PowerBI, Teams, Chat, Remote Work)
- Weekly hit-list management
- Management is actively trying to improve pace, fill gaps, pitch in
- Fire marshal/plans examiner combination
- Advisory groups

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Targets our Constraints

1. Getting on the same page, up front, for applicant success
2. Complete applications
3. Fragmented review
4. Learning curves
5. Access to us

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The Fundamental Workflow

1. Applicant designs their project and prepares submittal documents
2. Applicant uploads documents(s) 100% online using Camino, a TurboTax™-like tool
3. Permit Tech checks for missing info, populates internal tools, emails payment instructions to applicant
4. Applicant pays fees (or half up front) in SmartGov; Permit Tech routes for review: clock starts
5. Current Planning, Development Engineering, BFS, Permit Techs; and Health and Public Works review plans
6. Deficiencies/omissions are tallied, emailed to the applicant for corrections: clock stops
7. Applicant/applicant team revises/adds documents any may reshape the design to save cost, time
8. Applicant uploads corrections to SmartGov, Tech creates next session, routes to ☑next cycle: clock resumes
9. Process repeats until code and standards compliance is demonstrated; redline when practical
10. Permit(s) issued and its off to the field for construction

- More steps if Type 2 or 3

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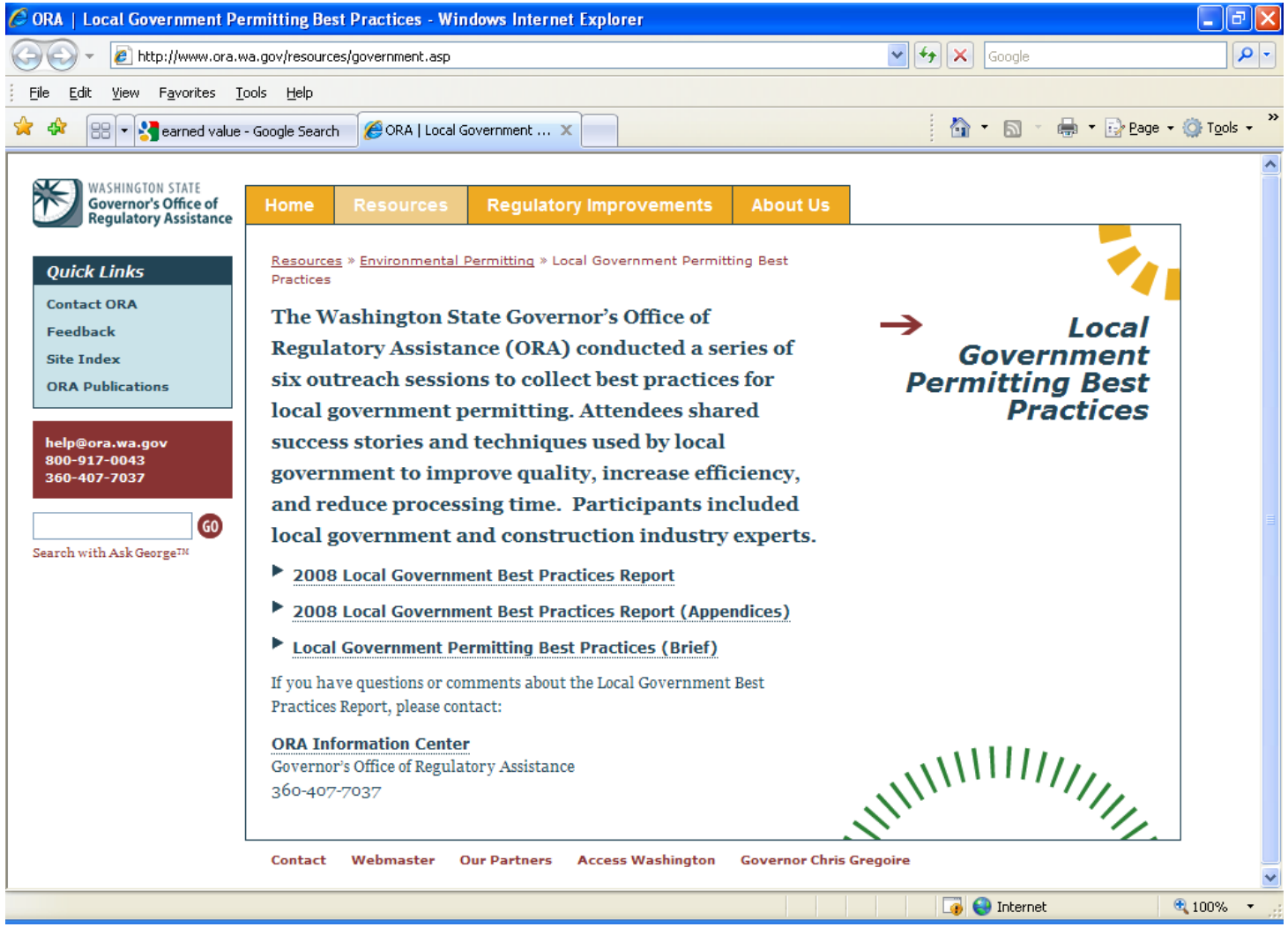
Best Practices for Local Government Permitting

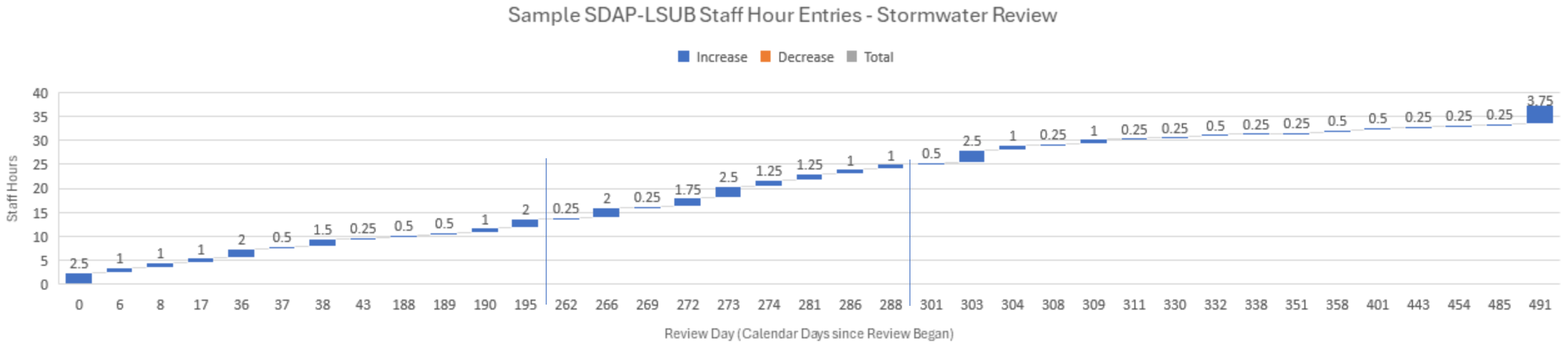
1. Establish mutual understanding
2. Engage stakeholders early
3. Ensure complete applications
4. Understand your process and fees
5. Use information technology
6. Utilize flexible staffing strategies
7. Internal project management

- Predictability
- Timeliness
- Efficiency
- Collaboration



Fragmented Review

- Heavy multitasking: Highly fragmented review lofts timelines
  - Priority program increased this: takes cuts
- Resubmittal rates not remarkable for Western Washington but cycles are lengthy



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Planning Application Resubmittal Rates

Permit Type	C1	C1 FPY	C1 Days	C2	C2 FPY	C2 Days	C3	C3 FPY	C3 Days	C4	C4 FPY	C4 Days	C5+	C5+ FPY	C5+ Days	Avg Cycles
ADMIN APPEAL	8	100%														1.00
ADMIN CUP	5	26%	136	9	47%	131	5	26%	114							2.00
ADMIN CUP - ADU			89	2	67%	77	1	33%	92							2.33
ADMIN CUP - AG			231	1	50%	29	1	50%	63							2.50
ADMIN CUP - WIRELESS FACILITY	1	100%	175													1.00
ADMIN CUP AMEND	3	75%	167	1	25%	144										1.25
AG-EXMP-BLDG	52	100%														1.00
CABR	4	40%	150	5	50%	111	1	10%	41							1.70
CONDITIONAL WAIVER FROM VIEW BLOCKAGE	1	100%	100													1.00
CUP			154	5	83%	203	1	17%	190							2.17
CUP REV MINOR	2	100%	219													1.00
CUP-ADU	16	30%	149	27	51%	104	10	19%	107							1.89
CUP-SHORELINE			148	2	100%	336										2.00
CUP-WIRELESS FACILITY			42	1	100%	68										2.00
CVAR	2	40%	207	3	60%	178										1.60
DCD HOURLY LETTER	73	100%														1.00
DEV AGRMT	1	100%	237													1.00
DIR INTERP-FORMAL	1	100%	176													1.00
HOME BUSINESS	3	27%	119	8	73%	129										1.73
LEGAL LOT DET	42	91%	34	4	9%	5										1.09
LOE-WIRELESS FACILITY	20	100%	23													1.00
MOORING BUOY EXEMPTION	6	67%	30	3	33%	5										1.33
OPEN SPACE	1	100%	351													1.00
OPEN SPACE - CITY	1	100%														1.00
P LL	5	20%	131	12	48%	75	6	24%	69	2	8.0%	75				2.20
P PLAT			144	3	50%	168	2	33%	74			61	1	16.7%	88	2.83
P PLAT AMEND MINOR	4	67%	271	1	17%	182	1	17%	175							1.50
P SP			120	3	33%	106	4	44%	61	1	11.1%	21	1	11.1%	65	3.00
PBD			137	1	50%	198	1	50%	94							2.50
PBD REVISION MAJOR			133	1	100%	233										2.00
REZONE	4	100%	260													1.00
SEPA REVIEW	4	80%	105	1	20%	49										1.20
SHORELINE EXEMPT	75	66%	97	33	29%	58	5	4%	47							1.38
SSDP	1	13%	166	2	25%	120	4	50%	227	1	12.5%	143				2.63
SVAR	1	25%	150	1	25%	62	1	25%	126	1	25.0%	148				2.50
TIMBER HARVEST MAJOR	4	100%	114													1.00
TIMBER HARVEST MINOR	8	80%	127	2	20%	54										1.20
TRANSFER DEV RIGHTS	1	100%	55													1.00
TRANSITORY HOUSING - SINGLE FAMILY	11	85%	23	1	8%	79	1	8%	1							1.23
ZVAR-ADMIN	5	42%	78	6	50%	72			121	1	8.3%	101				1.75
ZVAR-DIRECTOR	3	100%	64													1.00
ZVAR-HE	3	43%	165	1	14%	78	3	43%	92							2.00
Total	**371**	**66%**	**109**	**139**	**25%**	**99**	**47**	**8%**	**99**	**6**	**1.1%**	**81**	**2**	**0.4%**	**77**	**1.46**

Applied filters:Date Approved is not blankDivision is Current PlanningDate Technically Complete is on or after 1/1/20

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DE Application Resubmittal Rates

Permit Type	C1	C1 FPY	C1 Days	C2	C2 FPY	C2 Days	C3	C3 FPY	C3 Days	C4	C4 FPY	C4 Days	C5+	C5+ FPY	C5+ Day		Avg Cycles
BSP			84	1	100%	22											2.00
F LL	2	9%	75	12	52%	32	7	30%	16	2	8.7%	10					2.39
F LL ALTER	1	100%	93														1.00
F PLAT			127	6	33%	68	9	50%	41	2	11.1%	63	1	5.6%	27		2.89
F PLAT ALTER	1	100%	49														1.00
F SP			79	5	83%	43			37	1	16.7%	3					2.33
F SP ALTER	2	50%	94	2	50%	87											1.50
RDAP	71	92%	22	5	6%	25	1	1%	36								1.09
SDAP-ADDENDUM	30	68%	89	13	30%	67	1	2%	5								1.34
SDAP-CAPITAL PROJECT	7	64%	362	4	36%	257											1.36
SDAP-COMM	8	15%	154	25	45%	93	15	27%	74	7	12.7%	50					2.38
SDAP-GRADING 1	22	39%	167	27	47%	72	7	12%	48	1	1.8%	10					1.77
SDAP-GRADING 2	3	14%	149	13	62%	75	4	19%	48	1	4.8%	15					2.14
SDAP-GRADING 3			221	5	63%	133	2	25%	112	1	12.5%	112					2.50
SDAP-LL			218	1	50%	51			143	1	50.0%	165					3.00
SDAP-LSUB	3	25%	191	2	17%	120	5	42%	38	1	8.3%	50	1	8.3%	66		2.58
SDAP-ROW USE-MINOR			139	3	75%	101	1	25%	17								2.25
SDAP-SFR	10	13%	131	45	60%	53	18	24%	40	2	2.7%	70					2.16
SDAP-SHORT SUB	1	14%	200	2	29%	121	2	29%	136	2	28.6%	35					2.71
Total	**161**	**38%**	**122**	**171**	**40%**	**73**	**72**	**17%**	**53**	**21**	**4.9%**	**51**	**2**	**0.5%**	**47**		**1.90**

Applied filters:Date Approved is not blankDivision is EngineeringDate Technically Complete is on or after 1/1/20

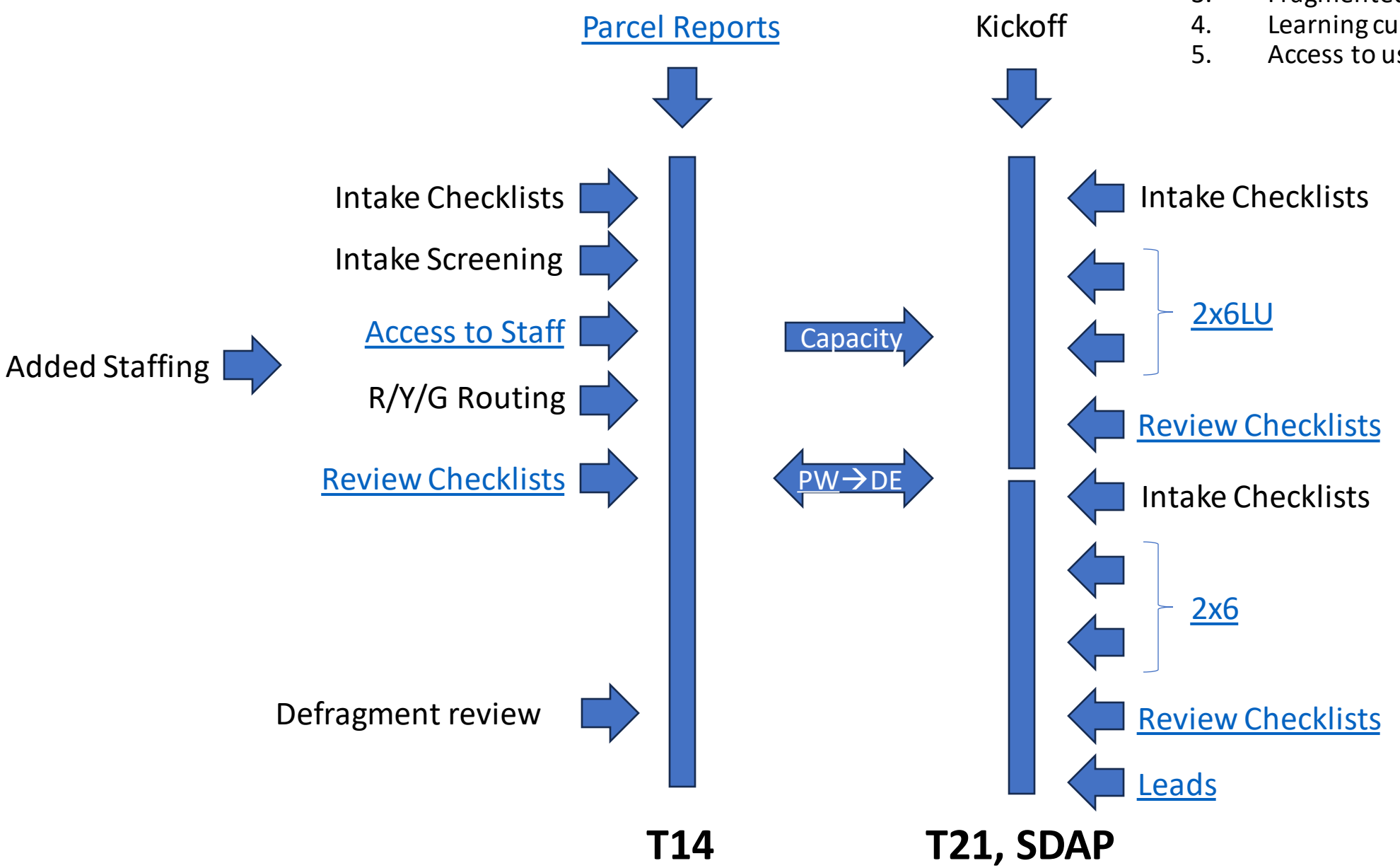
The Latimore Company, LLC

Residential Building Application Resubmittal Rates

Permit Type	C1	C1 FPY	C1 Days	C2	C2 FPY	C2 Days	C3	C3 FPY	C3 Days	C4	C4 FPY	C4 Days	C5+	C5+ FPY	C5+ Day	Avg Cycles
ADDRESS - PSE	539	99%	9	3	1%	5										1.01
ADDRESS - TRIBAL LAND	56	93%	9	3	5%	14	1	2%	22							1.08
DEMO RESIDENTIAL	443	98%	10	10	2%	10										1.02
MH-ADU			39	2	100%	20										2.00
MH-LOT	4	3%	52	78	62%	25	33	26%	17	9	7.1%	20	2	1.6%	18	2.42
MH-LOT/REPLACE	25	23%	41	66	62%	14	13	12%	9	2	1.9%	7	1	0.9%	1	1.95
MH-PARK	32	74%	2	11	26%	8										1.26
MH-SPECIAL CARE	7	28%	52	12	48%	21	6	24%	15							1.96
R-AFH	5	71%	36	2	29%	2										1.29
R-AG	1	5%	45	10	50%	20	7	35%	26			18	2	10.0%	9	2.60
R-BULKHEAD	3	12%	48	14	56%	51	7	28%	9	1	4.0%	14				2.24
R-DECK	162	58%	15	92	33%	13	21	8%	12	4	1.4%	11	1	0.4%	17	1.54
REACT	24	100%	1													1.00
REVISION - RES	675	74%	16	188	21%	13	41	5%	10	4	0.4%	9	1	0.1%	10	1.31
R-FENCE	18	69%	20	8	31%	15										1.31
R-FOUNDATION	116	85%	26	17	12%	11	3	2%	13	1	0.7%	7				1.19
R-GARAGE/ACCESSORY BUILDING	101	16%	43	355	56%	20	137	22%	14	33	5.2%	20	3	0.5%	13	2.18
R-GARAGE/B			2	1	100%	2										2.00
R-GUEST HOUSE	1	4%	51	14	54%	22	8	31%	21	2	7.7%	14	1	3.8%	11	2.54
R-MECH/PLUM	4480	100%	1													1.00
R-MULTI-DUPX	1	8%	51	7	58%	16	3	25%	15	1	8.3%	11				2.33
R-MULTI-DUPX/USING BASIC	28	100%	19													1.00
ROAD NAME	7	78%	71	1	11%	20	1	11%	1							1.33
ROAD NAME - BP			1	18	100%	2										2.00
R-POOL	4	29%	38	8	57%	20	2	14%	15							1.86
R-PORCH	20	22%	41	57	64%	16	9	10%	13	3	3.4%	17				1.94
R-REROOF AND/OR RESIDING	912	100%														1.00
R-RET/WALL	18	23%	49	53	66%	19	4	5%	11	4	5.0%	4	1	1.3%	1	1.96
R-SFR	91	7%	51	776	58%	21	354	26%	16	98	7.3%	16	22	1.6%	21	2.39
R-SFR/ADD	31	10%	46	191	63%	19	67	22%	13	12	3.9%	13	3	1.0%	16	2.23
R-SFR/ADU	1	2%	71	21	37%	20	22	39%	17	8	14.0%	27	5	8.8%	19	2.91
R-SFR/ADU-A			41			28	2	100%	15							3.00
R-SFR/ADU-D			40	2	67%	15	1	33%	27							2.33
R-SFR/ALQ			57	10	53%	24	6	32%	10	1	5.3%	27	2	10.5%	17	2.74
R-SFR/B 2015	10	71%	14	4	29%	6										1.29

The Path Forward

1. Getting on the same page, up front, for applicant success
2. Complete applications
3. Fragmented review
4. Learning curves
5. Access to us



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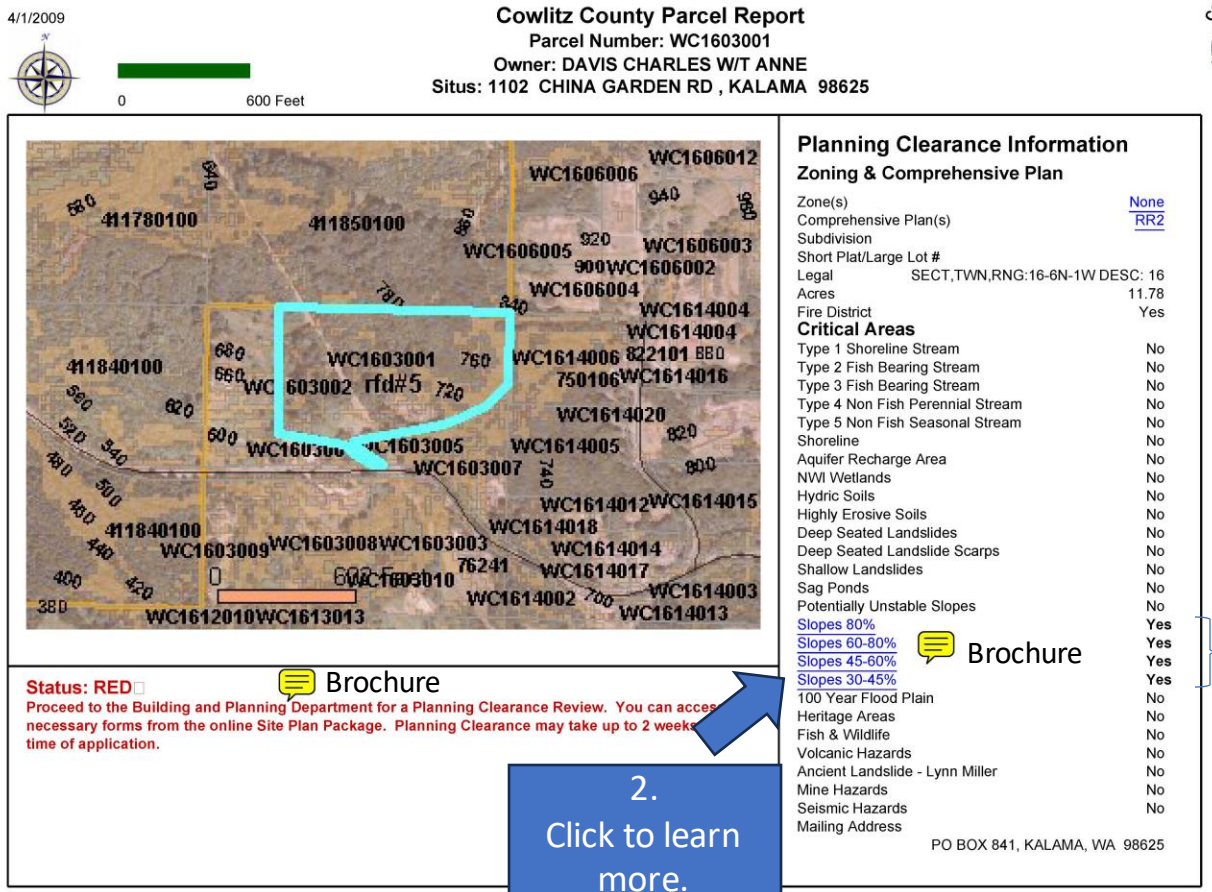
Parcel Reports

Parcel Reports
Improving Predictability

The Latimore Company, LLC

- Creates email to DCD inbox
- Subject: Red Parcel Report_PRXXXXXX
- Attach your sketch
- Type in your questions
- Queued for reply email and guidance

Ask a Tech Button



1. Red Yellow Green Signals Complexity and Next Steps

2. Click to learn more. Help you'll need.

3. Organizes Inquiries

"Hey I got this red parcel with slopes…."

4. Organized Project

- For the applicant
- Their team
- Their other agency interactions
- For staff

WC1603001

Scan at Counter
to get on the same page quickly

- Residential permits (T14 at first)
- Platform for enhancements in the future

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Intake Checklists
Improving Predictability

- Items required for every submittal
- Uploads required from Yellow/Red parcel report
- Verbiage for waiver scenarios (Enabling efficiency when not needed)

RESIDENTIAL PROJECTS

Intake Checklist

	Project Types								
Commonly Required Submittal Items	New Residence	New Manufactured Home	Addition	Interior Remodel	Detached Garage/Accessory Structure	Retaining Wall	Covered Deck or Porch	Accessory Dwelling Unit	Guest House
Site Plan	X	X	X		X	X	X	X	X
Floor Plan	X	X	X	X	X			X	X
Construction Plans	X	X	X	X	X	X	X	X	X
Engineered Plans & Calculations	X		X		X			X	X
Energy Code Documents	X		X		X			X	X
Stormwater Worksheet	X	X	X		X	X	X	X	X
Property Owner Authorization	X	X	X	X	X	X	X	X	X
Kitsap Public Health District Approval*	X	X	X		X	X	X	X	X
Yellow item XXXX	Y	Y					Y	Y	Y
Wetland Report	R	R	R		R			R	R
Geotechnical Assessment	R	R	R		R	R		R	R

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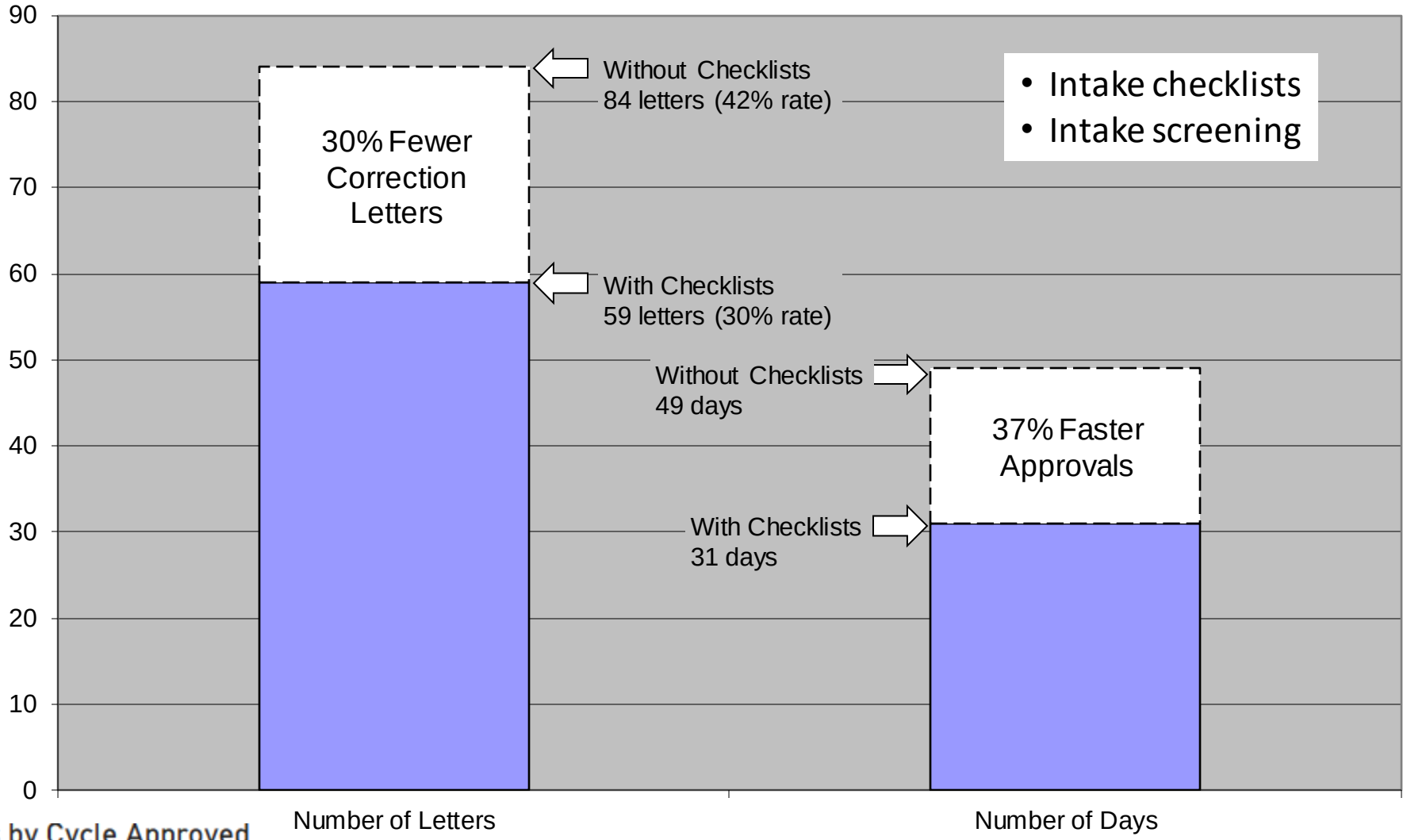
Effect of Intake Checklists



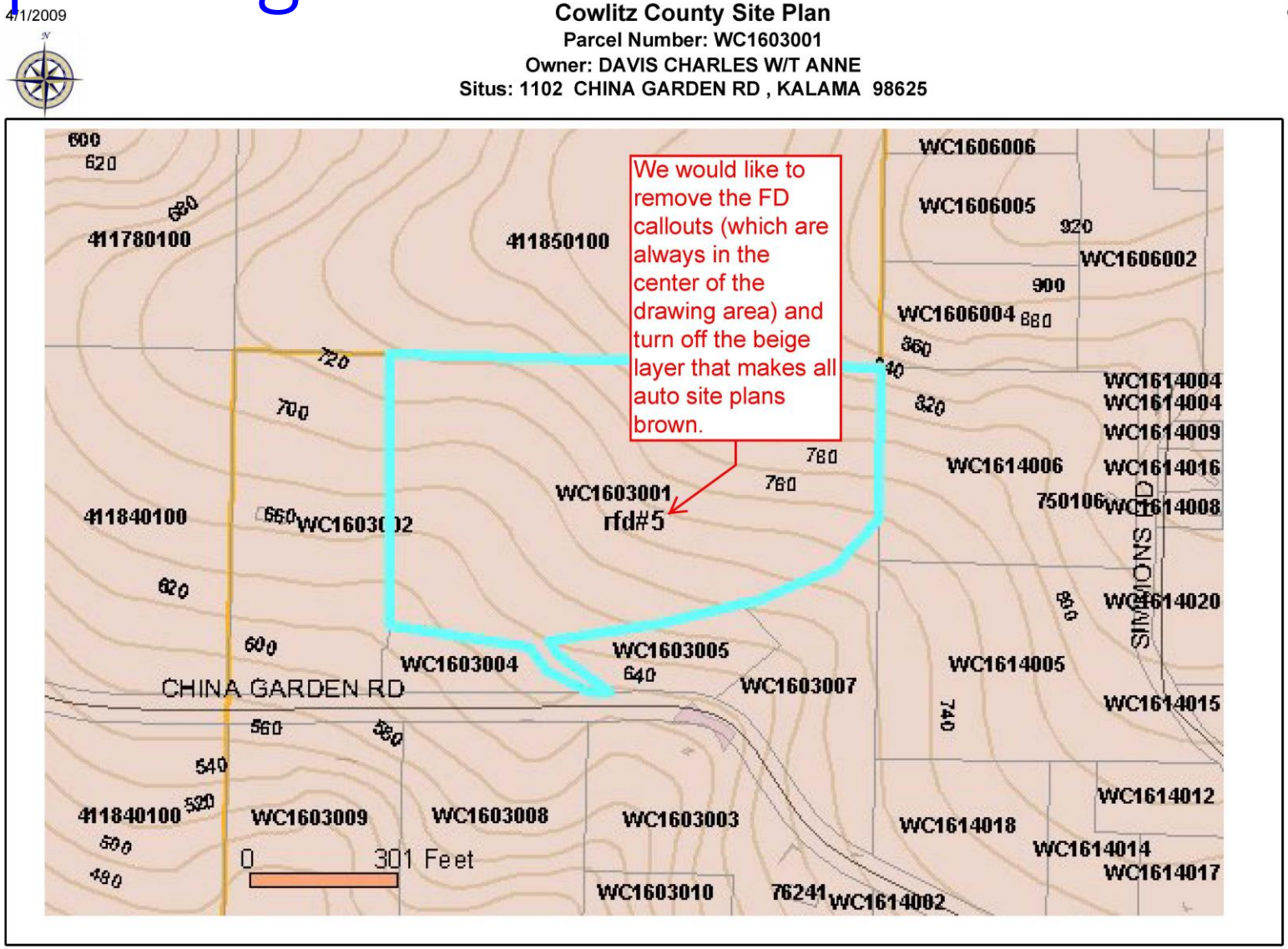
Number of Permits by Cycle Approved

Permit Type	C1	C1 FPY	C1 Days	C2	C2 FPY	C2 Days	C3	C3 FPY	C3 Days	C4	C4 FPY	C4 Days	C5+	C5+ FPY	C5+ Days
R-REROOF AND/OR RESIDING	1934	100%	16	2	0%	1730									
R-RET/WALL	58	33%	34	97	55%	16	15	9%	14	4	2.3%	7	2	1.1%	9
R-SFR	705	20%	42	1961	55%	17	705	20%	15	170	4.7%	24	53	1.5%	13

- Include second page of the 2012 aerial image with tips for what to look for and correlate with the parcel report?
- Tips for when they see different things onsite
- Use for KPHD, PW, WDFW, other inquiries, and use by these agencies.

Sketcher - Improving Collaboration

- Add a third page of a scaled 8½ x 11” with topography and maybe slopes and wetlands?
- Doodle page for prospective applicants to lay out their concept, scope with their experts, and consider the hits
- An attachment in email inquiries or chats
- Printout to bring to the counter along with the parcel report
  - DCD
  - Other agencies



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WC1603001

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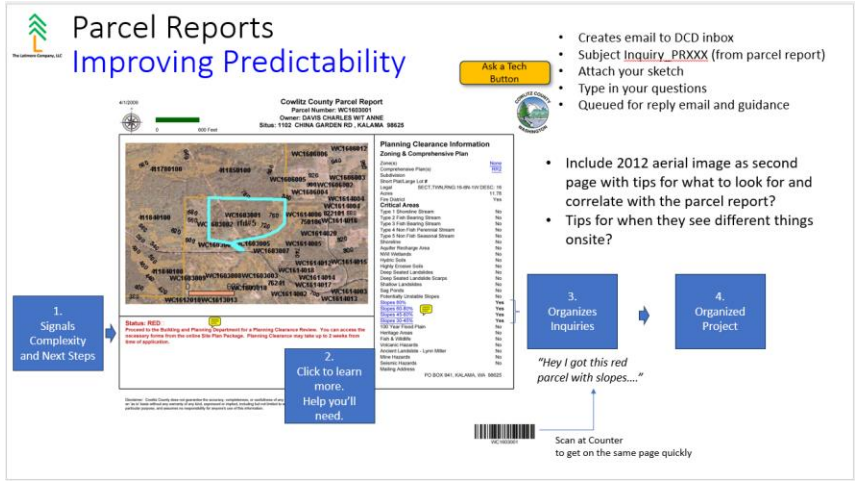
Red/Yellow/Green Routing

- Red
  - Route to Planners, like we do today
- Yellow
  - Route to Permit Tech/Asst Planner (zoning and environmental review)
  - Per review checklist developed jointly with Current Planning
- Green
  - Permit Tech/Asst Planner reviews for Planning (zoning and environmental) at intake
  - Per that review checklist developed jointly with Current Planning
- Frees Planning capacity for 2x6
- Approving planning steps early can increase success on the first review (FPY)
  - Opportunity to correct planning deficiencies during Camino stage
  - Planning corrections often affect DE and BFS reviews
  - So, early planning approval increases likelihood redlining is successful
- Capacity, time, and training to perform these reviews
  - Working out the specific roles and staffing plan together
- Expanded career path opportunities and may improve retention
- Working with Kitsap Public Health to explore BSA timing and parcel report opportunities

Parcel Report Concept

Best Practice	Parcel Reports
Establish Mutual Understanding	X
Early Stakeholder Engagement	X
Complete Application	X
Know Process & Fees	X
Use Information Technology	X
Flexible Staffing Strategy	X
Internal Project Management	X

1



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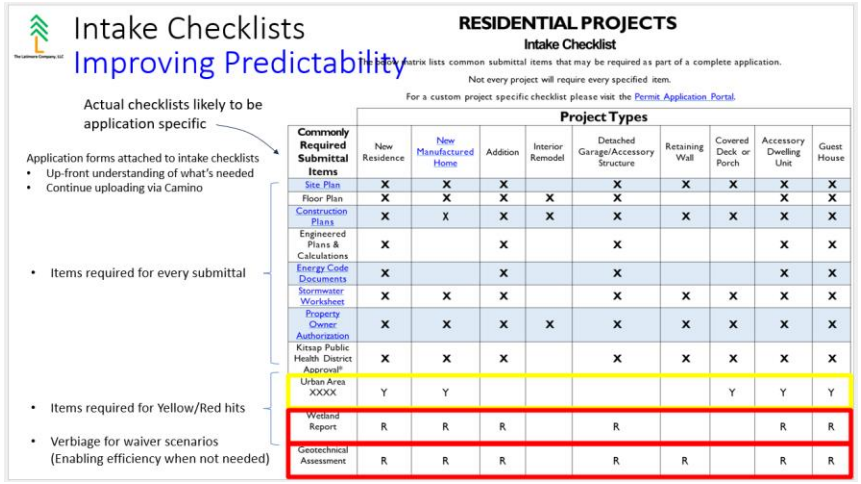

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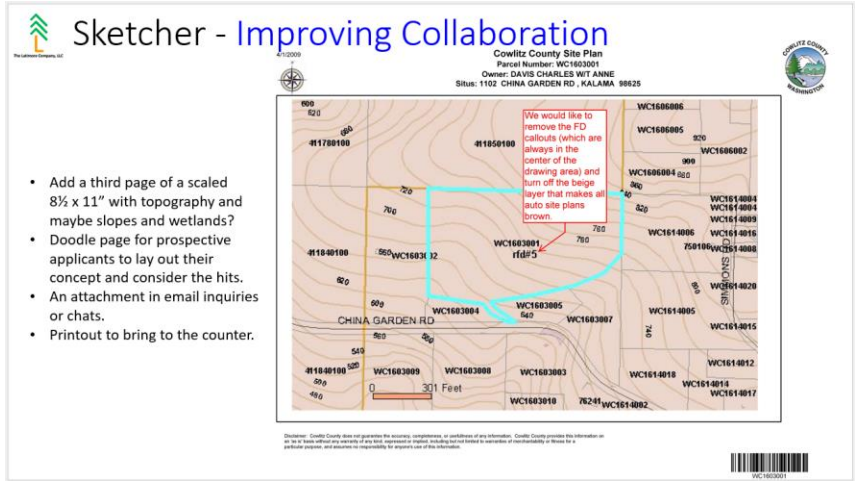

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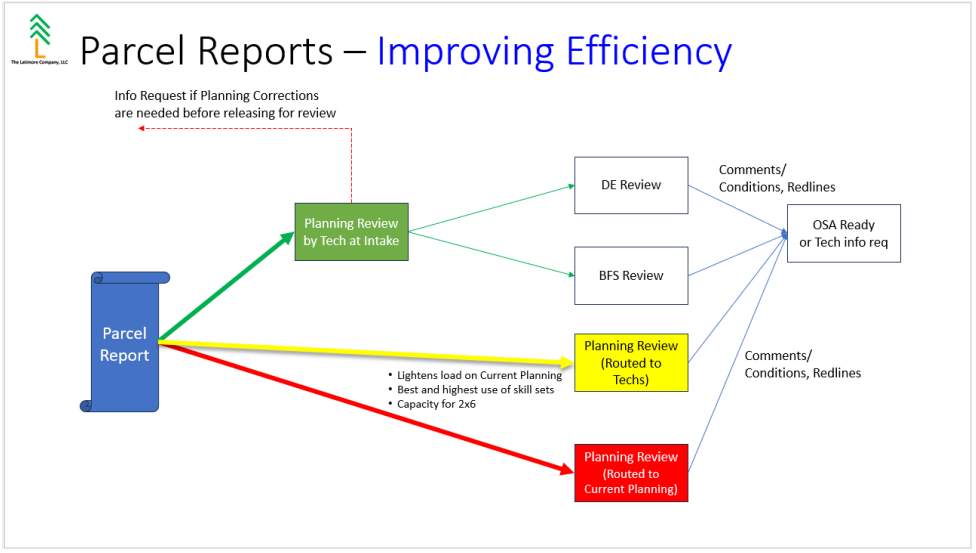
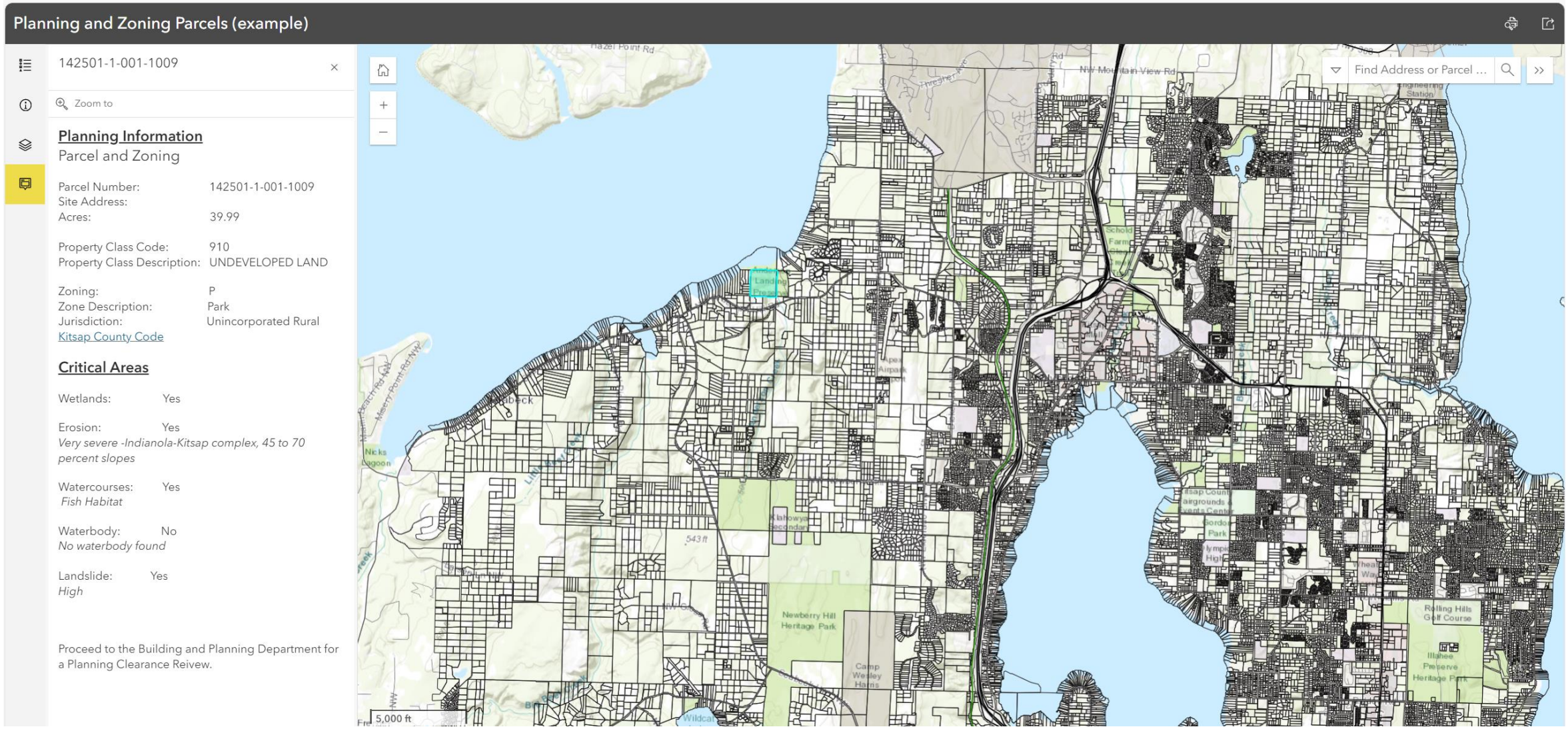


Kitsap Draft Planning Parcel Search



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2x6

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Electronic 2x6

-2 Submitttals
-6 Week turn-around time for staff review, per submittal

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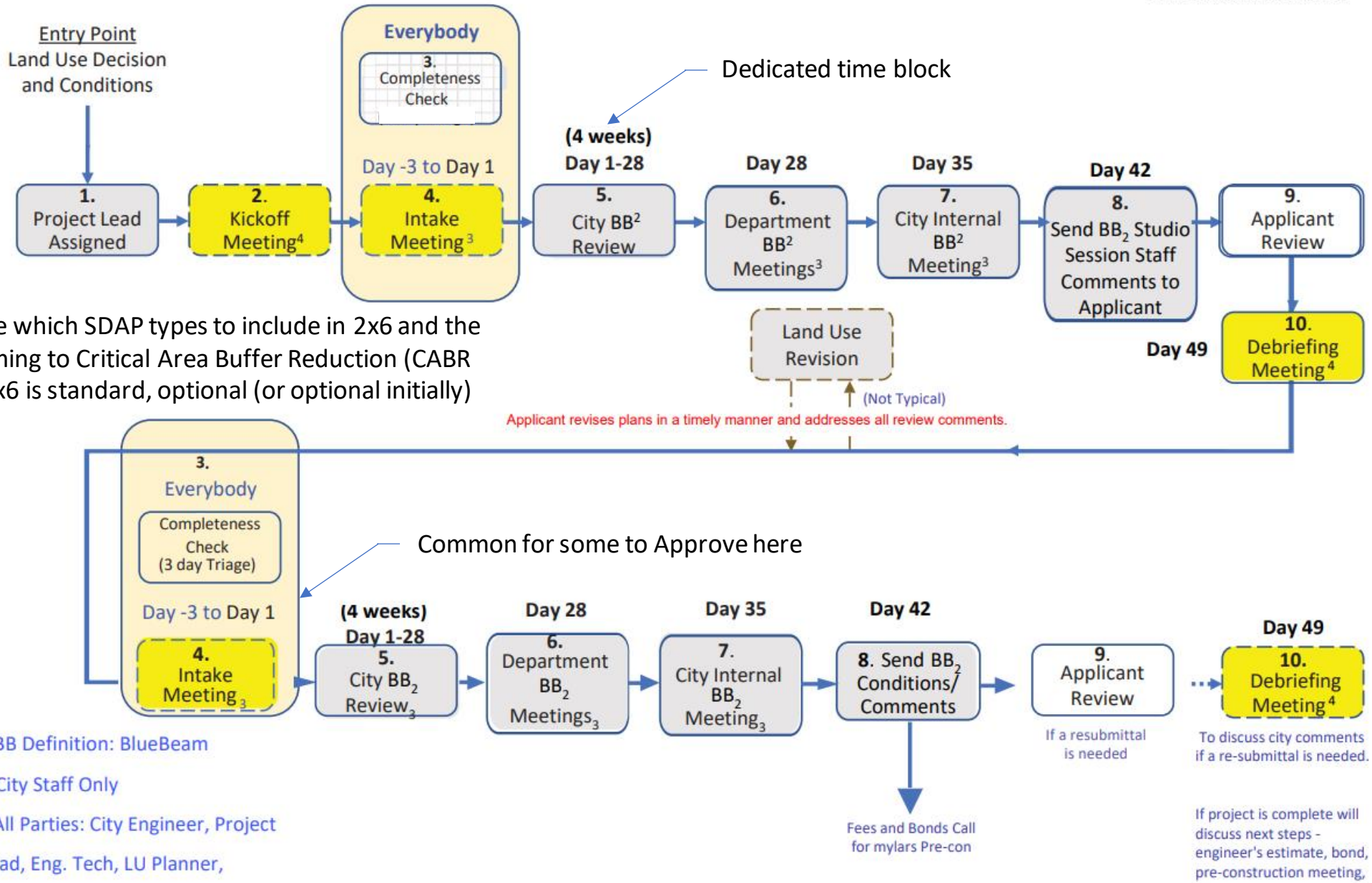
"THE MARITIME CITY"



- We'll determine which SDAP types to include in 2x6 and the relationship/timing to Critical Area Buffer Reduction (CABR
- And whether 2x6 is standard, optional (or optional initially)

2 BB Definition: BlueBeam

3 City Staff Only

4 All Parties: City Engineer, Project Lead, Eng. Tech, LU Planner,

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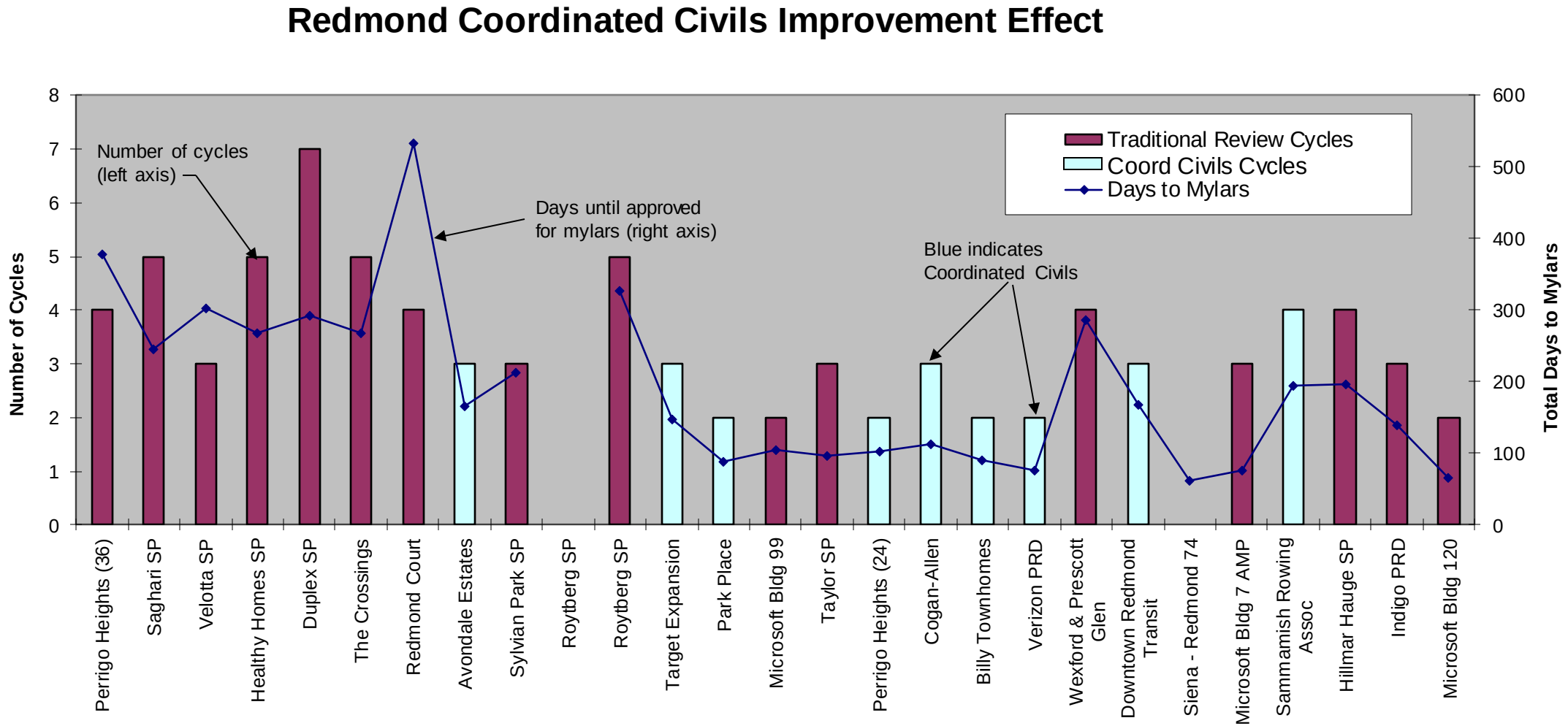
2x6 SDAP

- Establishes a timespace around review
  - Aligns applicant team and reviewers to a common schedule
  - Much faster: defragments, with complete information, and added capacity from Parcel Report
  - Applicant knows when we'll have results
- Direct collaboration at all exchanges
  - Clarify, path find, Q&A: what our applicants are asking for
  - Equip for success on the next round
- Meant to follow the land use decision
  - Enables conclusive first review
  - First cycle can start during land use, per consolidated review (21.04.180)
  - The info request then includes the land use decision
- If second submittal deviates substantively from first, can call for a third
- If applicant decides a land use amendment is needed after first cycle, it's to be resolved before next cycle
- Could establish a 2x6 administrator

Acceleration



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2x6LU

- The same forces, and now 5290, lead us to 2x6 for land use too
- Same structure but adds notice and comment steps, decisions, and these timelines
- Cycle 1
  - Notice of Application
  - Public and Agency comment period
  - Comments informed by any interested parties
- “LU” part
  - Day 85-100 (Type 2), Day 85-170 (Type 3)
  - SEPA determination and SEPA comment period
  - Staff report and recommendation
  - Preview
  - Administrative decision and Notice of Decision
  - Or
    - Notice of Hearing
    - Open record hearing
    - Notice of Decision

2x6 = 84 days
3x6 =126 days

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PW→DE

- Traffic and ROW review
  - Development Engineering (DE) team was created in 2001 to move PW traffic review to DCD
  - Moved back to PW over time and attrition cycles
  - PW-ROW reviews pace several projects
    - Often pace the top 5 oldest residential building reviews
    - Often among the top 5 oldest engineering reviews
  - Working through the details of returning traffic plan review to DE
- Sewer review
  - PW reviews sanitary sewer applications
    - Land use actions (appropriate provisions and availability)
    - SDAPs (infrastructure design)
    - Permits for projects (connections), as purveyor
    - PW-SEWER paces review at times
  - 3 of 9 currently in DE have wastewater experience
  - Working through the details of incorporating 2x6 and 2x6LU

Lead Engineer, Lead (Principal) Planner?

- Lead Engineer
  - Pursues technical excellence in DE
  - Confirms technical clarity, consistency, reasonableness, what can be derived, first principles
  - Mentor to DE personnel
  - Guides 2x6 project leads
  - Tiebreaker for waivers and technical alternatives
  - Owns review checklists for DE with supervisor
  - Keeps DE and PW technically aligned
- Equivalent for Current Planning?
  - Lead Planner/Principal/Senior Planner
  - Same objectives for Current Planning personnel, 2x6LU, and review checklists
  - Keeps Current Planning technically aligned with LRP and Environmental

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Access to Staff

- Accessible to our customers
- Interactions streamlined and strengthened by parcel reports
- Help applicants understand what is needed for their project
- Ask-a-tech, chat, and virtual likely to remain the preferred channel for customers
- Can have targeted time during the week for planned closure
- Analyze lobby encounters stats to predict the added impact
- Fund, staff, and train
  - New personnel are needed to not re-fragment review

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Review Checklists

- Natural greenbelt projects: opportunities for our teammates
- Sections for each division
  - Some are in SmartGov workflow action checklists already
  - Some reviewers have built their own
  - Some teams already have some in place
- Inform intake checklists: work backward to intake
- Section for UGAs – special nuances
- Improves consistency and accelerates learning curves
- Evolve over time
  - Staff ideas encouraged.
  - Leads, Techs, and Supervisors evaluate comment patterns periodically to fine-tune intake and review

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Other Sample Recommendations

- Short Plat: explore option for earlier recording
- Commercial/small business: Ask-a-Tech
- ADU: restructured application to aid review
- Stormwater: Finish/implement the new worksheet in Camino
- 211 permit types: Logical groupings/fewer for practical intake checklists
- Text amendments
  - Completeness: not complete till paid, can't pay till later: fix in code (21.04.150)
  - Expiration: suspend while held for another permit: fix in code (21.04.200)

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The Main Changes

- Parcel reports / intake checklists
- R/Y/G routing
- 2x6
- PW/DE

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Anticipated Results

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Anticipated Results

- On the same page up-front: more informed and efficient project design
- More complete at submittal and when routed
- Higher FPY, fewer resubmittal cycles, more redline opportunity
- Faster timelines (less rework, optimized routing)
  - Much faster SDAP and Land use (2x6 and freed capacity from above)
- 5290 success
- More access to staff (2x6 collaboration, parcel report inquiries, lobby)
- Improved career development opportunities

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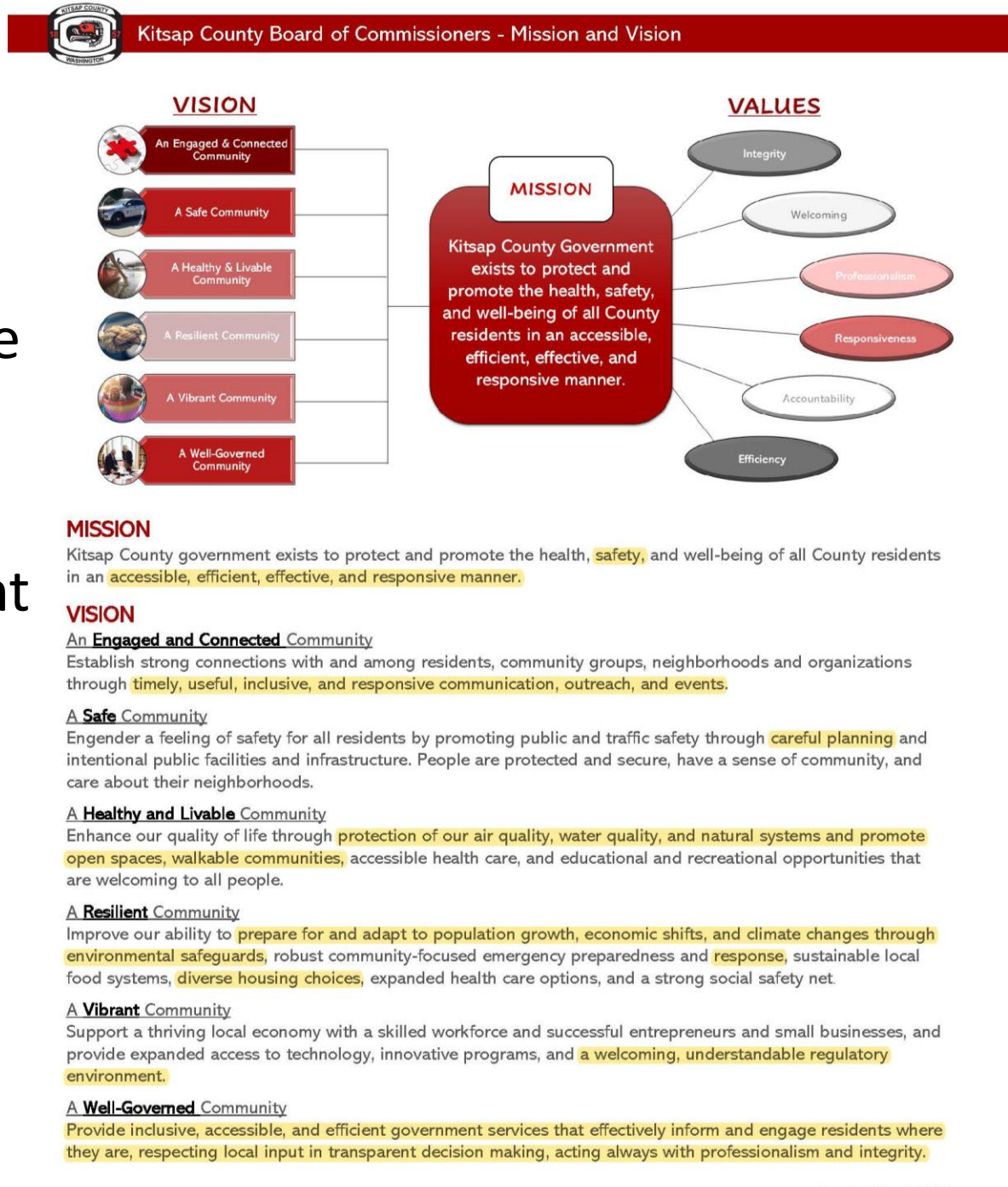
Perfect fit with Board Mission and Vision

- Accessible, efficient, effective, responsive
- Welcoming, understandable regulatory environment
- Provide inclusive, accessible, and efficient government services that effectively inform and engage residents where they are

- Parcel reports/intake checklists
- 2x6
- Access to us



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Initial Staff Feedback on the Recommendations

1. Lots of support.
2. Apprehension about the effort to prepare for this on top of overdue workload. Relief that there'll be help.
3. Apprehension needed staff won't come, that this just adds to their plate, and they aren't able to succeed.
4. Attrition is a big impact when it hits: impacts workload, counter support, training replacements.
5. Parcel reports need appropriate instructions (our maps aren't perfect).
6. A complete application is also very dependent on overall quality of the plans, not just reports that the parcel report clarifies.
7. Adding personnel adds cost of government.
8. Yes: combine these PW tasks into DE review. Aligns with the way the private sector works.
9. SOPs (standard operating procedures) are key. We should have good mechanisms to propose, decide, and implement SOP and associated code changes.
10. 2x6 project leads will need authority to bring the reviews in on-time and reviewers will need to step up.
11. We need proper training mechanisms to prepare us to succeed and to bring new staff up to speed. Can be the difference for retaining staff beyond their first year.
12. Expanding lobby access jeopardizes faster review.

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Next Steps

- Needs analysis: materials, staffing, milestone timelines
- Refine a few areas
- Transition design: implementing the new amidst a backlog of the old
  - The team is rightly asking for help to develop the new while clearing the old
  - Stanton Blonde is leading the initiative. Help from PEAK, IS, and me
  - Implement early steps to help ourselves
- Go!
  - Parcel reports: as soon as we can
  - 2x6: paced by defragmenting, intake checklists, capacity from R/Y/G routing
  - Access to staff: paced by new staffing positions, learning curve for this role, and traction from the other improvements
- Goal to have this in place as soon as we can
  - 5290 implements 1/1
  - Board plays a key role authorizing positions and with text amendments

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Next Steps

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Our Team is Ready to Begin

- Staff has been deeply involved in this
  - Live under the daily pressure of red timelines and weekly review targets
  - Explained how it all works, contributed observations and ideas
  - Validated what we were seeing through readback sessions, 1:1s
  - All-hands meeting
  - Chats, emails, responses, exchanging ideas throughout the office
  - Ready for change that resolves the current situation
- Management is ready for next steps
  - Central to this all the way through
  - Feedback on evolving ideas and recommendations, refinements, estimates
  - Collaboration with Public Works and Health
  - Already thinking about implementation and the needs analysis to put this into motion
  - Enthusiastic support
- Engagement and input from the DAG and KBA
- We have a shared vision and continuity through leadership changes
- We are ready to begin

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Next Steps

- Your green light to proceed with preparations
  - Needs analysis: positions and resources we'll need
  - Implementation planning: schedules, milestones, who does what
  - Coordination with Information Systems, PEAK, Public Works, DAG, Health
- We'll return at the **June 26th DCD Update at Work Study** with the implementation plan and staffing request