



# Novak Efficiency Study Work Session



# Novak Study Recommendations (NDS & Public Works Interface)

## Novak 2017 & 2018 Recommendations

# 2017 Citywide Novak Study Recommendations (NDS & Public Works Interface)

## NDS

### Development Review

**RECOMMENDATION 26:** Engage the development community in a process to identify development review reforms.

**RECOMMENDATION 27:** Designate an Assistant City Manager as the owner of the City's development review process and Chair of the Pre Development Meeting.

**RECOMMENDATION 28:** Implement a new development services software system.

# 2017 Citywide Novak Study Recommendations (NDS & Public Works Interface)

## NDS

### Staffing

**RECOMMENDATION 29: Begin tracking workload data in order to make informed staffing adjustments.**

### Fees

**RECOMMENDATION 30: Establish a practice and process for annually reviewing and adjusting the fee structure for Neighborhood Development Services.**

# 2017 Citywide Novak Study Recommendations (NDS & Public Works Interface)

## Public Works

**RECOMMENDATION 36: Create an Operations Division in the Department of Public Works.**

**RECOMMENDATION 37: Create an Asset Management Division in the Department of Public Works.**

**RECOMMENDATION 38: Create an Engineering Division in the Public Works Department.**

**RECOMMENDATION 39: Create a Traffic function within the Engineering Division of the Department of Public Works.**

# 2017 Citywide Novak Study Recommendations (NDS & Public Works Interface)

## Public Works

### Work Planning and Tracking

**RECOMMENDATION 46: Create a comprehensive asset management plan for all Public Works Department assets.**

**RECOMMENDATION 47: Implement a work order system.**

# 2018 Novak NDS Study Recommendations

## Structure and Management

**RECOMMENDATION 1: Create a Support Services Manager position.**

**RECOMMENDATION 2: Reallocate job duties among internal support staff.**

**RECOMMENDATION 3: Rebalance neighborhood areas assigned to Planning staff.**

**RECOMMENDATION 4: Create a new Planner position on the Planning Team and refocus the role of the Senior Planner/Urban Designer.**

**RECOMMENDATION 5: Establish a protocol for responding to Council inquiries.**

# 2018 Novak NDS Study Recommendations

## Development Review Process Improvements

**RECOMMENDATION 6: Create a comment review meeting between NDS staff and applicants for eligible by-right projects.**

## Technology and Performance

**RECOMMENDATION 7: Provide staff with the appropriate technology to complete their work.**

**RECOMMENDATION 8: Develop specific performance measures and leverage software to track them.**



# NDS Status Update

## Development Review

**RECOMMENDATION 26:** Engage the development community in a process to identify development review reforms.

**STATUS UPDATE:** Staff has provided opportunity for the development community to be involved in the development of Comprehensive Plan, Standards and Design Manual, and will be meeting with the group on the Business Process Mapping and development review and permit tracking software acquisition.

**RECOMMENDATION 27:** Designate an Assistant City Manager as the owner of the City's development review process and Chair of the Pre Development Meeting.

**STATUS UPDATE:** The Assistant City Manager mitigates disputes. Council is considering hiring an Assistant City Manager.

**RECOMMENDATION 28:** Implement a new development services software system.

**STATUS UPDATE:** Business Process Mapping (BPM) underway October 15, 2018.

# NDS Status Update

## NDS Staffing

**RECOMMENDATION 29:** Begin tracking workload data in order to make informed staffing adjustments.

**STATUS UPDATE:** Initiated workload tracking in order to maintain equilibrium in assignments.

## **Fees**

**RECOMMENDATION 30:** Establish a practice and process for annually reviewing and adjusting the fee structure for Neighborhood Development Services.

**STATUS UPDATE:** Staff is seeking CIP fund to conduct a full-blown fee schedule study.

# NDS Status Update

## Structure and Management

**RECOMMENDATION 1: Create a Support Services Manager position.**

**STATUS UPDATE: Pending funding availability.**

**RECOMMENDATION 2: Reallocate job duties among internal support staff.**

**STATUS UPDATE: Completed.**

**RECOMMENDATION 3: Rebalance neighborhood areas assigned to Planning staff.**

**STATUS UPDATE: Completed.**

**RECOMMENDATION 4: Create a new Planner position on the Planning Team and refocus the role of the Senior Planner/Urban Designer.**

**STATUS UPDATE: Staff has requested hiring a civil engineer first.**

**RECOMMENDATION 5: Establish a protocol for responding to Council inquiries.**

**STATUS UPDATE: Draft protocol completed.**



# NDS Status Update

## Structure and Management

**RECOMMENDATION 6:** Create a comment review meeting between NDS staff and applicants for eligible by-right projects.

**STATUS UPDATE:** Staff has put system in place; will modify application form to give applicant option to request review meeting.

**RECOMMENDATION 7:** Provide staff with the appropriate technology to complete their work.

**STATUS UPDATE:** Computers upgraded, acquiring one more computer with large capacity to handle 3-D analysis, and working on acquisition of development review and permit tracking system.

**RECOMMENDATION 8:** Develop specific performance measures and leverage software to track them.

**STATUS UPDATE:** Initiated data collection process to inform measures.

# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

What is the solution?

# 2017-2018 Novak Recommendations

## Permitting, Asset and Work Order Management System Solution

### 2017 Recommendations

**RECOMMENDATION 26:** Engage the development community in a process to identify development review reforms.

**RECOMMENDATION 28:** Implement a new development services software system.

**RECOMMENDATION 29:** Begin tracking workload data in order to make informed staffing adjustments.

**RECOMMENDATION 29:** Expand time tracking activities related to horticulture and mowing maintenance. **(Parks & Recreation)**

**RECOMMENDATION 46:** Create a comprehensive asset management plan for all Public Works Department assets.

**RECOMMENDATION 47:** Implement a work order system.

# 2017-2018 Novak Recommendations

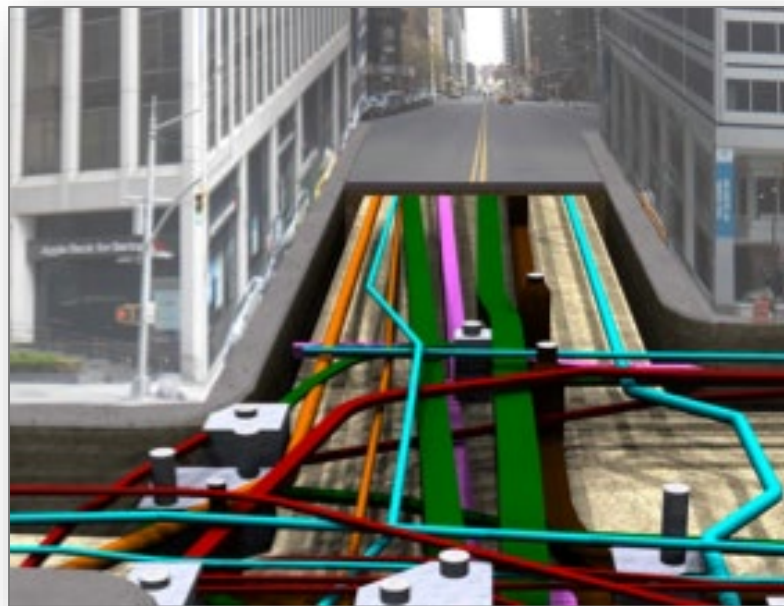
## Permitting, Asset and Work Order Management System Solution

### 2017 Recommendations

- RECOMMENDATION 7: Provide staff with the appropriate technology to complete their work.**
- RECOMMENDATION 8: Develop specific performance measures and leverage software to track them.**

# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

## One System to Solve Eight Novak Recommendations



Manage Infrastructure



Manage Development



Manage Regulations



# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

## GIS-Centric System

### Permitting

- Planning
- Permitting
- Inspections
- Licensing
- Code Enforcement
- Engineering

### Assets

- Asset Management
- Service Request
- Work Orders
- Inspections
- Inventory
- Condition Analysis

## Esri

### ArcGIS® Server

- Authoritative Data
- Asset Inventory
- Land Management
- Visualization
- Platform

**ArcGIS® is the Authoritative Data System of Record**



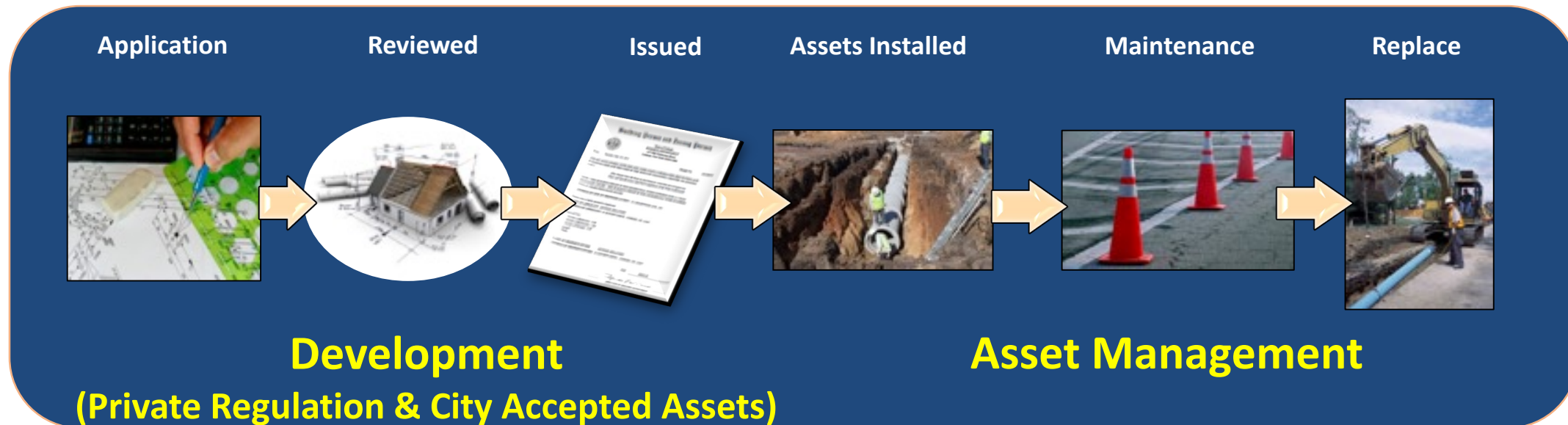
# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

## Enterprise Solution for Multiple Departments



# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

## Public Asset Management System Work Flow



Permits, Planning, Engineering, Inspections, Code Enforcement, Business Licensing,  
Service Requests, Work Orders, Condition Analysis, and Reporting Analytics

# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

## Asset Management

*“Asset Management capabilities include **processes, resources, competences, and technologies** to enable the effective and efficient development and delivery of asset management plans and asset life activities and their continual improvement.” - as defined by ISO 55000*



**Establish**

ASSET CRITICALITY  
AND RISK  
FRAMEWORK

*City service goals must consistently align with its most critical assets to support infrastructure maintenance needs and track operational efficiency of services delivered to the public.*



**Consolidate**

ASSET MANAGEMENT  
FUNCTIONALITY IN A  
BUSINESS SOLUTION

*Streamline your approach and leverage Cityworks Server AMS for assets thus negating legacy customization or non-integrated systems.*



**Identify**

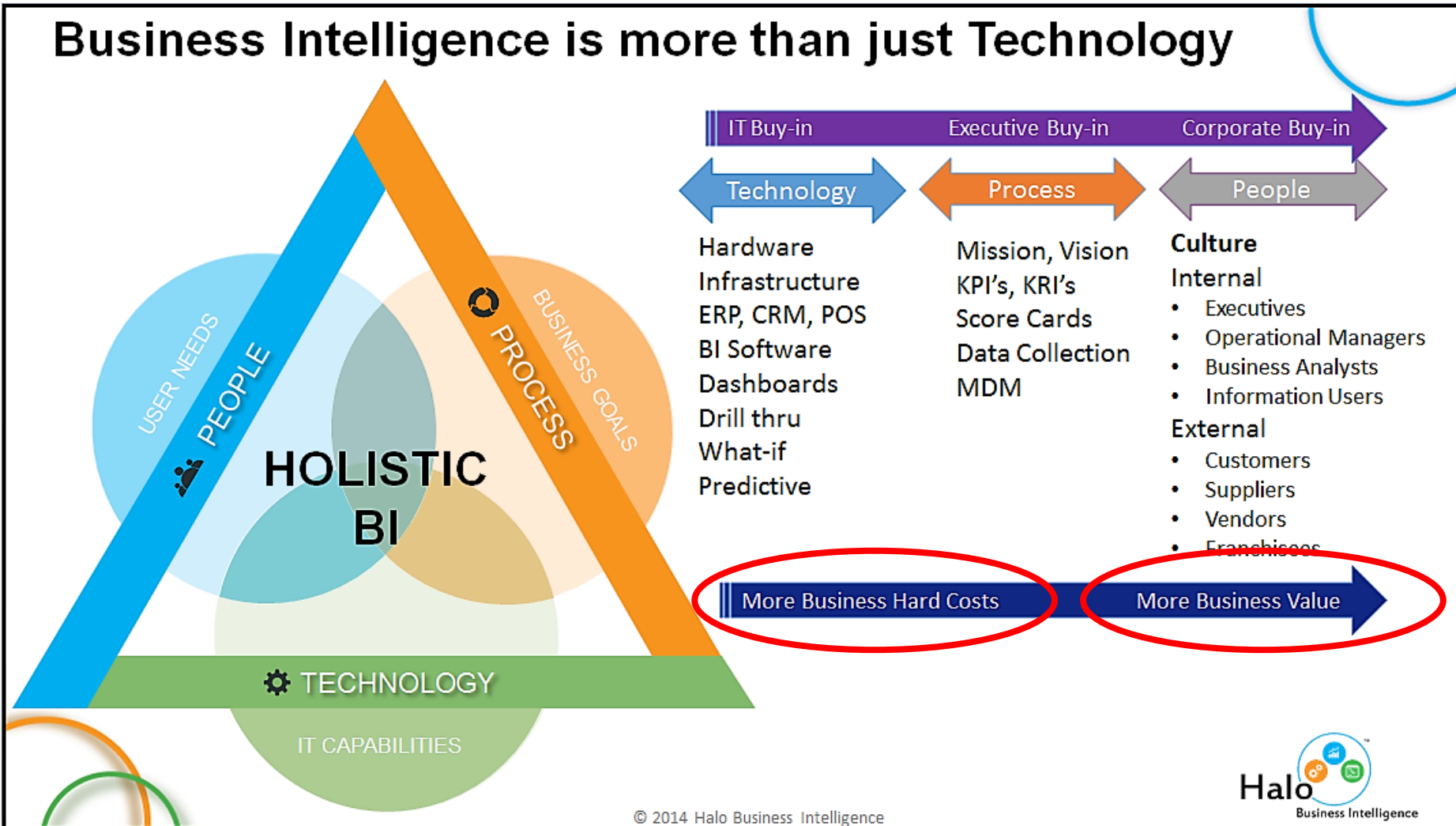
PRIORITIZED CAPITAL  
IMPROVEMENT AND  
INVESTMENT RETURN

*Identify prioritized capital needs and return on investment analysis by using data-driven AM planning through collecting the right amount of quality data to inform investment decisions*



# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

## Business Intelligence is more than just Technology



# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

Where are we today?

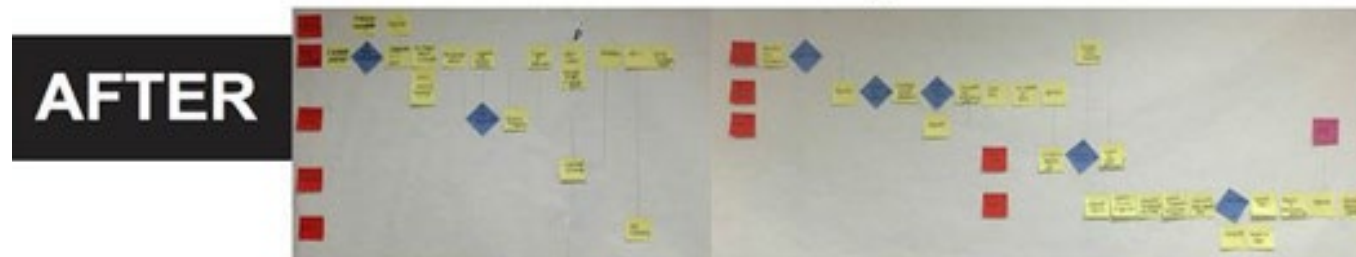
# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

## Business Process Mapping - Phase I

### Current-state process

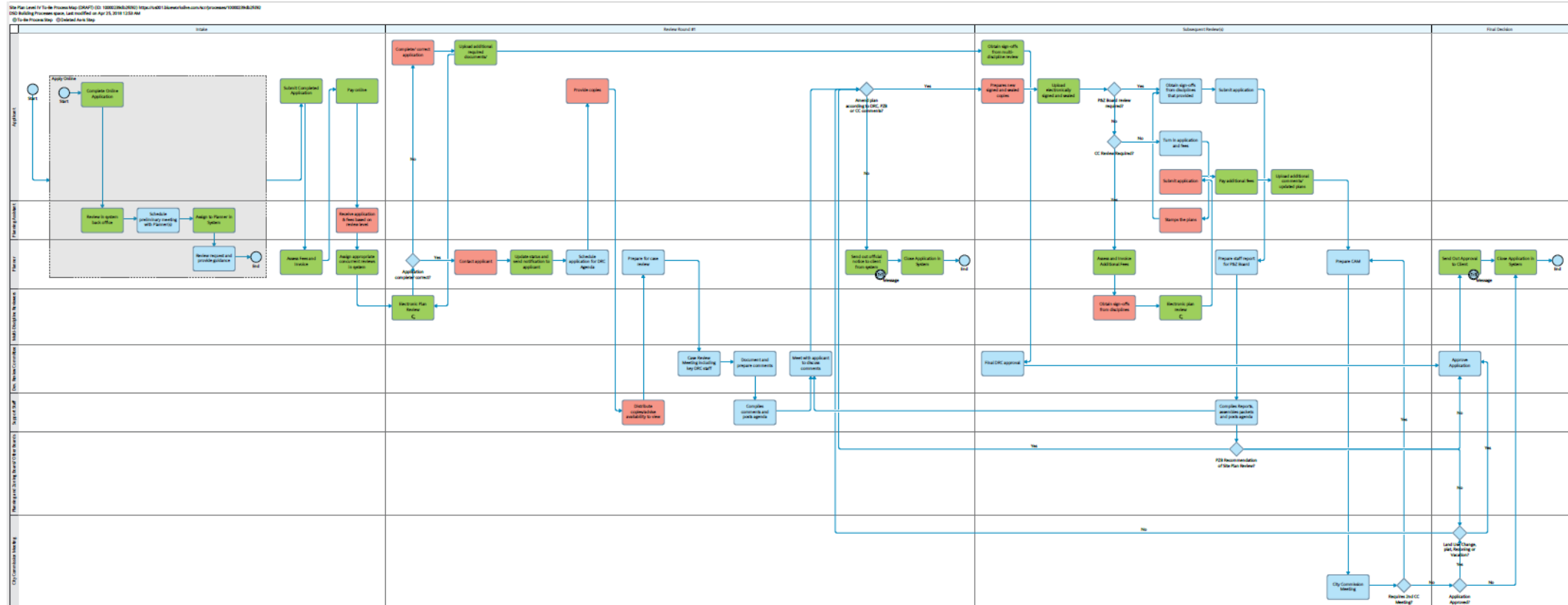


### Future-state process



# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

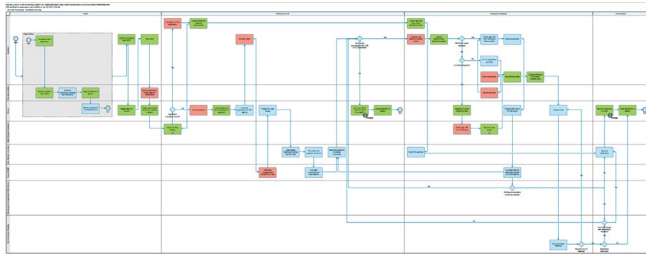
## Business Process Model Notation (BPMN) – Phase II





# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

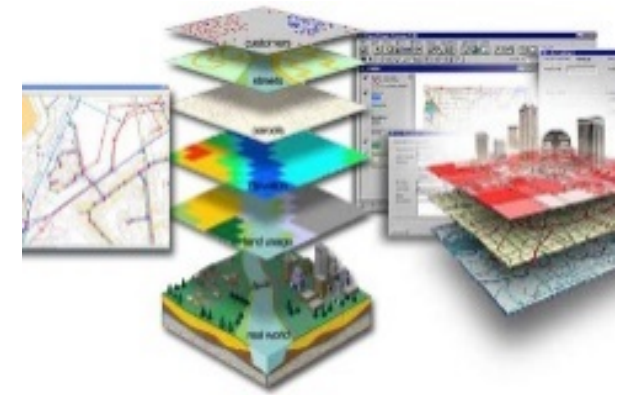
## Develop System Requirements - Phase III



**BPMN**  
**(Corporate Language)**



**Software/Technical Specifications**  
**&**  
**Functional Requirements**

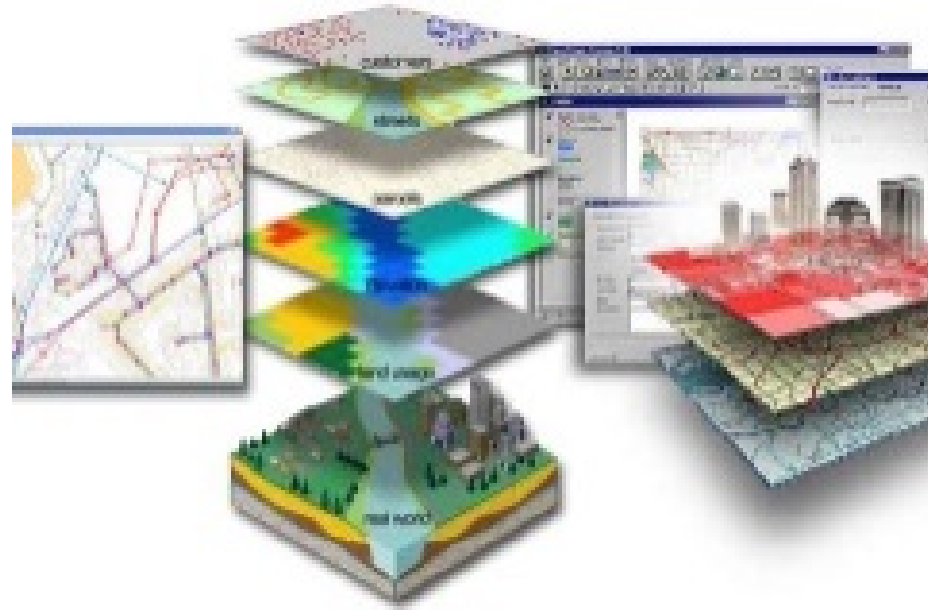


**System Platform**



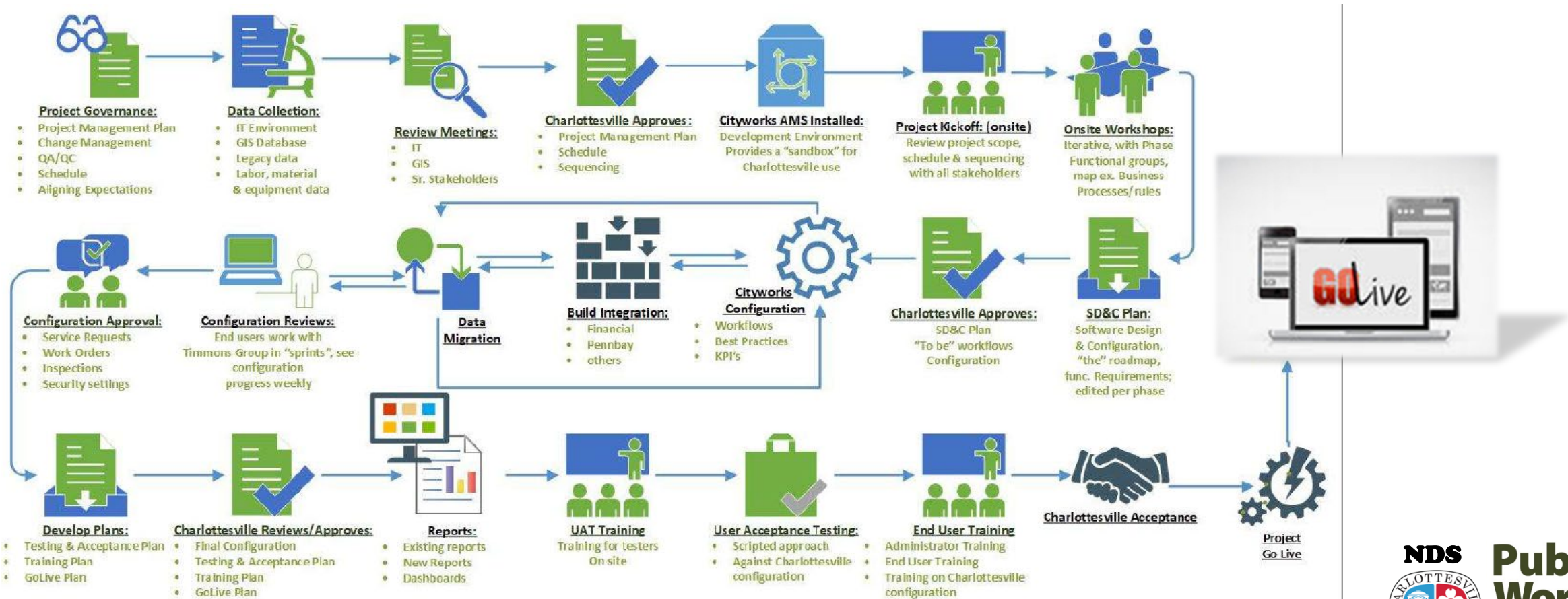
# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

## System Procurement – Phase IV



# NDS/Public Works/Utilities/Parks & Recreation Permitting, Asset and Work Order Management System

## System Implementation - Phase V



# NDS/Public Works/Utilities/Parks & Recreation System Schedule

	2018			2019												2020												2021												
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
<b>NDS</b>																																								
Business Process Mapping																																								
Business Process Redesign																																								
Software/Technical Specifications & Functional Requirements																																								
System Procurement																																								
Implementation Specifications & Methodology																																								
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