

The Latimore Company, LLC

Community Process Improvement for Western Washington

latimorecompany.com

Development Review Process Assessment City of Bainbridge Island

Department of Planning & Community Development

Kurt Latimore

June 20, 2017

Predictability



Timeliness



Efficiency



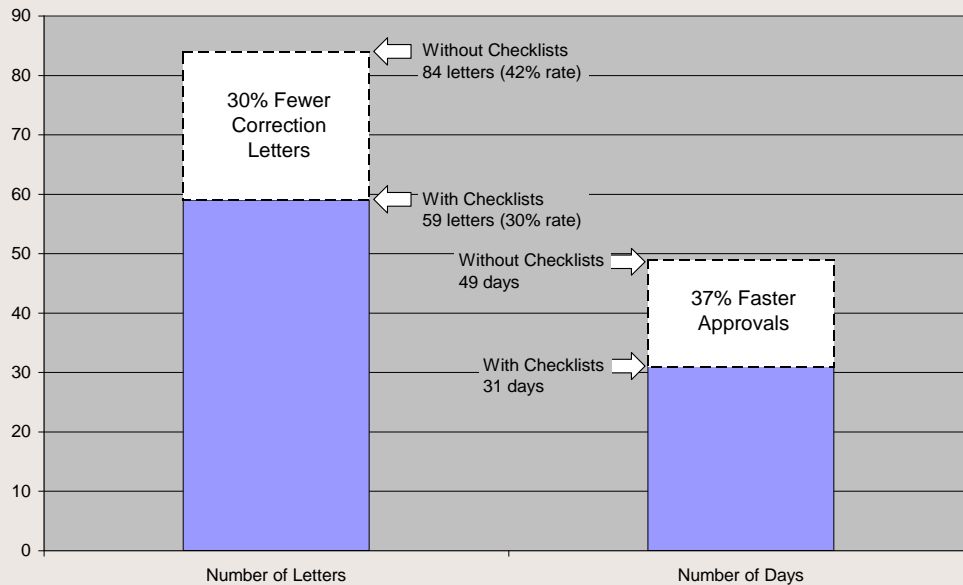
Collaboration

This Presentation Tonight

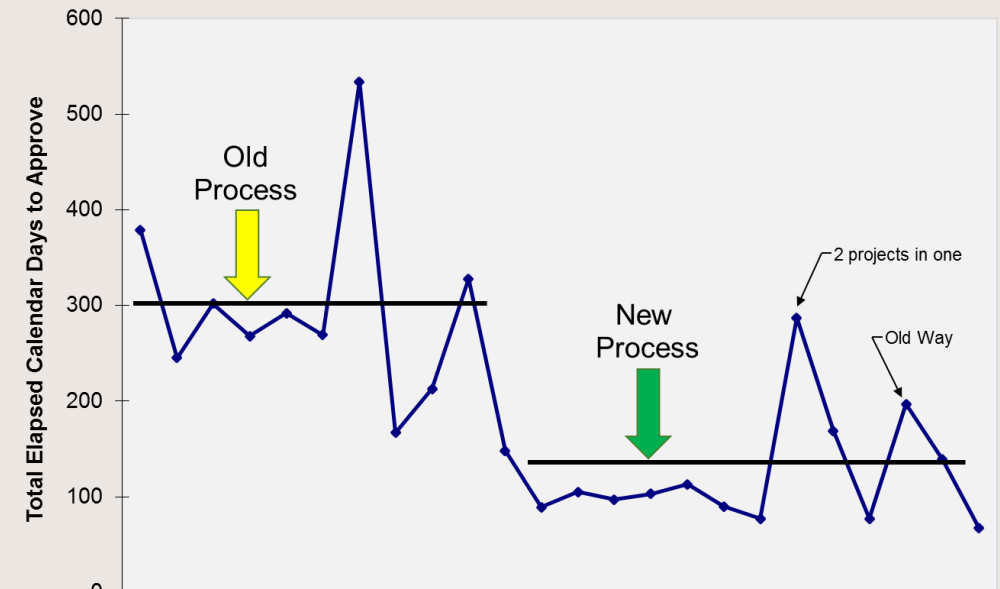
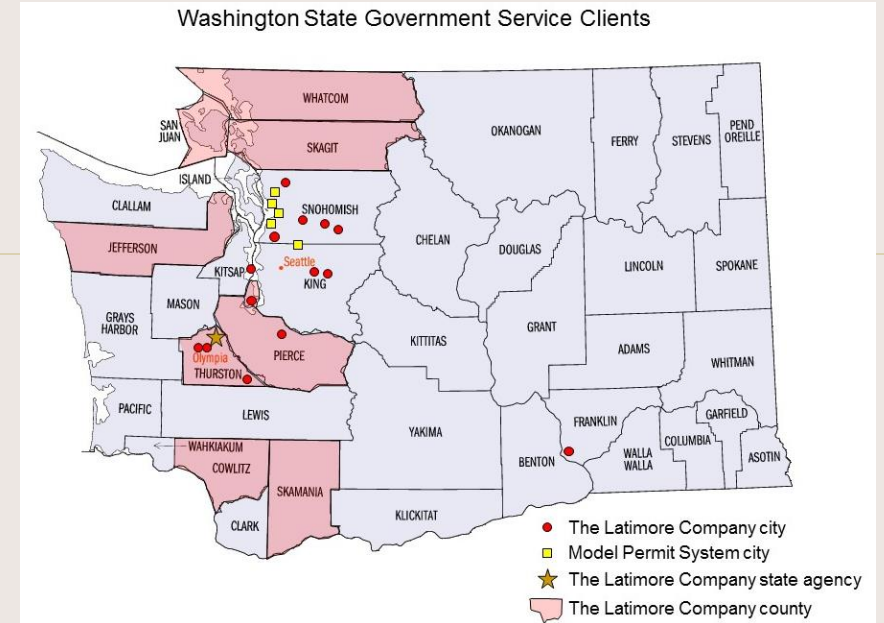
- Sample feedback on the current development review process.
- Explain the underlying “physics” driving this feedback.
- Present a solution to:
 - Rebuild and strengthen the process.
 - Add applicant tools and services to build mutual understandings.
 - Rigorously implement the Comprehensive Plan update.
 - Create a closed-loop system to manage results.
- Summarize at the end.
- Time for Questions and Answers.

The Latimore Company

- Predictability, Timeliness, Efficiency, Collaboration in Development Review
- Deep regional perspective and expertise



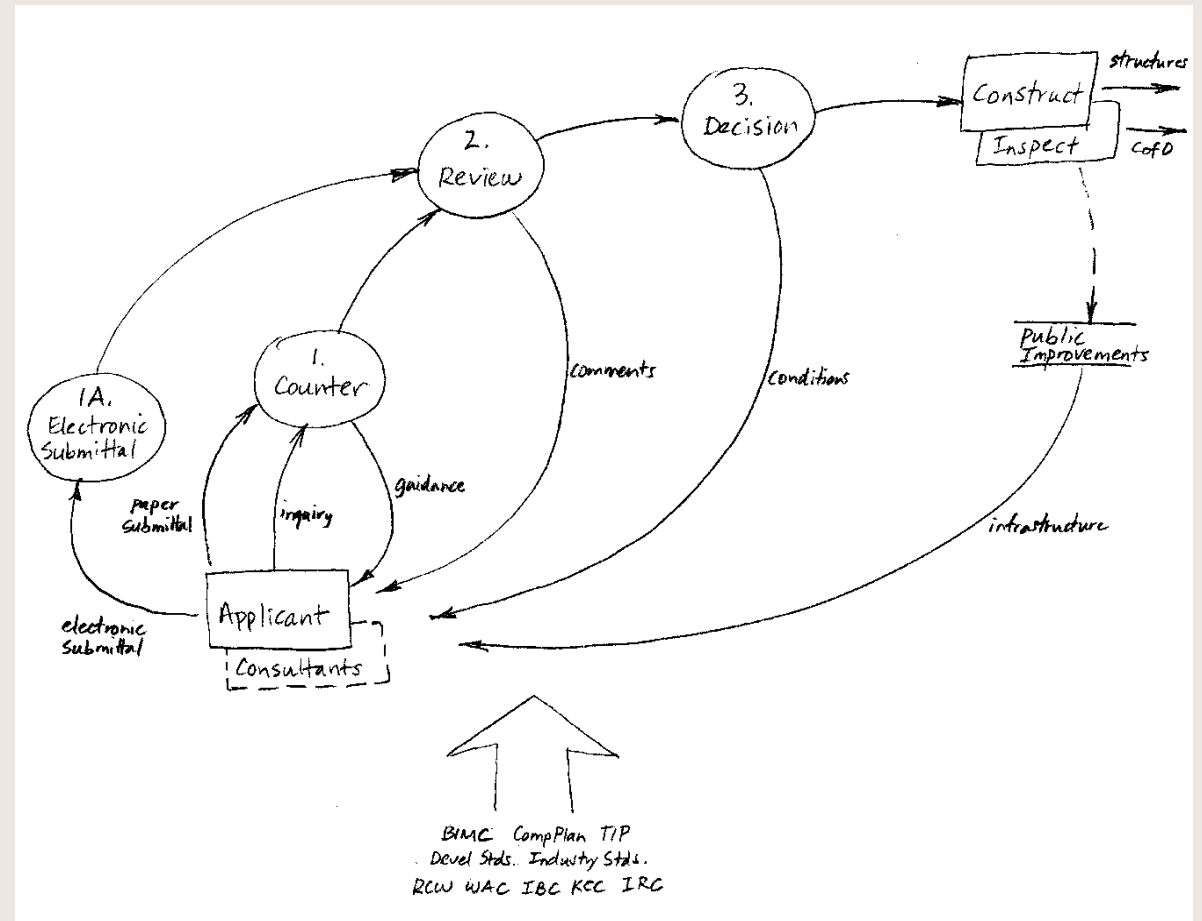
Skagit County SFR Building Permits



City of Redmond Civil Plan Review

The Nature of Development Review

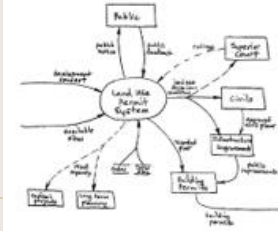
- Numerous local and state codes
- Local Comprehensive Plan strategy
- Environmental protections
- Local and site conditions
- Varying local procedures and rigor
- Seasonal and Economic cycles
- Specialize on both sides of the counter
- Few master it all
- Many applications require corrections
- Departments iterate with applicants to demonstrate compliance



A System of Iteration

Assessment Dimensions

- ✓ • Applicant Feedback
- ✓ • Department Staff Feedback
- ✓ • City Leadership Feedback
- ✓ • Open House
- ✓ • Online Survey
- ✓ • Process Analysis
- ✓ • **Findings and Recommendations**
 - Next: Work Program Decisions
 - Implementation
 - Results



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June 14, 2017

City of Bainbridge Island Development Review Assessment Findings and Recommendations



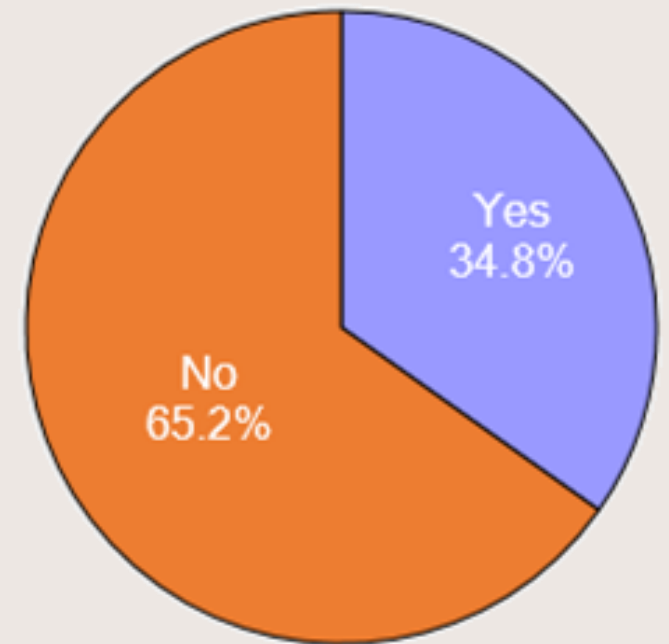
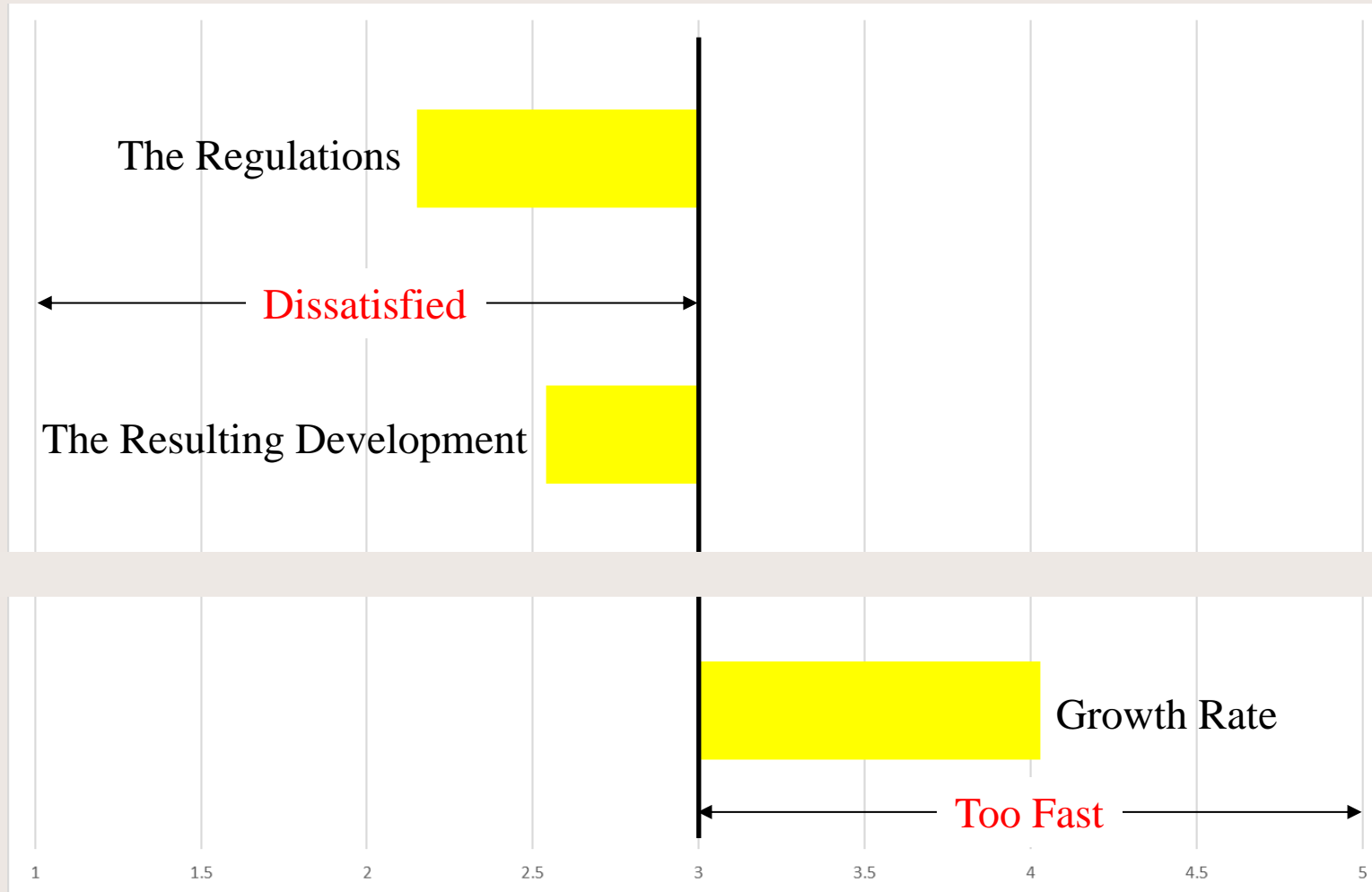
Applicant Messages

- The people of the department are great.
- Kudos for the Building side of the process. Also appreciate fast track when available.
- I don't know when project reviews will be done.
- Pre-application results aren't durable despite extensive submittal requirements.
Boilerplate.
- Front counter guidance varies. Surprises.
- Like Seattle's tip sheets. [Counter staff can't know everything... a useful reference.]
- Squeaky wheel to move things forward. No project manager to move things forward.

Applicant Messages

- The two Departments' requirements differ. Have to weave the needle. Disconnects.
- Staff isn't letting this bad outcome happen. It's the code. Incomplete for consistency.
- Department leaders need to take the reins to lead and be decisive.
A decision is better than no decision.
- Need attorneys to succeed.
- The Design Review Board (DRB) has improved outcomes. Not a problem with this.
Collaboration has been ok. Disagreements at times. Work through solutions.
Recommendation body.
- Don't feel part of a team. At odds. Our roadblock is a relief to staff...

Survey Messages



Recent Applicants

Survey Messages

The Regulations

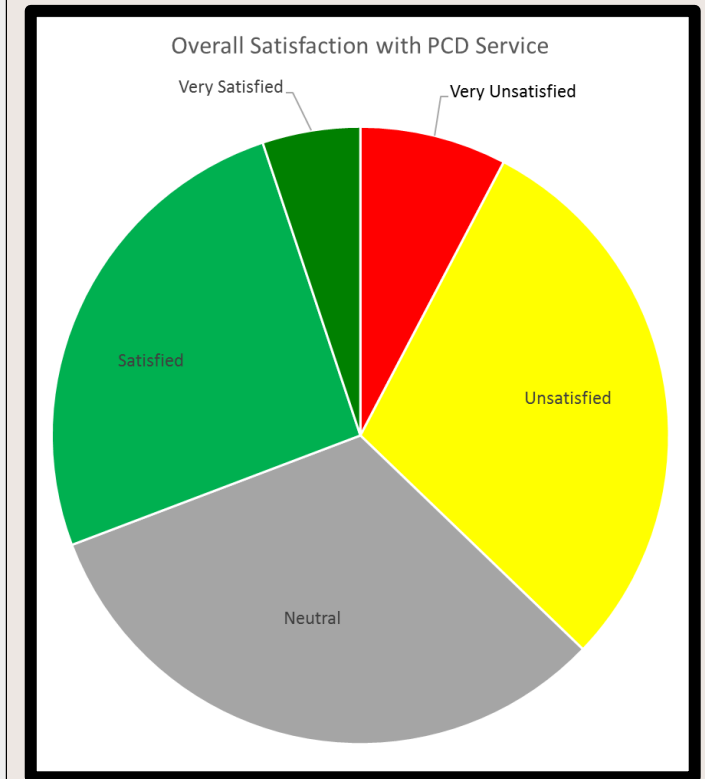
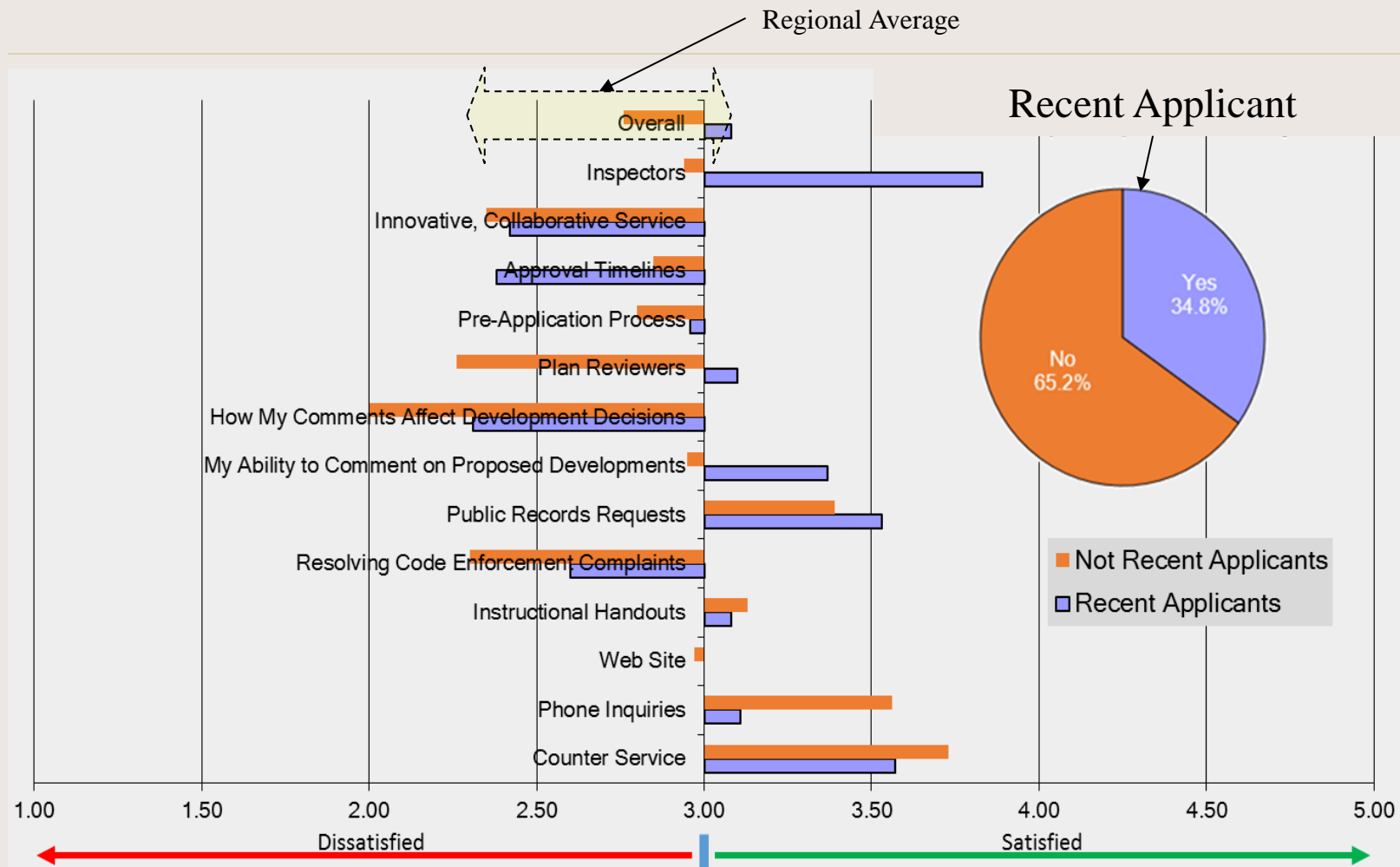
- Codes are hard to follow, Expensive to demonstrate and fulfill, Yet the resulting development is often not what we want.
- The new Shoreline Program is overreaching and few understand it.
- Regulations on existing homeowners are tight, yet developers seem to be able to do whatever they want.
- Tree protection is inadequate. Swaths are cut, seemingly at will.
- Is development outpacing Island water supply?
- Seem to be many variances.
- Is there a check to see that permit conditions are truly fulfilled?
- Regulations are too pro-growth.

Survey Messages

The Resulting Development

- Recent large-scale residential and commercial developments do not fit my vision for Bainbridge Island, are unattractive, and worse many of these are situated in high visibility crossroads.
- Some projects are tasteful and respect the Island character.
- The unique Bainbridge Island charm is evaporating.
Cookie cutter now. Mass market.
- Need more affordable housing options. Many mansions.

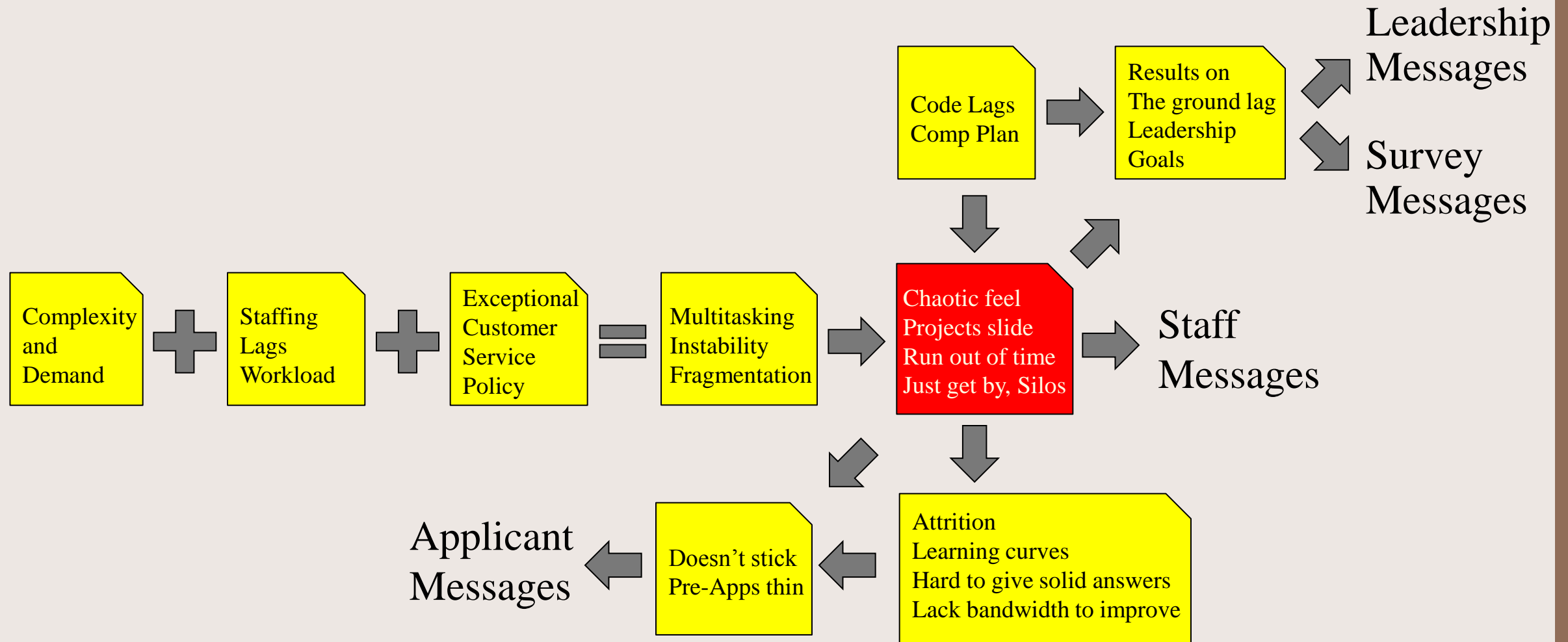
Satisfaction with Department Service



Department Staff Messages

- High volumes. Department highly loaded. Smaller team yet more complex reviews.
- The Hallmark of Department service is a longstanding policy to provide exceptional, personal, customer service.
 - Regardless of what is in work at the time, if someone comes to the counter, calls, inquires, lodges a complaint, questions legitimacy of projects in construction: whatever it is, that person is served.
 - Often multiple staff members are involved to address the depth and breadth of a matter.
- Fragments workday. Chaotic work environment. Just get by. Limits teamwork.
- Turnover. Incoming teammates have few resources to climb steep learning curves.
- Staff decisions are continuously challenged.
- Strive to use best practices, but daily fray limits progress.

The Physics of The Challenge



The Solution

Six+ Best Practices

Overall: Exceptional Customer Service

Bonus Best Practice: Use Case Managers

1. Build Mutual Understanding
2. Engage Reviewers and Stakeholders Early
3. Ensure Complete Applications
4. Analyze Process, Performance, and Costs
5. Use Information Technology
6. Implement Systems for Staffing Flexibility

Best Practices • Washington State Governor's Office of Regulatory Assistance • 9/2008

**New Leadership
Control of the Results**

**Rigorously Implement the
New Comprehensive Plan**

**Measure
Results**

**New Staff
Control of the
Process**

**Rebuild the Process
Apply Lean Principles
Strengthen Dept Resources**

**Add new Applicant
Tools and services**

**New Applicant
Control of their Projects**

**Manage
LOS
Concurrency**

**Set LOS
Standards**

Complexity
and
Demand

Staffing
Lags
Workload

Exceptional
Customer
Service
Policy

Multi
In a
Fragm

Projects slide
Run out of time
Just get it done

Doesn't stick
De-Apps thin

Lack bandwidth
improve

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Control of their Projects**

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**New Staff
Control of the
Process**

**Transformation
Energy from The
Latimore Company**

Transformational Energy, Expertise, Continuity

The Latimore Company

1. Establish initial Customer Service and Project Review LOSs.
2. Develop Comprehensive Plan implementation resource-feasible plan, pace, tie to daily practices.
3. Assemble the templates, procedures, checklists. Apply *Lean* principles.
4. Build the array of handout drafts for CCAB comment and DRC approval.
5. Guide SmartGov[®] enhancement, administrator, and Public Works integration. Pull this together.
6. Implement and phase-in LOSs and % time elapsed timeline management.

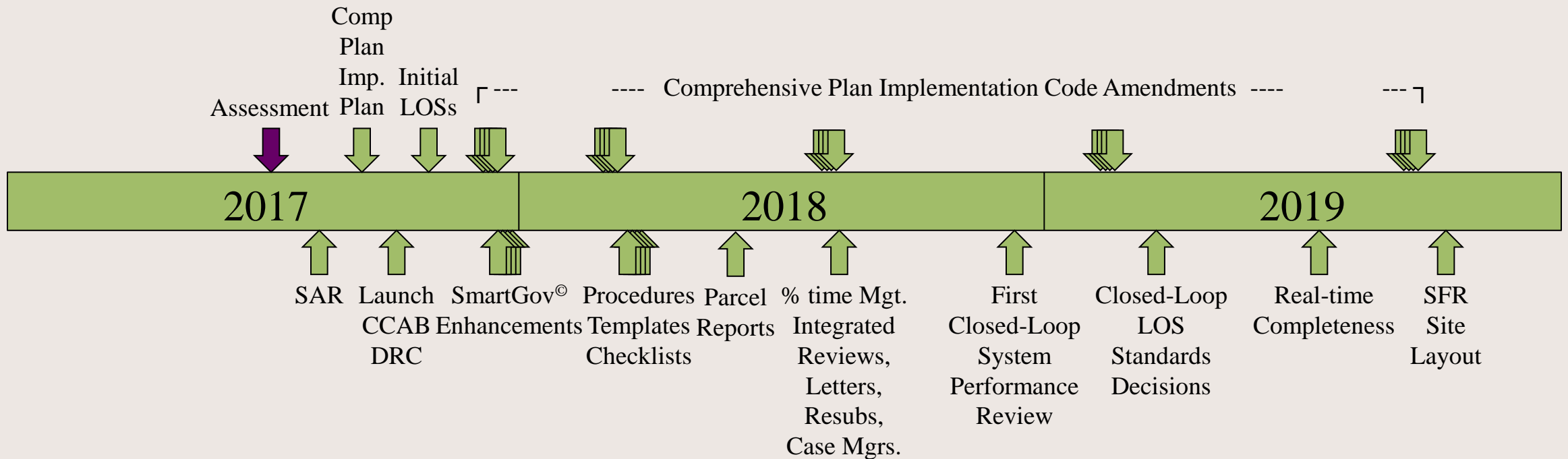
Transformational Energy, Expertise, Continuity

The Latimore Company

7. Launch and establish the DRC. Incorporate into Department practice.
8. Launch and establish the CCAB. Obtain feedback.
9. Guide Project Mgr. implementation, integrated letters and corrections.
10. Guide/develop Parcel Report capability. Get the word out.
11. Guide City Leadership through implementation of closed-loop system mgt.
12. Provide ongoing communications with Staff, City Leadership, CCAB.

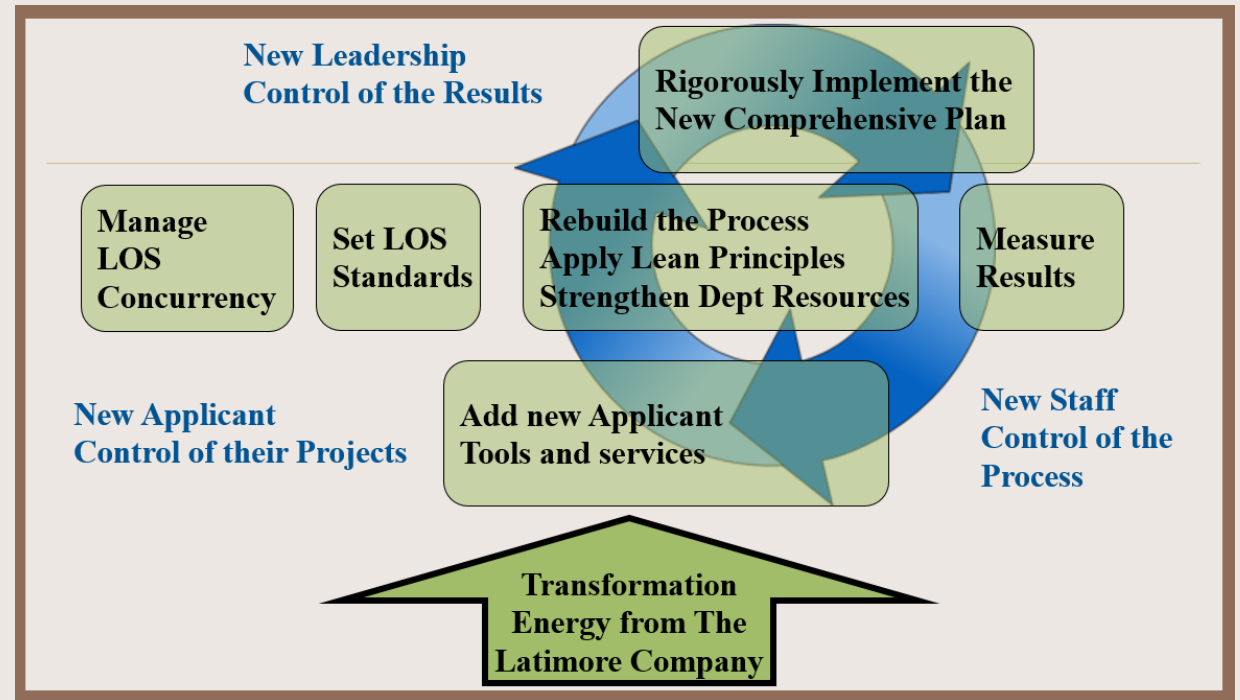
Notional Timeline

- Pace and scope chosen by City Leadership.
- Improvement plan set accordingly.
- Transformation energy from The Latimore Company.



Conclusion and Next Steps

- The Solution.
 - Create closed loop, concurrent system.
 - Rebuild and strengthen the process.
 - Add new applicant tools, services.
 - Rigorous Comprehensive Plan implementation.
 - New measures of process outcomes.
- Next step
 - City Leadership decisions.
 - Set the work program.
- Launch!



Thank You

Thank you to all who participated.

- Tonight
- Applicants
- Community
- City Leadership
- Department Staff