



## Department of Planning and Community Development

### Memorandum

Date: January 12, 2018  
To: City Council  
From: Gary R. Christensen, AICP, Director  
Subject: Update on Implementation of the Latimore Study

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#### **Overview**

The Latimore Study is a performance audit of the Planning & Community Development Department development review processes. The most frequent complaints received by the City of Bainbridge Island are related to land use and permit processes. In addition, residents have consistently rated land use, planning and zoning very unfavorably in the [National Citizen Survey](#). In response to this feedback, in 2016 the City hired the Latimore Company, LLC, (Consultant) to assess the development review process and permit review performance of the Department and to make findings and provide recommendations for process improvements that advance development review and project workflow predictability, efficiency, and collaboration of City services.

Through a process of interviewing community members, advisory board members, Council and staff, the Consultant gathered information to better understand the development review processes, its constraints, and opportunities for improvements. The City of Bainbridge Island Development Review Assessment Findings and Recommendations [report](#) (June 2017) includes a discussion on the current development review workflow process; public feedback on the development review process; baseline permit review timelines; identification of development review process strengths and constraints; and recommendations for development review process and project workflow improvements. The report was [presented](#) during a joint meeting of the City Council, Planning Commission and Design Review Board in June 2017.

The Latimore Study implements the following City Council 2017 Work Program tasks:

| Task  | Priority | Status   |
|---|----------|--|
| Improve Department Administrative Functions       | High     | In Progress. Incrementally reviewing and implementing improvements to PCD website, Latimore Report recommendations, SmartGov functions, and standard operating procedures and policies.      |
| Respond to Latimore review of development process | High     | In Progress. Latimore Report "COBI Development Review Assessment Findings and Recommendations" issued June 2017. Implementation work program started in 2017 Q4, with completion in 2018 Q2. |
| Expand/improve SmartGov functionality             | Medium   | In Progress. Latimore Report identified SmartGov improvements (June 2017). Improvements to be implemented in 2017-2018.  |

In addition, the project is a City Council identified High Priority 2017-2018 Comprehensive Plan Implementing Action and its description and status is described below.

| Implementing Action Project                                      | Description   | Status   |
|--|---|--|
| Development Review Process Improvement Implementation (Latimore) | The Latimore report includes an assessment, findings and recommendations for process improvements that advance development review and project workflow predictability, efficiency and collaboration of City services. | Development Review Assessment Implementation Agreement (November 2017). 2018 project timeline Q1-Q2. |

## **Project Update**

In the fall of 2017, Department staff met with the Consultant to discuss implementation steps and draft a project scope of work. In November 2017, a professional services contract was agreed to with a scope of work including detailed task objectives, descriptions, assumptions, deliverables, staff/consultant responsibilities, and schedule. The scope of work has 5 defined Tasks:

1. Establish Development Review LOS Standards
2. Establish a Format, Standard, and Procedures for the Development Review Committee (DRC), Daily SmartGov Use, and Process Improvements
3. Integrate Electronic Development Review
4. SAR and Parcel Report Efficiencies
5. Implementation Support

It is important to understand that while the objective is to improve the efficiency of the permitting process, that objective is not to process permits faster, although that may be an outcome, the intent is to make sure a system is in place that creates the highest likelihood that permit applications are reviewed consistently and thoroughly, while also improving customer service.