



Legislation Details (With Text)

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Title: Presentation - Plante & Moran Assessment Report of the City's Permitting and Land Management Process - Daniel J. Smith, AICP, Director, Community Affairs/Growth Management

Sponsors:

Indexes:

Code sections:

Attachments: 1. COMI Permitting Process Optimization & Plan of Action Assessment Report, 2. Builders Roundtable Summary, 3. Sample Exit Interview

Date	Ver.	Action By	Action	Result
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Agenda Item: 8(e)	Prepared By: Daniel J. Smith, AICP, Director
Business: Presentation	Department: Community Affairs/Growth Management

Subject:

Presentation - Plante & Moran Assessment Report of the City's Permitting and Land Management Process - Daniel J. Smith, AICP, Director, Community Affairs/Growth Management

BACKGROUND:

In October of 2023, the City contracted with Plante & Moran, PLLC, to do an independent assessment of the City's permitting and land management process. Plante & Moran had done similar services for Collier County, Doral, Wellington, West Palm Beach, and Cape Coral.

Key areas within the scope of services were the assessment of:

- Building permitting
- Site Development Plan review
- Special Event permitting
- Commercial land use policies and development review

Plante & Moran confidentially interviewed area contractors separately allowing them to speak freely. During the process, the consultant also interviewed employees within the city including the City Manager and executive team, permit reviewers, intake team, and any other city employee that worked internally in the permit process.

Plante & Moran also reviewed the video of the November 2, 2023, Builders and Business Owners Roundtable forum, noting any concerns of the business community. That summary is attached.

A follow-up Builders and Business Owners Roundtable forum occurred on April 10, 2024, where we

shared the progress made in addressing the builders and business owner's concerns and provided a summary of the Plante & Moran assessment. Staff received positive feedback at the April 10th forum. The two concerns expressed at the forum were the need to retain a good workforce, and to have exit surveys when employees leave the city. Attached is the assessment report.

Below are the primary points presented in the document.

Key observations that can be addressed and implemented within the year are:

- Streamline information (points of contact, frequently asked questions) on our website.
- Feedback surveys for measuring success.
- Develop Standard Operating Procedures (SOP)
- Provide standardized customer service training for new and existing staff.
- Maximize access to Energov for all staff reviewers.
- Streamline high volume, low complexity applications to reduce review times.
- Prioritize staff development through training and certifications.
- Institute "City Review Team" to improve processes and provide feedback from staff.
- Policy direction on high-volume "Commercial Land Use" applications that can't meet Code.

Key observations that can be addressed and implemented with a longer time frame are:

- Migrate manual entry applications into an online portal, reducing errors.
- Inspection request time windows that can be customer selected.
- Provide online guides for City processes, boards and hearings, and development opportunities to successfully guide developers, contractors, and new business applicants.
- Real time inspection notifications.
- Develop pathways for staff development and retention.
- Develop level of service policies, linking application volumes with budgeting for staffing and technology.
- Consolidating City programs on one system hub (Energov).

FUNDING SOURCE / FISCAL IMPACT: N / A

PUBLIC NOTICE REQUIREMENTS: N/A

NOTICE APPEARANCE DATE(S): N/A

RECOMMENDATION: N/A

POTENTIAL MOTION: N/A