Status Report on Backlog Reduction Effort

Permit Streamlining Task Force Subcommittee
March 1, 2017

Background

- Accumulated Backlog of Permit Applications
- 7,348 open permit applications as of June 2016 (51% backlog)
- Developed “Action Plan”
  - Reduce backlog expeditiously
  - Issue permits in a timely manner
  - Improve customer service/transparency
  - Keep the environment whole
Action Plan

- Presented to Board in October 2016
  - Improve production rates/operational efficiency
  - More active supervision/management
  - Permit streamlining
  - Automation/modernization
  - Reduce backlog in 2 years

Progress to Date

- Focused on optimizing productivity through improved use of current resources
- Reduced vacancy rate from 22% to 12%
- Training of new hires
- Reduced pending permit applications by 29.5% in 8 months
Improved Production Rates

- Applications Received
- Applications Processed

(Q1+Q2) 2015: 3,013 (Applications Received), 2,989 (Applications Processed)
(Q3+Q4) 2015: 3,377 (Applications Received), 3,377 (Applications Processed)
(Q1+Q2) 2016: 4,447 (Applications Received), 4,045 (Applications Processed)
(Q3+Q4) 2016: 2,883 (Applications Received), 4,909 (Applications Processed)
Application Processed
Exceeding Goals & Objectives Targets

Pending Applications Reductions
Exceeding Targets
Automation/Modernization

- Initiated development of on-line permitting tools
  - Focus on three simpler/high use process equipment
    - Dry Cleaners
    - Gas Stations
    - Automotive Spray Booths
  - Business Process definition work in progress
  - Expecting prototypes by 2nd Quarter 2017
  - Expected completion by June 2017
- Review of other District’s efforts

Other Activities

- Developed Dash Board tool for tracking monthly pending applications count
  - Monthly progress
  - Online/interactive
- Seek stakeholder input
  - Individual company meetings
  - Permit Streamlining Subcommittee (two meetings held)
- Initiate program to recognize/acknowledge top performers from each of ten permitting teams
  - Quarterly recognition
  - Help keep morale high
Next Steps

- Continue backlog reduction efforts
- Utilize OT if production levels off
- Review of outdated policies/procedures
- Pursue formation of Ad-Hoc teams
- Focus on online permitting tool development
- Continue interacting with stakeholders