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**PUBLIC WORKS
DEVELOPMENT ENGINEERING PROGRAM**

**AGENDA
DEVELOPMENT and ENGINEERING ADVISORY BOARD**

Thursday, March 5, 2015

2:30 – 4:30 p.m.
Public Service Center
6th Floor, Training Room

<u>ITEM</u>	<u>TIME</u>		<u>FACILITATOR</u>
	<u>Start</u>	<u>Duration</u>	
1. Administrative Actions <ul style="list-style-type: none">• Introductions• DEAB meeting is being recorded and the audio will be posted on the DEAB's website• Review/Adopt minutes• Review upcoming events• DEAB member announcements	2:30	15 min	Gunther
2. Residential Impact Fee Delays/Update/Q&A	2:45	20 min	Howsley
3. By Laws – BOCC to County Manager	3:05	10 min	Shafer
4. 2015/2016 DEAB Work Plan & BOCC Work Session	3:15	45 min	Gunther/Odren
5. Public Comment	4:00	25 min	All

Next DEAB Meeting:

Thursday, April 2, 2015
2:30 – 4:30 p.m.
Public Service Center
6th Floor, Training Room

Agenda:
TIF Status Update/ Q&A - Herman



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**PUBLIC WORKS
DEVELOPMENT ENGINEERING PROGRAM**

County Manager Briefing and BOCC Hearing

County Manager Briefing – every Wednesday at 10 a.m. *

BOCC Hearing – every Tuesday at 10 a.m. **

BOCC Work Session – Comp Plan Update, Alternative 4 – Wednesday, March 11, 9:00 a.m.

BOCC Hearing – County Engineer's Report on the advisability of a partial road vacation on a portion of NE 13th Avenue – Tuesday, March 24, 10:00 a.m.

PC Work Sessions and Hearings

PC Work Session – Home Business Code, Multi-Family Code and 2016 Comprehensive Plan Process Update – Thursday, March 5, 5:30 p.m.

PC Hearing – Home Business Code, Multi-Family Code – Thursday, March 19, 6:00 p.m.

Note: Work sessions are frequently rescheduled. Check with the BOCC's office to confirm date/time of scheduled meetings.

PC – Planning Commission

BOCC – Board of Clark County Commissioners

* Unless cancelled, which many are if there are no topics

** Except first Tuesday when the hearing is typically in the evening

**Development and Engineering Advisory Board Meeting
February 5, 2015
2:30 p.m.-4:30 p.m.
Public Service Center**

Board members in attendance: Steve Bacon, Don Hardy, Ott Gaither, Eric Golemo, Andrew Gunther, James Howsley, Mike Odren, and Jeff Wriston

Board members not in attendance: Terry Wollam

County staff: Jose Alvarez, Jan Bazala, Gordy Euler, Matt Hermen, Rosie Hsiao, Oliver Orjiako, Ali Safayi, Peter Silliman, Marty Snell, Kevin Tyler

Guest: Devin Jackson, AKS Engineering

Administrative Actions

- Snell introduced Councilor Jeanne Stewart to DEAB.
- Introduction of Audience Members
- DEAB meeting is recorded and posted to the county's website.
- Review/Adopt Minutes: Minutes from January 2015 were approved and adopted.
- Reviewed Upcoming Events:
 - BOCC Hearing – Concomitant Rezone Agreement - CPZ2014-00010 NE 139th Street North – Tuesday, February 24, 10:00 am
 - No PC Work Sessions nor Hearings in February, 2015
- Applications for pending vacancies due February 17, 2015 to BOCC. DEAB members, Gunther, Odren, Bacon, Hardy and Howsley need to reapply if they are interested in continuing their current positions.
- DEAB member announcements: None

TIF Status Update/ Q&A

Hermen shared the two technical memos with DEAB. One is the existing TIF and policy memo, and another is the best practices memo. The best practices memo shows the systems used throughout the northwest in different cities. These two memos were reviewed by the advisory committee and they are part of the County TIF program update. The final deadline is June of 2015. After DEAB reviews and provides feedback, the updates will be presented to the BOCC and adopted in July. This will also be shared with the City of Vancouver.

One of the questions DEAB asked is why TIF fees went down in 2013 and 2014. Herman explained that the County concurrency ordinance changed which affected the projects in the capital facilities plans that lowered the fees for each of the districts.

There was a discussion regarding TIF credits and how to use the TIF credits. Herman is still working with the committee and will provide an update in the April DEAB meeting, with details.

Residential Impact Fee Delays/Update/Q&A

Howsley requested to put the topic to next month .

Comp Plan Status Updates/Q&A

Alvarez gave updates from the work session with BOCC on January 28, 2015. The work session included the proposed EIS alternative, recognizing existing parcelization for less than 10 acres, R5 designated zone, City of Ridgefield request, UGA expansion requests, like La Center, Battle Ground and Ridgefield. Alvarez mentioned that Councilor Stewart brought some concerns with the venue. The next PC hearing is March 19, 2015.

Code amendment for HOC and MF Zones Update

Snell presented the memo for single family detached units in medium density zone code prepared by County staff and requested DEAB feedback.

The Urban medium comp plan designation includes R-12, R-18, and R-22 zones. The proposed change would prohibit detached single family residences in the R-12, R-18, and R-22 zones. The staff had some concern that allowing detached single family in these districts may be in conflict with policy 2.7 in the comprehensive plan, because it could contribute to a situation where detached single family might make up more than 75 percent of any product type in any jurisdiction.

DEAB discussed prohibiting detached single family dwellings in these zones. DEAB is concerned that construction of detached residences in these zones has become a very popular way of providing an entry level home type and is essential in providing affordable housing in Clark County, especially as land development costs have risen and the average cost of larger lots has increased substantially. Prohibiting detached single family dwellings in these zones will restrict market freedom and is likely to result in less desirable neighborhoods. They suggested that very narrow homes would better be addressed through increasing the minimum lot width instead. DEAB agreed that they will use emails to vote for the proposal, then present it to the PC.

Silliman explained to DEAB that all home businesses are limited to 3 nonresident employees for the urban area and 6 nonresident employees for the rural area. Given Clark County promotes the local economy, home businesses were brought to the attention of the BOCC. The Clark County Planning Commission (PC) proposed an amendment to the County's Home Business provisions (Section 40.260.100) to remove the limit on the maximum number of nonresident employees for major Home Businesses.

Following is the DEAB discussion:

1. Quality of life will be affected without limitation of employees to home businesses because within residential zones the primary use and purpose is for residential use and activities and home businesses are an accessory use. Residential areas need to have a residential character and having unlimited employees has the potential to make that character primarily commercial.
2. It will cause more traffic issues and parking issues. Additionally, there is no Transportation Impact Fee (TIF) assessed for home businesses.
3. Private road agreement issues in the rural area have the potential to be raised.
4. The County will spend more money in code enforcement.
5. There will be unintended consequences resulting in code enforcement. Resources for code enforcement are limited.

MOTION: DEAB formally moved and unanimously opposed the proposed changes to lift the limitation of employees for major Home Businesses.

2015/2016 DEAB Work Plan

Odren, DEAB 2014 chair, worked on a draft of the 2014 annual report and 2015 work plan. There are many accomplishments of 2014, including code revisions, development related issues, process improvements, technology, participation on special work groups, like stormwater code rewrite and final plat process. Odren also listed the 2015/2016 work plan for DEAB to review.

Snell updated the status of improvement the County has done. They are Biannual code amendment updates, Tidemark replacement, permit center staff and Building dept hiring, final plat review following up and the legal documents and template forms improvements.

DEAB work plan details will be discussed in the March meeting.

Public Comment

None

Meeting adjourned at 4:17

Meeting minutes prepared by: Rosie Hsiao

Reviewed by: Greg Shafer



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DEVELOPMENT and ENGINEERING ADVISORY BOARD

2014 Annual Report and 2015/2016 Work Plan

The Board of Clark County Commissioners (BOCC) formed the Development and Engineering Advisory Board (DEAB) in late 2006. DEAB works with Community Development, Public Works, and Environmental Services to review process improvements, proposed code changes, and development fee strategies.

Although initially formed to focus on development engineering issues, the BOCC broadened DEAB's responsibilities in 2010 to cover the county's entire development and building activities. DEAB's bylaws are attached to this report.

DEAB has nine members. Seven members are selected and appointed by the BOCC: five private-sector planners or engineers, one construction contractor, one land developer, one local municipality representative, and one Building Industry Association representative. Two at-large members are nominated by DEAB, with appointment by the BOCC. The 2013 roster included:

Chair	Mike Odren	Olson Engineering, Inc.
Vice-Chair	Andrew Gunther	PLS Engineering
	Ott Gaither	Gaither Homes, LLC
	Eric Golemo	SGA Engineering, PLLC
	Terry Wollam	RE/MAX
	Jeff Wriston	Moss Wriston
	James Howsley	Jordan Ramis PC
	Don Hardy	BergerABAM
	Steve Bacon	Clark Regional Wastewater District

2014 Accomplishments

The past year was a busy and challenging one for DEAB. The following is a summary of DEAB's accomplishments.

Code Revisions

1. DEAB supported revisions to the Concurrency Code and related changes to the CFP.
2. DEAB has been provided regular updates on the Comprehensive Plan updates.
3. DEAB has been provided regular updates and has commented on and has participated in the Stormwater Ordinance updates.
4. Supported changes to details regarding Single Family Residential driveway approaches.

Development Related Issues

1. Expressed continued concern over development review staff's ability to meet timelines and have sufficient staff and resources with the increase in development activity.
2. Reviewed proposed delays in the payment of residential impact fees.
3. Provided input into and facilitated changes to Stormwater Inspection Fee procedures and amounts.
4. Provided comments, and data for substantiation, to Clark County Long Range Planning that the current infrastructure percent deduction for residential development in the Comprehensive Plan does not reflect the actual amount of land set aside for infrastructure (roads and stormwater facilities).
5. Was provided updates on Wetland and Habitat Code changes.
6. Looked into changes to the Shoreline Exemption submittal requirements for low-impact construction (i.e. utility repairs, etc.)
7. Was provided information on the TIF program update.
8. Received updates to the Population Growth-Buildable Lands supply.
9. Received updates to the CRWWD CFP.
10. Was provided a demonstration on how the County models its vacant buildable lands.

Process Improvements

1. Supported the Lean Process for expediting Single Family Residential permits.
2. Reviewed and provided input into updates to the Final Plat process.
3. Provided input into and requested improvements to the Final Site Plan process.
4. Requested that Community Development update the 60-Day Type 2 Review process to make it a permanent procedure.
5. Provided input into changes to the Plat Alteration process in moving away from a "one size fits all" approach.
6. Supported an all electronic final engineering review process.
7. Received updates on how staff was addressing permit center wait times. Staff recommends setting up an appointment to avoid long wait times.

Technology

1. Supported updating technology to increase efficiency in Development Engineering.
2. Updates on the replacement of the Tidemark permitting software system.
3. General discussion of technology trends in the development and building construction industries.

Participation on Special Work Groups

In addition to the regular monthly meetings, DEAB members assisted on several special working groups:

- Stormwater Code Rewrite
- Final Plat Process

Economic Development

DEAB continues to be an active supporter for economic development in Clark County.

2014/2015 DEAB Work Plan Suggestions

DEAB looks forward to continuing to discuss the following proposed top priorities with County Councilors:

1. Economic Development. DEAB could assist with the BOCC's commitment to economic growth.
2. Fee Reforms. Fees include fee holiday programs, impact fees, concurrency, and development and building permit fees. Are fee reforms and current practices successful in generating job growth?
3. Process Improvements. DEAB could provide guidance in the following areas:
 - a. Tidemark (permit software) replacement project and other technology.
 - b. Continued LEAN efficiency implementation for other development review processes.
 - c. Customer service enhancement.
 - d. Staffing levels and resource strategies as development activity increases.

DEAB choose not to conduct a retreat in 2014, but are in agreement with the following 2015/2016 work plan:

1. Continuing work on the Final Plat process improvements. The Technical Advisory Group has worked diligently with Staff and have begun implementing proposed procedural changes, with the ultimate goals of shorter timelines for final plat approval and early review of residential building permits.
2. Continuing work on the Final Site Plan process improvements. Staff has agreed to change when certain development Conditions of Approval are required to be completed.
3. Ongoing input into improvements/revisions to the Concurrency Ordinance and its affect on the CFP and TIP.
4. Ongoing updates to and input into the Comprehensive Plan update.
5. Continued input into the Stormwater Ordinance update and presence on a Technical Advisory Committee addressing said updates.
6. Ongoing updates to the Fee Holiday program to establish a "cost per job."
7. Ongoing updates to the Vacant Buildable Lands model.
8. Reducing Permit Center wait times.
9. Ongoing updates to the Tidemark replacement.
10. Continuing encouragement to make the 60-day expedited review codified.
13. Updates and improvements to the Single Family Residential LEAN process.
14. Continued reviews of staffing levels to maintain high levels of service.
15. Encouraging the use of technology where applications can be made, such as inspections, meetings, etc.
16. Streamlining engineering reviews i.e. final engineering submitted with Type I PST's.
17. Reviewing the need for road modifications that are almost, if not always, approved.

A detailed work plan is also attached that includes additional DEAB activities.
DEAB looks forward to continuing their successful collaboration with Clark County.

Michael Odren
2014 DEAB Chair

Attachments:

1. DEAB Bylaws
2. DEAB Work Plan

***SUBMITTED TO THE BOARD OF CLARK COUNTY COMMISSIONERS FOR A
WORKSESSION SCHEDULED FOR JUNE 4, 2014.***

DEVELOPMENT and ENGINEERING ADVISORY BOARD

BYLAWS

SECTION 1: PURPOSE

The Board of Clark County Commissioners (BOCC) has established a Development and Engineering Advisory Board. The purpose of the advisory board is to serve as a standing advisory committee to Community Development, Environmental Services, Public Works, and the BOCC. The Development and Engineering Advisory Board will be a procedural step in reviewing new policy and code revisions, provide input on process improvements, and review specific development issues.

SECTION 2: DUTIES

The Development and Engineering Advisory Board has the following duties and responsibilities, as directed by the BOCC, including, but not limited to:

- A) The advisory board shall review and evaluate on an ongoing basis consistency in plan submittal review.
- B) The advisory board shall assist to standardize and accelerate the development review processes performed by Community Development, Environmental Services, and Public Works.
- C) The advisory board shall advise the BOCC on adequate staffing levels, staff expertise, resources, and customer service attitudes.
- D) The advisory board shall facilitate collaborative partnering between the public and private sectors.
- E) The advisory board shall review and comment as requested by the BOCC and/or senior staff on project specific development issues.
- F) The advisory board shall coordinate its activities with other agencies and boards involved with development review and regulation to avoid duplication and provide the best service possible.

- G) The advisory board shall not be responsible for the day-to-day operations of county development functions and shall refer those matters to appropriate staff members. The current phone number and mailing address are as follows:

Development and Engineering Advisory Board
c/o Clark County Public Works – Development Engineering
P.O. Box 9810
Vancouver, WA 98666-9810
(360) 397-6118

SECTION 3: MEMBERSHIP

The Development and Engineering Advisory Board consists of nine members. Members are appointed by the BOCC. Appointments shall attempt to include the following affiliations and categories, as provided below. Such representation shall be:

- A) Three members who are a private-sector planner or consulting licensed professional engineer who work or live in Clark County;
- B) One member who is a public sector planner or licensed professional engineer who works or lives in Clark County;
- C) One member who is a construction contractor who works or lives in Clark County;
- D) One member who is a land developer who works or lives in Clark County;
- E) One member who is a representative of the Building Industry Association of Clark County.
- F) Two at-large members professionally associated with development work.

In addition to these members, the directors of Community Development, Environmental Services, and Public Works shall serve as ex-officio, non-voting members of the advisory board.

SECTION 4: TERMS OF THE OFFICE

All members shall be appointed or reappointed to two-year terms. More than one consecutive term may be served.

SECTION 5: APPOINTMENTS AND VACANCIES

For the two at-large positions, the advisory board shall recommend applicants to the BOCC for appointment. The advisory board shall make these recommendations based on the background of current members and the advisory board's priorities for upcoming years. The goal is to have membership on the advisory board represent a balance of development interests.

For all other positions, the BOCC shall appoint members after soliciting letters of interest for the advisory board.

When vacancies occur, the BOCC shall appoint someone to fill the unexpired term. This includes vacancies caused by a change in status of a member under the selection criteria set forth above during the course of their term.

Vacancies may be declared when any member misses three consecutive regular meetings or when any member misses the equivalent of one-quarter of the scheduled meetings within a 12-month period. Reasonable effort will be made to determine the member's continued interest before the vacancy is declared.

This section will in no way abrogate the authority of the BOCC to reappoint a member to finish their original term of appointment.

SECTION 6: OFFICERS

The advisory board shall elect annually one of its voting members to serve as chair and one member to serve as vice-chair; other officers shall be elected as the board deems appropriate.

Election of officers shall be held at the first regular Board meeting of the calendar year. All terms of elected office shall be one year. More than one consecutive term may be served.

SECTION 7: MEETINGS

The advisory board will hold regular meetings, open to the public, and will give advanced public notice of these meetings by notice on the Clark County web site and via e-mail when requested. Until otherwise determined by the advisory board, the regular board meetings will be held as follows:

Day:	First Thursday of each month
Time:	2:30-4:30 p.m.
Place:	Clark County Public Service Building 1300 Franklin Street Vancouver, WA 98666

A majority of the currently appointed board members shall constitute a quorum.

The advisory board shall keep written record of meetings, resolutions, recommendations, findings, etc., which shall be a public record. The county shall provide staff to take minutes.

In the absence of the chair and vice-chair (in the event a vice-chair has been elected), an acting chair shall be appointed by the board members present.

SECTION 8: AMENDMENTS TO BYLAWS

The provisions set forth herein (except those established by statute and county resolution) may be amended by a two-thirds vote of the advisory board members. Any amendments shall be voted on at a regular meeting and all members shall receive a minimum of 10 days prior notice.

SECTION 9: PARLIAMENTARY AUTHORITY

All meetings of the Board shall be conducted using Roberts Rules of Order Newly Revised as a nonbinding guide.

DEVELOPMENT and ENGINEERING ADVISORY BOARD

**DEAB Work Plan
(Version June 4, 2014)**

On March 22, 2013, DEAB met for a planning retreat to discuss possible 2013/2014 priorities. DEAB also reviewed the status of previous activities. The following table is regularly updated as DEAB accomplishes tasks and revises its work plan.

Original Work Plan Date	Revised Work Plan Date	Topic	Status
COMPLETED ACTIVITIES			
MAY 2012		Floodplain Code Proposals	BOCC adopted
MAY 2012		2012 Spring Biannuals	BOCC adopted
JUNE 2012		Shoreline Master Program Update (Gordy Euler)	BOCC adopted
JUNE 2012		Employment Zone (EZ) Task Force Recommendations	BOCC adopted
Not specifically on initial work plan	NOV 2012	2012 Fall Biannuals	BOCC adopted
MAY 2012	JAN 2013	Plat 9-Year Extensions (Request the extension of plats to nine years based on a recent state legislative action that was limited to cities.)	1-10-13 DEAB decided no additional action was needed; BOCC adopted resolution extending vesting to Dec. 2016
JULY 2012	JAN 2013	Identify legislative action priorities (Axel Swanson lead)	Completed
COMPLETED ACTIVITIES, BUT FOLLOW-UP NEEDED			
MAY 2012		Economic Development "Reconfiguration" Team (the link to outside entities)	Held Economic Development Summit ~ DEAB to decide next steps.

Original Work Plan Date	Revised Work Plan Date	Topic	Status
JUNE 2012		Link land use, TIF, and other utilities – Lands for Jobs. Provide update and additional information.	Held Economic Development Summit ~ DEAB to decide next steps.
JUNE 2012		Consolidate permits	BOCC adopted some streamlined permits ~ DEAB to decide if more is needed.
AUGUST 2012		TIF/Concurrency/Level-of-Service Standards/Infrastructure (Roads, Water, Sewer, etc.) <ul style="list-style-type: none"> a. Work with BOCC on best alternatives. b. Consider inviting City of Vancouver to DEAB meeting to share their initiatives (possibly Matt Ransom). c. Reconsider policy relating to multiple developers required to do same improvement ("first-in" developer is responsible for full cost of improvement if there is no cost-sharing developer's agreement.) 	Basic introduction to concepts completed ~ DEAB to decide next steps.
SEPT 2012		Technology Focus <ul style="list-style-type: none"> a. E-Solutions (maybe Jamie lead, Steve Hicks(??) info) b. Skype for precon and bldg/site inspections (maybe Mike Bomar lead) c. GIS – place more land use docs and plans online (Ellinger/Bob Pool maybe) 	General discussion completed Oct. 2012 ~ DEAB to decide next steps
JULY 2012		Expedited/60-day process (expand to a permanent process; allow more case types to qualify; consider a similar expedited review process for Type 3 reviews that require a public hearing before a Hearings Examiner) (Consider inviting Chad Eiken or Greg Turner (Vancouver)).	Ongoing discussion ~ DEAB to decide if more is needed.
OCTOBER 2012	Dec 2012	"DEAB Results" Focus <ul style="list-style-type: none"> a. How to measure DEAB efforts? b. Have processes improved? c. How does the county compare/rate to other jurisdictions? d. Are we using regional capabilities? e. Study county review processes/timeframes; compare to other agencies f. Number of 60-day reviews g. Number of calls to Commissioners h. Cultural changes 	General discussion completed Dec. 2012 ~ DEAB to decide next steps. Ongoing activity.

Original Work Plan Date	Revised Work Plan Date	Topic	Status
ONGOING ACTIVITIES			
ONGOING		<i>Legislative Issues</i> a. Stormwater issues b. BOCC directives; DEAB evaluation	Ongoing.
ONGOING		DEAB is available for brainstorming of county policy issues	Ongoing.
ONGOING		Quarterly Fee Holiday updates and report	DEAB has received a couple of updates on the Fee Holiday program.
ONGOING		Comprehensive Plan	Overview completed. DEAB has requested regular future updates.
ONGOING		Biannual Code Amendments	No biannual code amendments proposed in 2014.
ONGOING		Tidemark (permit software) Replacement Project Updates	DEAB has received regular updates on Tidemark replacement.
POSSIBLE FUTURE ACTIVITIES			
2013 Priority Item		Economic Development – supporting the BOCC's commitment to economic growth	Ongoing.
2013 Priority Item		Fee Reforms – including fee holiday programs, impact fees, concurrency, and development/building fees Are these reforms successful in generating job growth?	Ongoing.
2013 Priority Item		Process Improvements a. Tidemark and other technologies b. LEAN c. Customer service and staff decision-making authority d. Staffing levels and resource strategies as development activities increase	Ongoing.

2013		Need county development team; more organized effort <ul style="list-style-type: none">a. Better integration of county departments (economic development, community development, public works, environmental services, permitting)b. Need team members with decision-making authority	
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DRAFT

Original Work Plan Date	Revised Work Plan Date	Topic	Status
2013		Fast Pass idea (a method to guarantee a future review time slot)	Ongoing.
2013		Review Development Inspection and Erosion Control Fees	Completed.
2013		2013 Stormwater Permit and Associated Code Update – status report	Ongoing.
2013		County website – optimize for economic development and general public use	Possible 2015/2016 work plan item.
2013		TIF/Concurrency/Infrastructure a. Evaluate impact/success of waiver programs b. Evaluate use of five-year installment payment option	
2013		Evaluate extending the Fee Holiday Waiver	Reviewed current fee holiday program and reiterated its previous position .
2013		Wineries development code	Completed.
2013		Marijuana gardens code	Tabled.
2013		SEPA thresholds code	Completed.
2013		Rural lands code	Ongoing.
2013		Aging Readiness code (tentative Planning Commission public hearing in February 2014)	Not yet addressed.
PARKING LOT ITEMS – DEAB TO DECIDE IF ACTION IS NEEDED (Dates below are when item was identified)			
5-6-2010		Form a Technical Stormwater Subcommittee	
1-5-2012		Urban cottage housing the code section will be revisited in one year.	
4-12-2012		DEAB will form a subcommittee to visit with Environmental Services to better understand the erosion control fees.	Completed.

The Permit Center is experiencing first hand the growth in the economy. Day to day work is continually increasing and the number of calls, messages, and walk in customers is increasing along with permit submittals. In 2013 we introduced appointment opportunities to our customers and through 2014 the utilization of appointments continued to grow. The utilization of appointments so far this year is better than ever and we are now booked solid each hour we are open with appointments and in some cases we are double and triple booked on appointments as well. In most cases we are a couple days out on appointment and are struggling to accommodate same day and next day appointments.

Appointments allow me as a leader to better manage the daily workflow with customers. However, having over booked appointments also creates a back log in the service levels for the walk in customers. I have 6 fully functional permit techs and two in training so when we have Lean, and two appointments it leave 3 Techs to cover the counter, if these appointments are at a lunch time then I also am down another person as well, if one is on vacation or calls in sick we are down even further. I try to manage the appointments based on vacation time and the variables I can control, but the uncontrollable are also a huge factor.

When we have the back up from appointments and not all techs available on the counter it increases our wait times drastically. The chart below shows the average wait times by hour each week so far this year and the number of customers served each week compared to the same week last year.

Time	Wk ending 01/09		Wk ending 01/16		Wk ending 01/23		Wk ending 01/30		Wk ending 02/06		Wk ending 02/13	
8-9	46 min		1hr 1 min		1 hr 24 min		2 hr 13 min		2 hr 14 min		1 hr 53 min	
9-10	1hr 14 min		2 hr 27 min		3 hr 3 min		1 hr 48 min		1 hr 49 min		2 hr 55 min	
10-11	2 hr 12 min		1 hr 53 min		2 hr 21 min		2 hr 25 min		1 hr 44 min		3 hr 21 min	
11-12	3 hr 03 min		1 hr 51 min		3 hr 02 min		2 hr 04 min		2 hr 39 min		2 hr 32 min	
12-1	3 hr 58 min		1hr 11 min		2 hr 50 min		2 hr 56 min		2 hr 42 min		2 hr 22 min	
1-2	1hr 3min		2 hr 22 min		1 hr 51 min		1 hr 57 min		2 hr 31 min		1 hr 26 min	
2-3	1hr 9min		2 hr 45 min		2 hr 41 min		2 hr 4 min		1hr 58		2 hr 3 min	
3-4	:10 min		11 min		14 min		14 min		0		1 hr 10 min	
Total customers served	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
	225	453	209	415	231	354	237	426	212	404	221	452
Difference	228 more		206 more		123 more		189 more		192 more		231 more	
	100%		100%		70%		80%		96%		96%	
	increase		increase		increase		increase		increase		increase	

*The numbers above reflect the wait times at the moment the ticket was issued in Q-flow, it does not necessarily reflect the real time the customer waited to be served. All times are averages for the week.

Training permit techs is a long process since we are the face of the county our staff is very versed on all aspects of what is needed to help a customer. Even training to the basic information such as issuing a permit or animal license or performing a LEAN review requires at least 8-12 weeks of training before the staff person can be on their own. Because of training seasoned staff is slower to ensure the new employees are trained and understand the why and how of a process (for example, usually a LEAN review can be done in 30 minutes total, however to train someone we have to allow the extra time so LEAN reviews right now are scheduled as an hour at a time). Greatly diminishing our ability to be efficient.

Seasoned permit techs also have additional desk work projects they work on when not helping customers. Staff reviews include, BLA, Legal Lot Determinations, Sign Review, Addressing, Newly Recorded Plat Workups, commercial review for setbacks and conditions, and many other smaller research tasks that are necessary to get a customer the answer they are looking for. These tasks in the past have been able to be completed during closed times or on "back up " days.

Additionally, just as there has been an increase in walk in customers there has been an increase in voice messages to the permit center line. Each day a Tech is assigned to return calls (usually the person assigned to be the back up). With the volume of calls coming in now most of the day is spent returning calls, again giving the staff person no ability to work on projects and reviews they have been assigned. Currently we are averaging between 40 and 45 calls each day and on Monday mornings from the weekend there are upwards of 60. These are calls that were not carried over from the day before. This time again is time that once was able to be used to work on reviews but is lost due to volume.

With the staffing changes and needs for the Tidemark replacement these opportunities have been lost. Angie moved back into a Planning Tech role full time, Susie and Wendy are both on the project and Debi will be part time soon. We have hired 2 project permit techs to fill these voids but with their ramp up time and the increase productivity already happening we are burning overtime budget at a faster pace than we want.

The table below shows the increase in case load between 2014 and year to date 2015

Permit Type	Feb 18, 2014	Feb 18, 2015	Difference b/w years
SFR	104	144	38% increase
RES	57	96	68% increase
MFR	0	10	1000% increase
COM*	35	26	7% decrease
PLB	65	79	22% increase
MEC	195	177	9% decrease

*These numbers do not reflect those commercial projects submitted in 2014 that are in review with Plan review right now and will be coming down to the permit center for final work up and issuance in the next few months.

Based on all the information provided above; I am proposing that the Permit Center devote one full day a week reserved as appointment only, we would still offer appointments during the other days but this would allow a better control on foot traffic and allow staff flexibility with desk time. I would like to start this as early as the week of March 16th. This would give us enough advertising time, however, for the following two weeks after the 16th we would remind people of the change and go to full implementation by the week of March 30th. We would take the next couple of weeks now to prepare, get signage ready, update the website and verbally share with customers in the permit center of the change.

By making this change it will allow one day a week to be completely controlled, we can still fit in 14 appointments in one day while still giving staff 6 hours of non customer focused desk time to work on their reviews and projects. This will increase training time opportunities for the new staff as well. The bottom line numbers for overtime usage will decrease and put us back in better alignment with the budgeted dollars over the course of the two year budget cycle. So far due to work load we have paid staff for 104.99 hours of overtime.