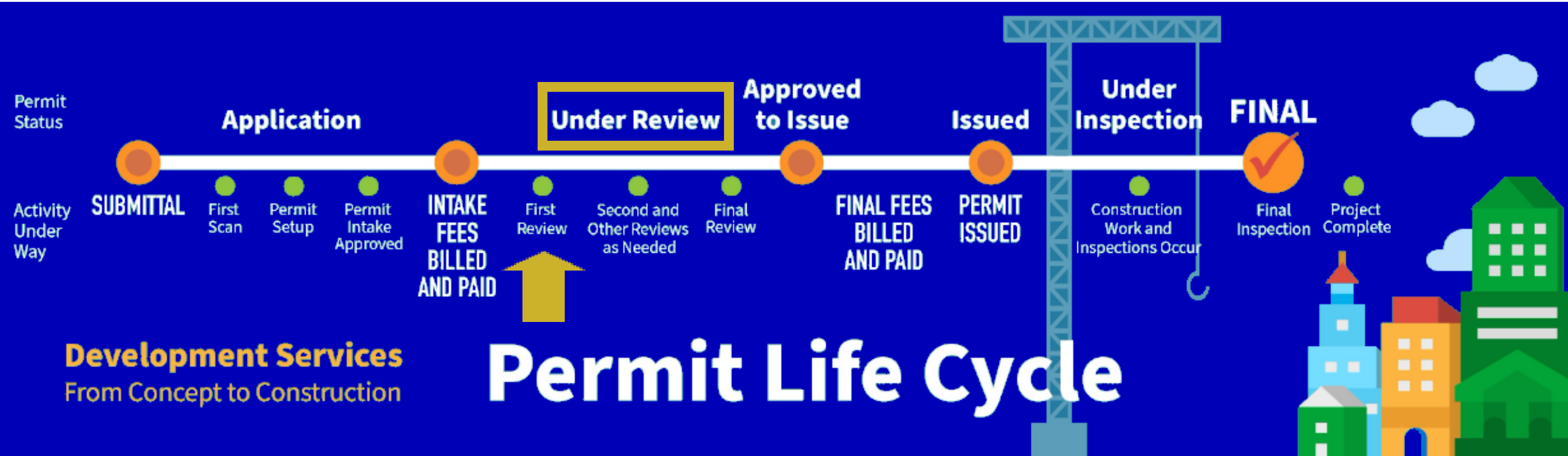


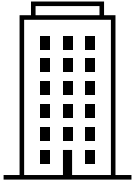
# City of Portland's Building Permit Process

This process is a partnership between the city and the customer.



Note: Charts in this presentation do not include Abandoned, Over the Counter + Simple (no intake folder), Small Bathroom permits, Field Issuance Remodels (FIR), Facility Permit Program (FPP), Deferred Submittals (DFS), Revisions, Process Managed, or Finals Only.



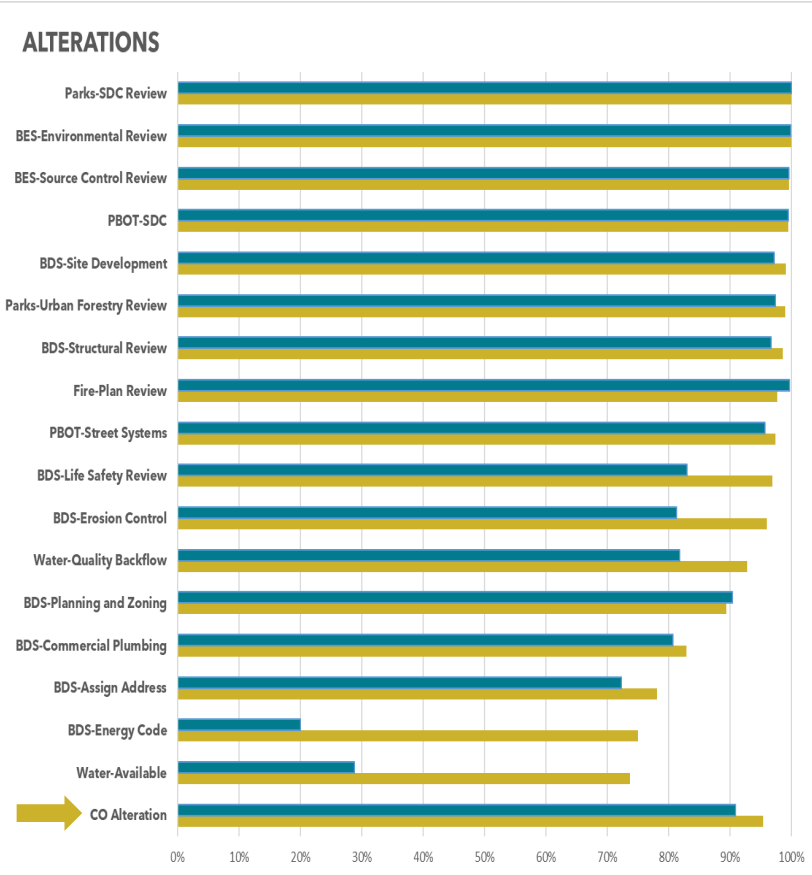


# Percentage of First Reviews Meeting Goal for Commercial Building Permits

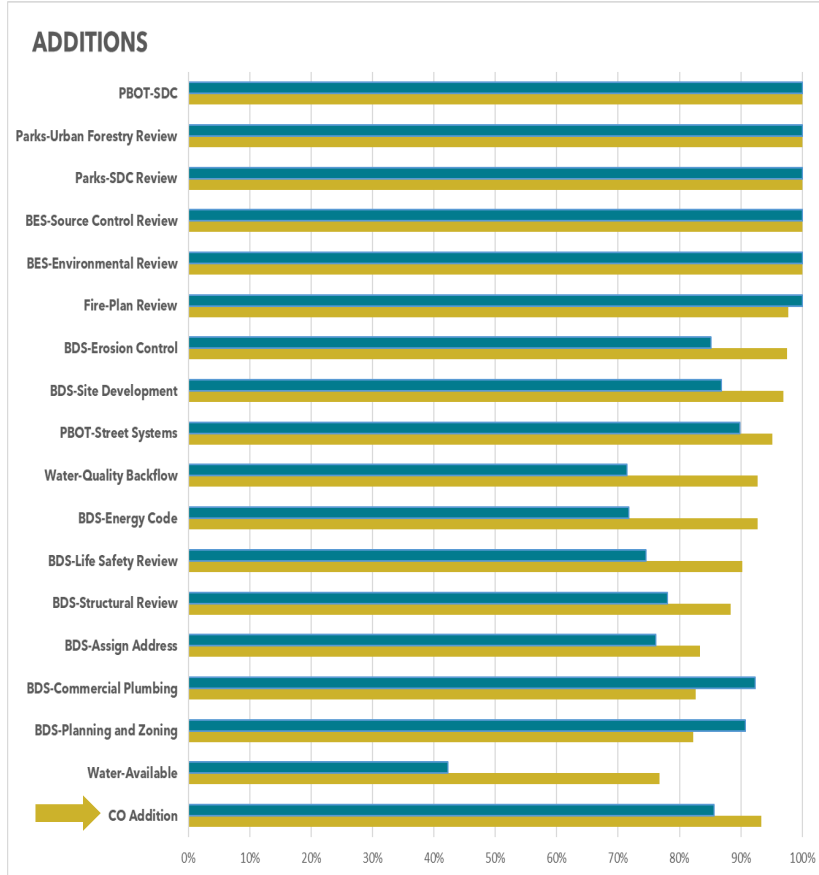
## 2022 / 2023 Comparison

■ 2022

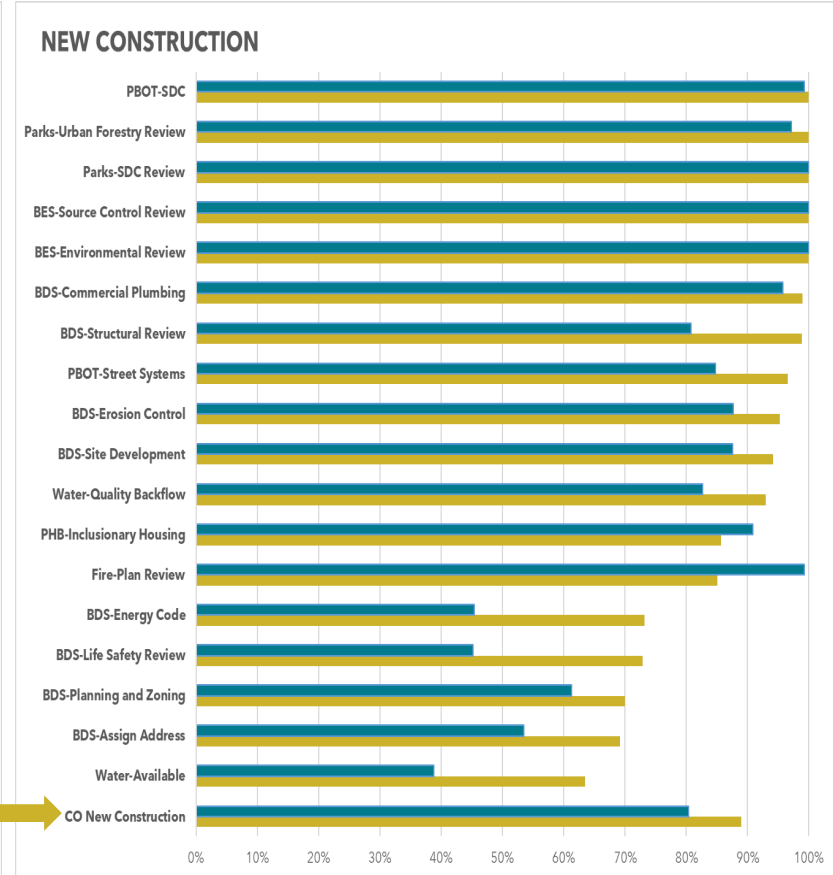
■ 2023



% Meeting Review Goal of 10 Days



% Meeting Review Goal of 20 Days



% Meeting Review Goal of 20 Days

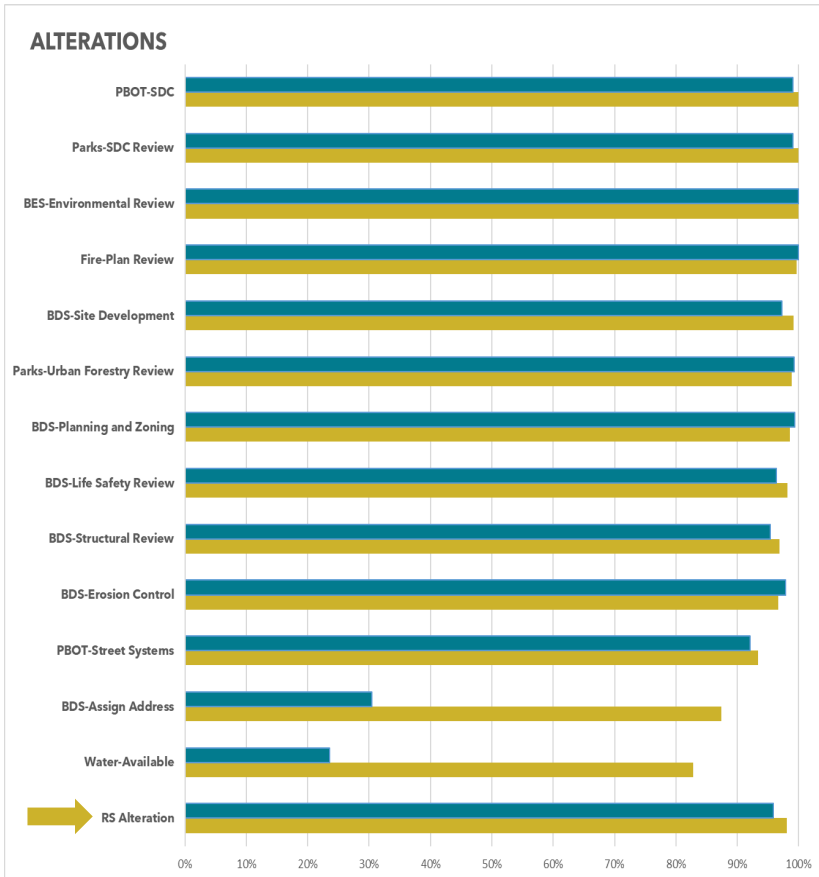


# Percentage of First Reviews Meeting Goal for Residential Building Permits

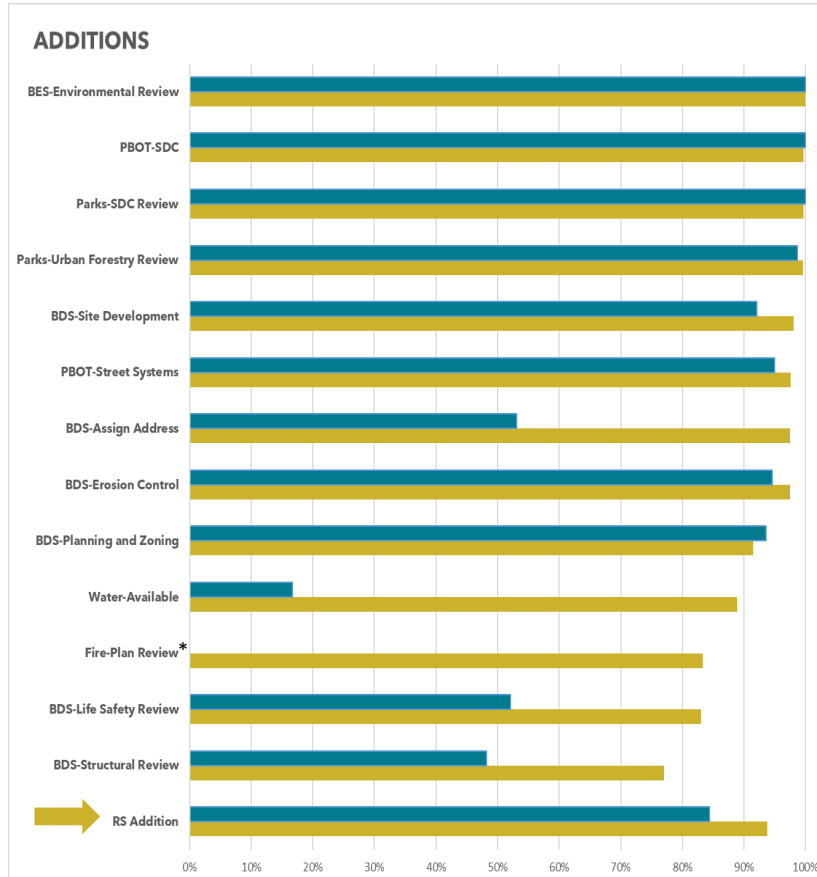
## 2022 / 2023 Comparison

■ 2022

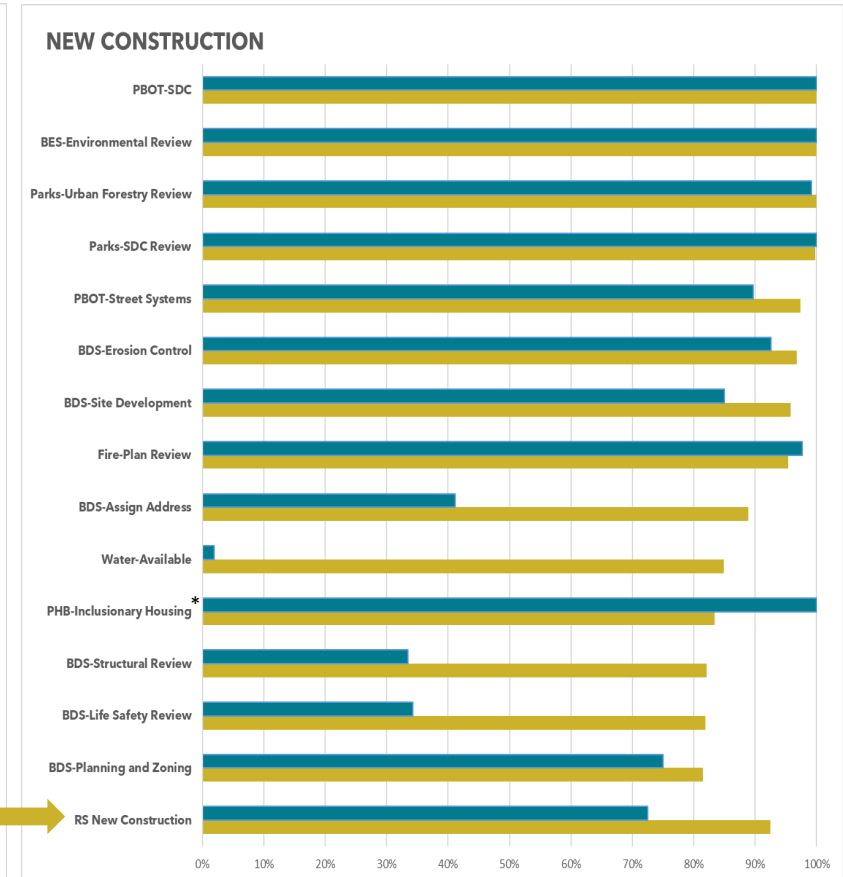
■ 2023



% Meeting Review Goal of 7 Days

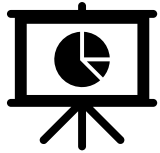


% Meeting Review Goal of 15 Days



% Meeting Review Goal of 15 Days

\* When there are relatively few permits, and consequently first review rounds, the averages become less accurate.



# The February 2023 Permit Improvement Task Force meeting focused on year-over-year results, specifically first reviews meeting goal

## CUMULATIVE IMPROVEMENTS ACROSS ALL REVIEW GROUPS

### Residential

- 1<sup>st</sup> Review Rounds Meeting Goal

- Alterations **(+2.9%)** | 95.91% (2022) to 98.10% (2023)
- Additions **(+9.44%)** | 84.39% (2022) to 93.82% (2023)
- New Construction **(+19.91%)** | 72.52% (2022) to 92.43% (2023)

### Commercial

- 1<sup>st</sup> Review Rounds Meeting Goal

- Alterations **(+4.54%)** | 90.88% (2022) to 95.42% (2023)
- Additions **(+7.65%)** | 85.68% (2022) to 93.32% (2023)
- New Construction **(+8.60%)** | 80.32% (2022) to 88.92% (2023)



# Results

## ***What contributed to these results across teams?***

### **Engaging staff in problem-solving and analysis**

- Focus on efficiencies
- Business Process Analysis (BPA)
- Cultural shift to greater collaboration and communication

### **Continuing to build a data-driven culture**

- Access to Tableau dashboards





# Results

## ***What contributed to these results in specific teams?***

### **Addressing Team**

Team Highlights: +44% for RS Additions, 48% for RS New Construction, & 57% for RS Alterations!

- Shifting workload and digging out of immense backlog
- Lower error rate and better coordination with technology

### **Life Safety Team**

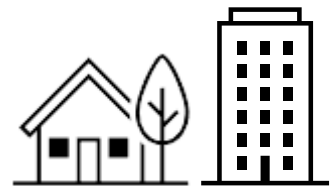
Team Highlights: + 28% for CO New Construction, 31% for RS Additions, 48% for RS New Construction!

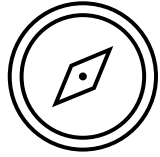
- Increased focus on efficiency and the customer experience
- Reorganization; three teams, each with a dedicated supervisor and senior plans examiner
- Implementation of the Small Permit Program (SPP) and Streamlined Solar Permitting

### **Water Team**

Team Highlights: +34% for CO Additions Water Available, +45% for CO Water Available Alterations, + 59% for RS Alterations, +72% for RS Additions, 83% for New Construction!

- One team approach; staffing levels, workload, and process alignment
- Addition of two temporary positions and reprioritizing workload to tackle massive backlog of CO permits
- Creating clear guidelines and empowering employees to operate within them





## **Future Areas for Focus**

- ❖ **Second Review Goal Analysis (timeliness)**
- ❖ **Number of Check Sheets (quality)**
- ❖ **Team-based Business Process Analysis (timeliness/quality)**

***How do we balance what is practical with what is possible?***

