



City of Portland, Oregon
Bureau of Development Services
Office of the Director
 FROM CONCEPT TO CONSTRUCTION

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MEMORANDUM

November 24, 2020

To: BDS Budget Advisory Committee (BAC)
 BDS Employees
 BDS Labor Management Committee (LMC)
 Development Review Advisory Committee (DRAC)

From: Rebecca Esau, Director

Subject: Bureau of Development Services Director’s Goals

As we begin work on the Bureau of Development Services (BDS) budget for Fiscal Year (FY) 2021-22, it is an appropriate time to articulate my goals for the bureau. The purpose of this memorandum is:

- To provide context for the direction I am taking the bureau;
- To communicate my goals for the bureau; and
- To describe the next steps the bureau will take, from January – June 2021, to develop a Bureau Workplan for Fiscal Year (FY) 2021-22, with more specific details and metrics to measure our progress.

CONTEXT

The following values, vision, mission, etc. provide context and a framework as we look ahead to the coming fiscal year.

<p>City of Portland Core Values Anti-Racism / Equity / Transparency / Communication / Collaboration / Fiscal Responsibility</p>	<p>City of Portland Climate Emergency Declaration https://www.portland.gov/bps/climate-action/news/2020/7/1/city-council-adopts-climate-emergency-declaration</p>
<p>My Vision for BDS My vision is for BDS to be a great place to work and grow professionally, and an agency that is efficient, innovative, forward-thinking, and embraces a continuous improvement culture to meet the diverse and changing needs of our customers, with an emphasis on meeting the needs of BIPOC Portlanders and dismantling the white supremacy and racism built into our bureau’s systems and services.</p>	
<p>BDS Equity Commitment BDS is committed to eliminating racism and all discriminatory practices in our services and in our workplace because we understand the positive value of equitable systems.</p>	<p>BDS Mission To promote safety, livability and economic vitality through the efficient and collaborative application of building and development codes.</p>
<p>BDS 5-Year Racial Equity Plan https://www.portlandoregon.gov/bds/article/681534 https://www.portlandoregon.gov/oehr/article/596665</p>	<p>Code Administration & Enforcement Responsibilities Administration and enforcement of eight State and twelve City Codes.</p>

Introduction

At the core, the bureau exists not only to administer and enforce regulations but to continually improve the experience of our customers and the effectiveness of how we deliver our services. We are working to deliver the bureau's services in ways that will improve outcomes for customers who are Black, Indigenous, and People of Color (BIPOC). Systemic racism is pervasive in all institutions and systems, and as a result, in almost all aspects of life in this country, racial disparities exist in outcomes in everything from home ownership to income, health, education, etc. The bureau is committed to doing the work necessary to improve outcomes for BIPOC customers related to the bureau's programs and services. All customers will benefit from this focus.

It is important to be clear about the use of the term "customers". This term is not limited to the subset of customers who are applicants/developers, and their representatives (architects, engineers, land surveyors, contractors, etc.), but includes all stakeholders and community members directly or indirectly impacted by BDS programs and services, both now and in the future. The bureau regulates changes to the natural and built environment throughout Portland. The bureau's work administering and enforcing these regulations impacts the safety of buildings for years to come, the livability of Portland neighborhoods, the preservation of significant natural areas, and the degree to which housing is healthy for occupants and much more. The timeliness, cost and quality of the bureau's delivery of services impacts the development industry, businesses and the economy, as well as home owners and tenants. The bureau's work affects the whole community, both now and into the future.

The bureau is in the midst of massive, unprecedented change, transforming how and where staff do their work, the tools and technology they use, how customers access information and services, and the timeframes and processes for receiving those services. The bureau began these changes before COVID-19 impacted all of us, and has accelerated this work since the City of Portland closed most of its offices in March 2020. The bureau is using this challenging time as an opportunity to make sweeping changes for the better.

Institutionalized Racism and White Supremacy

Historically, as with most institutions and agencies, our systems and processes at BDS were created by and for the benefit of white people, primarily those with access to resources, property, development expertise, wealth, power and influence. These systems and processes were created on the foundational bias (unconscious or conscious) that white people know best, and their ways of doing things are superior to the systems that Black, Indigenous, and People of Color (BIPOC) would develop if given the opportunity, ie., white supremacy. An example of this is that the white dominant culture set the standard for how property should be maintained, and as a Black neighborhood gentrifies, white property owners utilize the property maintenance code and the bureau's complaint based system to impose their codified standards on their BIPOC neighbors. It is up to BDS to identify these longstanding, ingrained systems that perpetuate white supremacy and disparate outcomes by race, and to collaboratively work with BIPOC Portlanders to change these systems.

Our Funding Model and the Financial Outlook

BDS is primarily funded through fees and other charges for services, with only 2% of its revenue coming from the City's General Fund. As such, bureau revenues are directly tied to the cycles and volatility of the development industry.

The bureau's revenue from fees and other charges largely comes from permit fees for large, high valuation commercial projects. The economic downturn has impacted the composition of the projects seeking land use or permit approvals, with a sharp decline in high valuation, large office, hotel, retail, and apartment projects, which in turn has significantly impacted the bureau's fee revenue to the point that monthly revenues don't cover the bureau's monthly expenditures, requiring a draw on the bureau's financial reserves each month.

The bureau's expenditures are primarily personnel, so there are few options for reducing costs without reducing personnel. The majority of the bureau's leased office space is largely not needed currently, but the bureau cannot break its leases and there is no market for sub-letting office space.

The bureau has taken steps to reduce expenditures, including mandatory furloughs, pay freezes, a hiring freeze, and eliminating all non-essential expenditures. Despite these cost-saving measures, the bureau is drawing on reserves at an unsustainable rate, and it is unlikely that the bureau has hit the bottom of the decline in development activity and corresponding fee revenue. The overall economic downturn is expected to last for approximately three years with the development industry's recovery happening at the end of the overall economic recovery. We cannot sustain our current monthly draw on our reserves indefinitely, and further action is required to reduce the gap between revenues and expenditures.

City Council approved a set of voluntary options that bureaus could offer employees to reduce expenditures. These options include voluntary severance packages, voluntary furloughs, schedule reductions to part-time status while keeping full-time benefits, voluntary layoffs with recall rights, and unpaid leave while keeping healthcare coverage. BDS has offered all of these options to employees.

It is expected that a combination of both the use of these cost-saving options and layoffs will be needed to reduce the monthly draw on the reserves sufficiently to make the reserves last for the projected duration of the downturn. The bureau is working with local economists on its Financial Advisory Committee to develop a thorough and accurate Five-Year Financial Plan. These economists acknowledge the difficulty in making accurate economic projections in this unusual situation of a public health crisis driving an economic downturn. They are concerned that the bureau has likely not hit the bottom of the financial downturn yet.

Prior to the COVID-19 pandemic, BDS had intended to bring a fee increase proposal to City Council effective July 1, 2020, but decided to delay these changes due to the economic uncertainty in the Spring of 2020 caused by COVID-19. BDS has since moved forward with fee increases effective December 1, 2020. These changes are expected to generate \$1.7 million in additional revenue for the remainder of this fiscal year and \$2.9 million next fiscal year.

During periods of expansion, the bureau sets aside financial reserves to sustain core services through periodic economic downturns. While the bureau's goal is to maintain 100 percent or greater cost recovery whenever possible, during a period of economic decline as exists currently, with fee revenue declining, the bureau must draw on its reserves. The purpose of these reserves is:

- To be able to retain as much of our workforce as possible through downturns to ensure we continue to provide needed services even during periods in which revenues do not cover operating expenditures;
- To achieve the efficiency of a stable workforce and avoid inefficient cycles of massive layoffs followed by recruitments, hiring, and training which take a great deal of time and resources, and

the re-building of the workforce can never match the pace of a quickly recovering construction industry with the associated spike in workload; and

- To give the bureau greater predictability, stability and control in managing its own financial resources rather than reliance on the City's General Fund, which is controlled and allocated by the City Council, and as such, can change year to year, depending on overall City priorities unrelated to development industry needs, resulting in annual disruption to staffing levels and service delivery.

The Context of Current Events

This past year brought the COVID-19 pandemic; protests for greater police accountability, social justice, and the Black Lives Matter movement; political division, tension and violence locally and nationally; wildfires; a worsening climate crisis; an economic downturn with lost jobs, closed businesses, and many Portlanders struggling to put food on the table and afford housing, and a crisis of homelessness.

The bureau responded in many ways, including by:

- Prioritizing continued inspections to keep construction projects progressing, and thereby supporting this sector of the economy, and preserving construction-related jobs while implementing new health and safety measures.
- Prioritizing permitting for hospitals and clinics so they could quickly create needed testing facilities and other facilities in anticipation of a surge of patients.
- Prioritizing Portland Housing Bureau (PHB) affordable housing projects, as well as other affordable housing projects to help get these projects reviewed, permitted and inspected as quickly as possible.
- Providing a BDS Process Manager to Prosper Portland projects, to help these projects progress as smoothly and quickly as possible.
- Providing support and assistance to BIPOC small business owners through the bureau's Empowered Communities Program, as these business owners sought to navigate changes in how they reach and serve their customers.
 - One example of our small business assistance is a partnership we developed with Epicodus, a local web development and coding school, where we pair students with BIPOC business owners to build or update websites for their businesses so they can serve their customers online. The students get real world experience in developing websites for businesses and the businesses get website development at no cost.
- Providing support and assistance to BIPOC residential property owners to find creative, low-cost solutions to address situations where work was done on their property without a permit, to help bring these properties back into compliance.
- Streamlining the intake of Solar Permits through a dedicated email inbox, while simultaneously working on a solar permitting improvement project as an early phase of the City of Portland's broader Clean Energy Fund initiative.
- Developing a simple process for retailers to temporarily use vacant commercial tenant space.
- Assistance to non-profits providing shelters for those experiencing homelessness.
- Having several BDS staff temporarily work for and be paid by the City of Portland's Emergency Coordination Center (ECC) to assist with their emergency programs, such as addressing food insecurity, etc. (Note: As another example of disparate racial outcomes, per the ECC's November 19th report, although the Hispanic or Latino population only makes up 10% of Multnomah County's population, this population is suffering from 31% of the COVID-19 cases.)

Operational Changes

In February 2020, the bureau successfully launched a complex software upgrade to the computer system used to support the City's development review, permitting, inspections and enforcement work, which was a major achievement. In March, City of Portland offices were largely required to close due to the COVID-19 pandemic, to help prevent the spread of the virus to the public and employees.

Since March, the bureau acquired the necessary equipment and developed systems for most employees to work remotely and serve customers in new ways. A core group of staff remain at the 1900 Building, doing work that cannot be done remotely. Some systems are still being built and will replace the temporary systems put in place quickly when City offices closed, such as the new, online permit intake system which will launch December 14, 2020. The changes, utilizing technology and transitioning from paper to digital formats, etc. were all part of the direction the bureau was moving already prior to COVID-19, but the bureau had expected to transition there in a phased way over several years. However, with every crisis comes opportunity, and the pandemic created a situation that allowed the bureau to make massive operational changes in a relatively short amount of time, quickly transitioning to new online services, the use of tablets and new technology in the field, etc. Granted, it has been bumpy at points, given the sheer volume and extent of the needed changes. There have been delays resulting from the temporary systems that were put in place without time to automate many of the steps. Staff resources have been stretched thin as they triaged the situation and quickly developed temporary processes while simultaneously developing the more permanent, automated processes. As the bureau continues to navigate these challenges, it is important to do so with the bureau's values intact, keeping our commitment to equity and inclusion, fiscal sustainability, customer service and continuous improvement, and developing and supporting our workforce.

The COVID-19 pandemic and move toward remote work has had considerable impact on the way the bureau interacts with customers. Despite the challenges associated with the speed at which the bureau was required to adapt its entire operations, progress has been substantial, for example:

- Automated inspector assignments - Each morning, instead of making hundreds of inspections assignments manually, the assignment system has been automated using an algorithm that factors in the specific certifications of each inspector, geographic area and type of inspection request, etc. These assignments are now provided digitally and remotely each morning, so the inspectors no longer need to come to the office in the morning, and saves approximately one hour per day per inspector.
- Inspector access to AMANDA from the field - Inspectors have each been equipped with tablets and use an Inspector App to access the AMANDA software system remotely, so they can enter the results of their inspections into the system in real time from the field, rather than making notes on paper and returning to the office at the end of each day to enter the results into their computers. Customers can now get the results of their inspection sooner, and approximately one hour is saved at the end of each inspector's day...the time saved gives them the capacity to work with customers at each site to explain what's required and possible solutions, and to do inspections rather than travel back to the office to transcribe their handwritten notes into the computer system.
- Inspections via livestreaming - Inspectors have been using their smartphones to keep property owners and contractors safe and healthy. Instead of going into occupied structures, inspectors will stay outside while the property owner or contractor goes inside with their own smartphone and will use applications like Facetime and other livestreaming technology to communicate and

show the work that's been done so the inspector can either approve the work or provide information on the corrections that are needed without ever going into the structure.

- Most non-field-based employees now working from home – Although it took several months for BTS to create the capacity for large numbers of City employees to access the City network remotely, and for them to allocate the needed equipment for BDS employees to work at home given the City's priorities, this has been completed, and aside from a core team still working in the office, most non-field-based employees are successfully working from home.
- Paper plans already in the pipeline – A system was set up almost immediately to allow customers to drop off and pick up paper plans from the lobby of the 1900 Building as they make corrections to these plans, and for staff to come to the building to drop off and pick up plans to review at home.
- Shift to digital submittals for all new permit applications – As part of triaging the immediate situation in March, the bureau implemented a temporary system of digital permit intake by appointment. It was not possible to automate the many steps in this temporary process and due to the many manual steps and touch points involved, this became a bottleneck, and a long backlog of appointments developed. Simultaneously, the bureau has been developing the permanent system that will allow 24/7 online permit application submittals through the public online portal called DevHub PDX, which will be launched December 14, 2020. This is the foundation the bureau will build upon for more process improvements related to intake, set-up and screening of permit applications. It is related to a separate project to screen and sort out the simpler permits to put them in their own "lane" so they can be reviewed in a shorter timeframe (1-5 days), and not be waiting for review behind larger, more complicated projects.
- Expansion of the Field Issuance Remodel (FIR) Program – The FIR Program is a popular program with residential remodelers, and provides the continuity and seamlessness of working with a single inspector who does both the plan review and the inspections for an applicant's remodel project, eliminating the inefficiency of hand-offs from intake, to plan review, to inspection. To address the many remodeling projects homeowners are doing and to grow this successful program, the bureau took over 80 remodeling contractors who were on the waiting list to get into the FIR Program, and registered them in the program, moving additional staff to this program to expand its capacity.

BDS Long-Term Operational Strategy

We must operate in a fiscally sustainable manner in order to deliver services consistently despite the cyclical nature of the construction industry. To do this, we balance several strategy goals, including:

- Providing adequate staffing to meet customer needs as workload volume and composition continually change;
- Maintaining prudent financial reserves to cushion against economic downturns, and when downturns occur, using those reserves appropriately based on how long and deep the downturn is projected to last;
- Setting reasonable fees, and keeping fee increases as low and gradual as possible;
- Pursuing and maintaining cost recovery for services whenever appropriate;
- Investing in equity work internally with our workforce and externally in our customer-facing systems, programs and services;
- Continuously improving our processes and the customer experience, centering BIPOC Portlanders' needs;
- Pro-actively identifying and preparing for changes to be able to meet evolving customer needs;

- Continuing to build a high-performing, empowered workforce reflective of the community's demographics, continuously investing in employee professional development, holding employees accountable, and creating a workplace culture that embraces excellence and attracts, grows, and retains top notch employees;
- Monitoring the bureau's performance and making adjustments to improve performance and ensure programs and service are effective, efficient and equitable.

Areas Within Our Control or Influence

As we look at the coming fiscal year and our goals, it is important to keep in mind what the bureau controls versus what it doesn't control.

Examples of things the bureau doesn't control:

- The volume of work coming to BDS.
- The composition of this work.
- The valuation of projects submitted for permit.
- The revenue received (which is tied to the volume of work coming in, and the project valuation which determines the fees paid).
- Decisions on the fees the bureau can charge (the bureau proposes fees, but City Council makes the decision).
- The majority of the regulations that the bureau administers and enforces, such as the Zoning Code, which is written by the Bureau of Planning & Sustainability and adopted by City Council).
- Decisions on the amount of General Fund the bureau receives.
- Decisions on Labor contracts (we are participants in the process).
- Decisions by other bureaus involved in the development review and permitting processes on the staffing levels they will allocate to this shared work.

Examples of things the bureau controls:

- How it chooses to spend its financial resources within the City Council approved budget.
- Strategies to manage its financial reserves.
- How the bureau administers and enforces regulations (within parameters set by State law and local codes), for example, the internal processes and technology the bureau uses to get the work done, customer communications, customer-facing training, etc.
- The numbers of employees in each job classification.
- The bureau's organizational structure.
- The bureau's priorities and the types of special projects assigned to employees within their job classification.
- The ways in which we communicate, interact and collaborate with our partner bureaus, City Council, and our customers.
- Our investments and initiatives related to equity, customer service and continuous improvement, workforce development, climate action, etc.
- Our bureau culture and our morale.

As you review the Focus Areas and Goals below, please consider if there are additional ways to either reduce costs or increase revenue while moving the bureau forward in the areas I've identified.

It is important to note that the bureau is at a point of massive transformation while experiencing a serious financial downturn. In a climate of very limited resources, we must align our resources with our stated values and invest our resources in achieving our goals. In addition to reducing our spending in some areas, including through some layoffs, we will be filling some vacancies and investing in the positions necessary to meet the goals outlined below. This is a hard truth, but we must continue this transformation, which means reducing costs in some areas while increasing investment in others.

FOCUS AREAS AND GOALS

Again, my vision for BDS is for it to be a great place to work and grow professionally, and an agency that is efficient, innovative, forward-thinking, and embraces a continuous improvement culture to meet the diverse and changing needs of our customers, with an emphasis on meeting the needs of BIPOC Portlanders and dismantling the white supremacy and racism built into our bureau’s systems and services. In order to achieve this, the bureau most focus its efforts and resources in the following five areas and work toward the goals outlined beneath each focus area.

- Commitment to Equity, Inclusion and Anti-Racism
- Fiscal Sustainability
- Customer Service, Service Delivery Enhancements and Continuous Improvement
- Bureau Workforce – Culture, Performance, Accountability, Morale
- Climate Action

1. Commitment to Equity, Inclusion and Anti-Racism

Historically, the bureau has not had a comprehensive community engagement plan, and certainly not one that centered BIPOC culturally specific groups in the bureau’s community engagement work. In many cases, relationships and trust have yet to be built in these communities. This is a fundamental and longstanding gap for the bureau that we must invest in now, despite the bureau’s financial situation. It will take sustained, thoughtful and inclusive effort to identify and dismantle racist, white supremacist systems, and to build new systems collaboratively with BIPOC Portlanders. Relationships, trust and accountability are at the heart of this work.

Different customers have different needs from BDS, and so the one-size-fits-all approach of past years must change. We must invest in collaborative work with external customers to ensure there are a variety of methods for customers to access and obtain services that meet their different needs. It is imperative that the bureau create a continuous customer feedback loop so we can have our finger on the pulse of how different customers access and experience our services, and we can track progress over time, and use this information to address immediate needs, as well as more sweeping improvements.

Equity, Inclusion and Anti-Racism Goals

#	Goal	Timeframe
1A	<p>Demographic Data BDS needs baseline data on who is currently accessing the bureau’s different services and their relative satisfaction with those services broken down by their demographics. Develop and implement systems for collecting demographic data related to service delivery in key program areas and utilize that data to identify and prioritize where improvements are</p>	<p>Systems and methods to collect demographic data will be developed Jan. – June 2021, and data collection will begin no later than July 1, 2021 to establish a baseline by which future progress will be measured. (Leesha Posey and her team, Customer Success</p>

	needed and identify the stakeholder groups to work with to develop solutions collaboratively, and monitor results.	Team, Managers, Technology, Data Analysts in Finance Section)
1B	<p>Invest in Community Engagement Invest in 1.0 FTE to lead the bureau's community engagement and relationship-building with culturally specific community groups as well as with all external stakeholders, such as NAIOP (Commercial Real Estate Developers), BOMA (Building Owners and Managers Association), the HBA (Home Builders Association), Oregon Smart Growth, etc. This employee will partner with the bureau's Customer Success Team, the Communications Team, the Training Team, the soon-to-be-developed Continuous Improvement Team and other stakeholders to take feedback and use that to build systems, programs and services with a focus on those that will better meet BIPOC customer needs.</p>	<ul style="list-style-type: none"> • Fill position by end of the current fiscal year (June 30, 2021). (Leesha Posey) • Develop community engagement plan by October 1, 2021. (New employee) • Assess data collected under 1A by Spring 2022, including assessment of effectiveness of BDS Empowered Communities Programs in meeting BIPOC customer needs, and make recommendations for any needed changes to programs, services, and processes by June 30, 2022. (New outreach coordinator and Leesha Posey)
1C	<p>Continue Employee Equity Training Continued training and discussion are needed on equity topics, as we continue to operationalize what employees have learned.</p>	<ul style="list-style-type: none"> • Continue monthly team discussions on equity topics. (Managers & Supervisors and BEC) • Continue bureau-wide Equity in Motion employee trainings with minimum five sessions per year. (Leesha Posey, her team and BEC)
1D	<p>Develop Equity Training for New Employees New employees will be hired and they will need to be brought up to speed with an Equity Training Series.</p>	By end of June 2022. (Leesha Posey, her team, BEC and Training Team)
1E	<p>Continue Operationalizing Equity Evaluate the outcomes of the current Five-Year Racial Equity Plan and develop a Racial Equity Plan for Fiscal Year 2021-22 with specific, measureable outcomes.</p>	By end of June 2021 (Leesha Posey, her team and BEC)
1F	<p>Racial Composition of BDS Commissions, Boards and Committees Continue to shift the racial composition of the bureau's commissions, boards and committees to ensure BIPOC Portlanders and a diversity of perspectives are represented. This is a gradual process as member terms come to an end and there are opportunities to appoint new members.</p>	<p>By the end of 2021, BDS should have no more Commissions, Boards or Committees that are 100% white. (Management Team)</p> <p>By the end of 2022, BIPOC Portlanders will make up 25% of each Commission, Board or Committee. (Management Team)</p>
1G	<p>Labor Unions Partner with the Bureau of Human Resources, the Office of Equity & Human Rights, and City Council to continue to apply pressure to Labor Unions to dismantle systemic racism in labor contracts.</p>	Ongoing until change is achieved. This must occur during contract negotiations. (Elshad Hajiyev)

2. Fiscal Sustainability

The economic impacts associated with COVID-19 have adversely affected the bureau's financial position. Given the current environment, financial stability is critical during this coming year.

Fiscal Sustainability Goals

#	Goal	Timeframe and Leads
2A	Reduce the draw on the bureau's financial reserves to a monthly average of no more than \$1,000,000.	By April 1, 2021 (Kyle O'Brien)
2B	If 2A is not achieved, explore which services may need to be discontinued and/or new revenue generation opportunities.	By July 1, 2021 (Management Team, Customer Success Team, Equity & Policy Development Team)
2C	Determine if additional fee increases are needed to achieve cost recovery in each service area.	Spring 2021 (Kyle O'Brien)

3. Customer Service, Service Delivery Enhancements and Continuous Improvement

Create a continuous customer feedback loop to assess what customers need from BDS now and in the future, and integrate that into the bureau's continuous improvement work, employ collaborative approaches to developing solutions, establish improved metrics to measure progress in achieving outcomes. Avoid the temptation to just go back to how we did things before COVID-19. An example is the Permit Center. Is it a model for the past, or is there some aspect of it that would still be effective and efficient in meeting customer needs in the future? Also, we must avoid reverting back to the old mode of having only a single method for customers to access certain BDS services. We must create multiple methods/paths to avoid creating barriers to access.

Customer Service, Service Delivery Enhancements and Continuous Improvement Goals

#	Goal	Timeframe
3A	The bureau will create a Continuous Improvement Team that will lead continuous improvement projects in coordination with the bureau's Technology staff and subject matter experts in the bureau, our partner bureaus, and external stakeholders.	By July 1, 2021 (Brenda Fahey)
3B	Develop and staff a Customer Success Team with 1.0 additional FTE for the purpose of providing a single portal for customer complaints, as well as leading the ongoing work of 3C below.	By July 1, 2021 (Leesha Posey, Rebecca Esau)
3C	Develop and implement a plan to use multiple methods to continuously get customer feedback at key points in the process for land use services, permitting services, and inspections services, including gathering demographic data from customers if they are willing to provide it. Feedback will be tracked to develop baseline metrics as well as to determine improvements that are needed. Response/action will involve an integrated team with representatives from the Customer Success Team, the Communications Team, the Training Team, the Equity and Policy Development Team, the Continuous Improvement Team, and the Community Engagement staff. The bureau will close the loop with customers on what was done with their feedback, and monitor results.	By Oct. 1, 2021 (Customer Success Team, Leesha Posey's Teams, Bureauwide Projects Team, Management Team)
3D	Complete the Governance Structure Initiative, which is a document establishing how BDS and its interagency partner bureaus will make decisions.	By April 30, 2021 (Ross Caron)
3E	Complete the updates to the bureau's interagency agreements with their partner bureaus.	By August 1, 2021 (Emily Sandy)
3F	Evaluate the recommendations from the audit, and incorporate specific actions into the bureau workplan for FY 2021-22.	By June 20, 2021 (Andy Peterson,

		Customer Success Team)
3G	Complete Mieke Keenan's project to identify and remove impediments to a streamlined solar permitting process.	By June 30, 2021 (Mieke Keenan)
3H	Complete the Business Process Improvement (BPI) project which is examining and improving the commercial building permit process for commercial new construction projects.	By July 31, 2021 (Ross Caron)
3I	Continue to improve dashboards for internal use and for customer use. Develop dashboards for key metrics in each major program/service area.	By Jan. 1, 2022 (Andy Peterson, Management Team, Customer Success Team)
3J	Develop and implement an online system for customers to make appointments to ask questions of City subject matter experts with the customer's choice of these sessions being via phone or teleconferencing software.	By April 1, 2021 (Brenda Fahey)
3K	Determine the feasibility of developing a live chat feature for customers to contact City subject matter experts without need for an appointment.	By August 1, 2021 (Brenda Fahey)
3L	Assess the need, costs and feasibility of offering some in-person services, and if in-person services are needed, whether they should be provided at the 1900 Building (re-opening the Permit Center for specific services) and/or offering some in-person services at other satellite locations.	By September 1, 2021 (Kyle O'Brien, Andy Peterson, Leesha Posey and her team, Management Team)

4. Bureau Workforce – Culture, Performance, Accountability, Morale

One of the keys to an empowered, well-trained and highly functioning workforce is having a strong team of managers and supervisors. Many of the bureau's managers and supervisors are relatively new to management and supervision, and would benefit from continued training and support, as well as 360-degree feedback on their performance.

The bureau must continue to support the professional growth of its employees, and support employee training and cross-training, including ongoing customer service training to continue to build these skills. Employees must also be consistently held accountable for their performance.

Bureau Workforce Goals

#	Goal	Timeframe
4A	Continued training for managers and supervisors to grow their knowledge and skills as bureau leaders.	Provide a minimum of three trainings per year on a variety of topics. (Brenda Fahey)
4B	Complete project to update the Leadership Model and the bureau's expectations of managers and supervisors.	By December 1, 2021 (Elshad Hajiyev)
4C	Complete updates to the 360-degree feedback survey used for managers and supervisors at BDS.	By December 1, 2021 (Elshad Hajiyev)
4D	Complete training for managers and supervisors on how to deliver constructive feedback to employees.	By January 1, 2022 (Brenda Fahey)
4E	Complete all overdue performance evaluations.	By July 1, 2021 (Management Team)

4F	Conduct a survey of non-field-based staff to determine their preference for their primary work location (home or the office), so the bureau can consider this information as we determine the bureau's office space needs.	By April 1, 2021 (Elshad Hajiyev)
4G	Conduct an employee survey.	By June 30, 2022 (Mark Feters, LMC, BEC, Elshad Hajiyev)
4H	Update all SOPs to reflect current processes.	By December 1, 2021 (Management Team)
4I	Each work group to develop onboarding and training materials for new hires, specific to each work group.	By Dec. 1, 2022 (Management Team)
4J	The Training & Workforce Development (TWD) Team to develop updated onboarding and training materials for new hires.	By Dec. 1, 2022 (TWD)
4K	The Training & Workforce Development (TWD) Team will partner with the Management Team and Community Engagement Coordinator to develop a Succession Plan specific to the hard-to-fill positions in the bureau, with both short-term and long-term approaches to increasing the racial diversity of the bureau's workforce, and building the rungs in the ladder for high school students to pursue these careers.	By July 1, 2022 (TWD)

5. Climate Action

The bureau recognizes that the climate crisis is real, the science is indisputable and that our actions require urgency. The bureau is committed to taking action on climate change. The impacts of climate change most significantly impact Black, Indigenous and communities of color, as well as people experiencing poverty, and those experiencing homelessness. No one action will solve this crisis. It takes all of us making changes, and doing so with urgency. The bureau can do this in two key ways: examining and improving our own operations, and stepping up our support, marketing and incentives for things like clean energy.

Climate Action Goals

#	Goal	Timeframe
5A	Hire 1.0 FTE to create and implement an energy retrofitting and solar program to promote energy efficiency and solar installations and assist BIPOC property owners with permitting these projects.	By May 1, 2021 (Mieke Keenan, Leesha Posey and her team, Management Team)
5B	Explore different options for office space and teleworking from a carbon emissions perspective, as well as other factors (part of 4F above).	By April 1, 2021 (Kyle O'Brien and his team, the Management Team, Mieke Keenan)
5C	Develop fossil fuel use reduction plan and goals for field staff using City vehicles.	By Jan. 1, 2022 (Andy Peterson, Mieke Keenan, Beth Benton, Dave Tebeau, Darryl Godsby)

NEXT STEPS – BUREAU WORKPLAN DEVELOPMENT (Jan. – June 2021)

From January through June 2021, the bureau will develop a workplan for the goals above that extend into FY 2021-22 and track progress through the fiscal year. Deputy Director, Elshad Hajiyev, will lead and coordinate the development of this workplan with the assistance of Andy Peterson and Gabby

Bruya. The workplan is needed to delve into the details, and the assignments, sequencing and timeframes of specific tasks to achieve the above goals.

The challenge is to monitor bureau revenue and expenditures, and to continue to refine our economic projections to keep the bureau's draw on the reserves to no more than an average of \$1 million per month while also having sufficient staffing levels to both deliver timely services AND to work on the many needed improvement projects. Achieving the appropriate balance is the challenge.

I am excited about the year ahead and the overall future of BDS. I am grateful for your investment of time and thought in our budget planning process. This process is just one way that we're striving to build strong working relationships with the community.