

**IMPLEMENTATION PLAN SUMMARY
ICC Building Division Operations Appraisal
January 23, 2008**

Items with no costs that are completed or in process:

- I-2 Staff to have credentials and qualifications
- II-2 Signage posted
- II-5 Scan plans – after project is complete
- III-1 HTE being explored and use expanded
- III-2 Training on HTE
- III-7 Update Webpage
- IV-9 Some permits being issued by front counter
- VI-6 Laptops being experimented with in field
- VII-2 Hold “Caucus” at regular intervals
- VIII-3 Currently monitoring monthly expenses and revenues
- IX-2 Departments establish a single review time See VII 2
- IX-3 City Adm. appoint team for code authority See VII 2
- IX-9 City Adm. to define lines of authority See VII 2

Items with no costs that can be implemented within 6 months (February – July, 2008):

- IV-1 Categorize front counter functions
- V-5 Route technical questions to BO
- V-6 Streamline tenant finish permits with policy
- VI-1 Revamp regular weekly meetings
- VI-3 Reevaluate job descriptions
- VI-5 Hold informal training sessions
- IX-1 Provide information to DPARB
- IX-5 Fast track of certain permits - define

Items with Soft Costs (No additional budget expense anticipated, costs are in existing staff time and minor expenses in materials), which can be implemented within the next 12 months (February – December, 2008):

- II-4 Provide a centralized library
- III-3 HTE reports to Management
- III-8 Provide "virtual kiosk"
- IV-2 Internal training for Front Counter
- IV-7 Electronic delivery to the Public Similar to VI-4
- IV-10 Create SOP manual for Front
- V-3 Create SOP manual for Plan Review
- V-4 Email comments to Applicant Similar to IV-7
- VI-4 C of O's by using utilities and attorney
- VI-7 Create brochures
- VII-3 City Adm. to outline responsibilities
- VIII-1 Develop performance indicators longer to obtain statistical information
- VIII-2 Monitor service levels and realign
- VIII-4 Display "turn around" time chart See IX-2
- VIII-5 Use HTE to track and set goals longer to obtain statistical information
- IX-6 Require pre-application meetings
- IX-7 Submittal process in single department
- IX-8 Create written interpretation policy

Items with O&M costs, which must be approved in the budget cycle for implementation after July of 2008 (FY 2009):

- II-1 Provide walls for plan reviewers
- III-4 Use IVR if determined appropriate Fiscal Year 09-10
- III-6 Use "e-permitting"
- IV-3 Attend permit counter seminar

V-1 Structural seminars for plan reviewers

VI-2 Seminars for professional staff

VI-9 Obtain additional certifications

Items with personnel costs, which must be approved in the budget cycle for implementation after July of 2008 (FY 2009):

IV-4 Change clerks to Technicians

IV-5 Change secretary to Senior Technician, add secretary

IV-6 Technicians to be certified

VII-1 Expand roles of senior staff

IX-4 Appoint a pre-application coordinator

Items not recommended for implementation:

I-1 Add layer of management – we feel this is addressed through the expansion of senior staff associated with Item VII-1

II-3 Construct walls for front staff – we feel this would be counterproductive and actually reduce customer service

III-5 Provide centralized review room – provides logistical problems, would be better suited if all functions were represented on the 4th floor

IV-8 Provide multiple cash drawers – a problem has not been identified and may increase money mismanagement

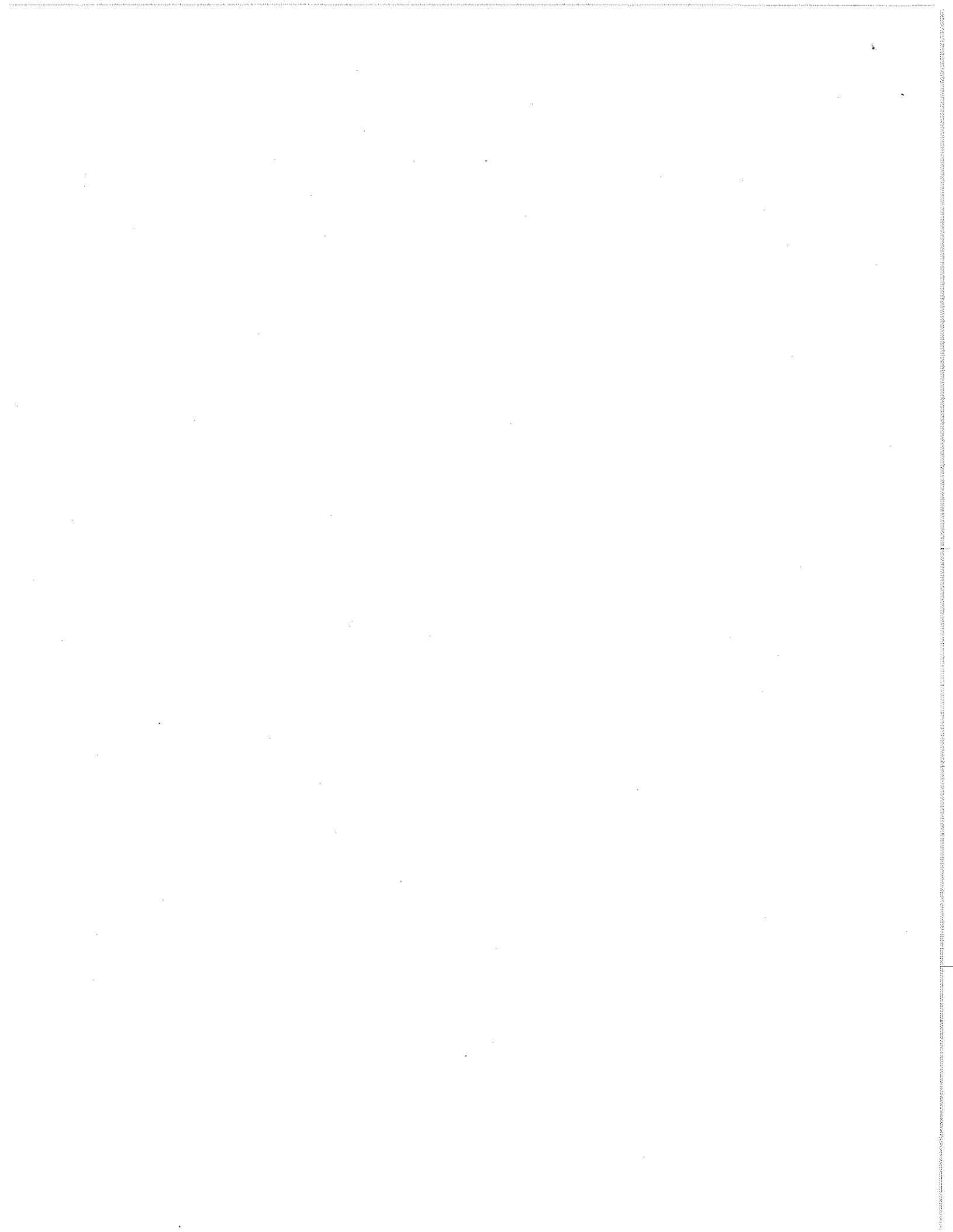
V-2 Add reviewer – it would be premature to hire another reviewer prior to benchmarking, current numbers indicates adequate staff

VI-8 Provide information at community functions – history has shown little public interest in this type of outreach, may be visited in future

VII-4 Separate Building Division – can be accomplished with less expense while obtaining similar results

VII-5 Use temporary or contract help – difficult to anticipate times of need, will continue to offer third party review

IX-4 Appoint a pre-application coordinator – undesirable to have position under administration, recommend combining with new Senior Permit Technician position



BUILDING DIVISION IMPLEMENTATION PLAN

SUMMARY OF RECOMMENDATIONS	TIMEFRAME	ACTION	IMPLEMENTATION COST ¹	OUTCOMES + = Increase 0 = neutral - = decrease	RECOMMENDATION
I. ORGANIZATIONAL STRUCTURE					
1. The organizational structure of the BD should be examined and consideration given to establishing one additional layer of management under the Building Official. This position would be responsible for some of the day to day management responsibilities in the office and be the second in command when the Building Official is absent.	FY 2009	Create an assistant Building Division Manager position	\$\$\$	0 Customer service 0 Plan Review time + O&M costs	Not recommended. Position would be unnecessary if job descriptions for senior staff were clarified and responsibilities were distributed among new and existing staff.
2. All budgeted staff positions should be filled with individuals with proven credentials and qualifications that are readily available upon request.	In process-continue indefinitely.	Review job descriptions to ensure that certification is required or is obtainable within a certain date of hiring. Schedule training annually to maintain certification.	None anticipated	+ Customer service 0 Plan Review time 0 O&M costs	Implement immediately - in process
II. PHYSICAL FACILITIES/EQUIPMENT					
1. Plan review work spaces should be separated from the front counter area with floor-to-ceiling height partitioning to minimize distractions to plan reviewers responding to calls or conducting reviews.	FY 2009	When Engineering Division and Public Works Administration moves out, each plan reviewer will be given a separate office.	\$\$ The rent may increase commensurate with the increased square footage occupied.	+ Customer service - Plan Review time + O&M costs	Implement after Engineering moves to new location
2. The signage and public communication notifications located at the BD front counter (and throughout the BD office) are to be of uniform quality, professionally presented and conspicuously located.	Completed	Signage was upgraded last summer. May need to be modified when Engineering Division and Public Works Administration moves out.	None anticipated	+ Customer service 0 Plan Review time 0 O&M costs	Completed
3. Consideration should be given to constructing a full height partition to provide some privacy between the front counter and the work stations of some of the permit clerks.	FY 2009	Purchase full height partitions and install around permit clerks desks.	\$\$	- Customer service 0 Plan Review time + O&M costs	Not recommended. Would interfere with front counter visibility and reduce customer service.
4. A centralized technical library dedicated to codes and standards-related documents and reference materials is needed.	February - December, 2008	Assign staff to compile, organize, and catalogue a reference library. Establish procedure to maintain and update library.	Publication costs may increase if new reference materials are ordered.	+ Customer service 0 Plan Review time + O&M costs	Implement after Engineering moves to new location
5. Scanning and electronic storage of plans once they are reviewed and approved should be implemented.	In process-continue indefinitely.	Establish procedure to routinely scan and store plans AFTER project is completed. Evaluate cost of purchasing large-format scanner or contract scanning.	None anticipated unless scanner is purchased	+ Customer service 0 Plan Review time + O&M costs	In process. Recommend continuing scanning after project is completed. Currently contract service.
III. SOFTWARE					
1. While the BD currently has an implementable HTE permits tracking system platform, the software must be centrally located, more fully utilized by all BD personnel and tied directly to the BD's permit fee scheduling and collection system.	February - December, 2008	Migrate to full implementation of HTE for all aspects of building application reviews and inspections. Have begun equipping inspectors with laptop and Navline training.	\$\$	+ Customer service 0 Plan Review time 0 O&M costs	In process.
2. All the development services staff, specifically those in the Building Division should be provided with training on the HTE permit module to further the Division's utilization of the system.	In process-continue as needed	Schedule training for Building Permit Module. Require mandatory attendance of all Building Division staff.	\$\$	+ Customer service - Plan Review time 0 O&M costs	In process

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3. HTE permit data and tracking metrics should become commonplace in Division reports to Management.	February – December, 2008	Identify metrics to track. Work with IT to develop useable report writer. Expand monthly reports to include tracking metrics (permit data already included).	\$	+ Customer service 0 Plan Review time + O&M costs	Implement immediately.
4. Consider using an Integrated Voice Response (IVR) telephone inspection scheduling system to allow contractors to schedule cancel or get inspection results through an automated telephone-based, by-voice system without calling it in or driving to or visiting the Building Division front counter.	FY 2010	Set up automated phone system for contractors to schedule inspections. Inspections are not scheduled in person.	\$\$	+/- Customer service 0 Plan Review time + O&M costs	Implement in conjunction with Item 6.
5. Consider a joint project to develop universal, real-time access to the construction plans of every project by establishing a centralized plan review room for the use of all departments. Specifically, the Team recommends that a HTE terminal be located in this area and tied directly to the BD's permit module.	FY 2009	Wait until Engineering and PW Administration leave and assess space needs	If implemented, cost would include additional rent, computer, etc.	- Customer service + Plan Review time + O&M costs	Not recommended. Will slow down plan review because reviewers from Fire, Engineering, and PUD will need to schedule review time. Better suited if all plan reviewers were located on the 4 th floor.
6. The City of Billings should look at other options that can be implemented to allow customers to interact with the Building Division via a web or voice interfaces. The team believes that the Division should also study the merits of "e-permitting" for certain types of permit applications.	FY 2009	Review and assess other Building Department websites. Design and modify website to incorporate interactive elements and e-permitting functions. Implement Click-2-Gov to allow credit card use, schedule inspections and review inspection results.	\$\$ Cost of acquiring Click-2-Gov software	+ Customer service 0 Plan Review time + O&M costs	Begin review and assessment immediately. Modification of website may occur after July, 2008, depending on costs.
7. Expand and update the Building Inspection front-end webpage (a.k.a., the "splash screen").	In process	Incorporate additional information on BD front page when City website is upgraded.	No cost if set up with City website update.	+ Customer service 0 Plan Review time + O&M costs	In process. Begin immediately with organization-wide website redesign.
8. The City of Billings should implement a Building Department Best Practice of adding a "virtual information kiosk" to its website. The team has provided an example of such a kiosk that is being utilized by the City of Carrollton, Texas http://www.cityofcarrollton.com/development/bldginspection/bldginspection.asp .	February – December, 2008	Review and assess other Building Department websites. Design and modify website to incorporate "virtual information kiosk".	\$\$ Anticipate costs over and above initial webpage setup.	+ Customer service 0 Plan Review time + O&M costs	Begin review and assessment immediately. Modification of website may occur after July, 2008, depending on costs.
1. The Building Division senior management team should take a close look at all permitting and administration functions and categorize them as essential and nonessential.	February – July, 2008	To be completed in conjunction with developing streamlined procedures for development review process as recommended under Division Management section	None anticipated	+ Customer service - Plan Review time 0 O&M costs	Begin classifying tasks immediately. Complete procedure modifications by December, 2008.
2. There should be regularly scheduled training regimens for personnel in this unit. Short training sessions delivered monthly or bi-monthly, by the senior staff members of the Division covering different operational subjects and then by other department personnel in areas of expertise, should be considered.	February, 2008-continue indefinitely	Draft training schedule and agendas. Conduct mandatory training sessions for permit counter staff on a monthly basis.	None anticipated	+ Customer service - Plan Review time + O&M costs	Begin scheduling immediately. Conduct first training session in February, 2008.

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3. In an effort to enhance the front counter operations, the team recommends two or more of these personnel attend ICC's Permit Counter – Skills and Strategies for the Front Line course http://www.lccsafe.org/training/a-10.html .	FY 2009	Budget ICC training for all front counter staff to attend in FY2009	\$	+ Customer service - Plan Review time + O&M costs	Review course offering for budgeting purposes in February, 2008
4. The International Code Council provides certification for the front counter positions – technical positions that are vital to a building department. Therefore, the team recommends that the current Permit Clerk positions titles be reassessed and changed to Permit Technicians.	FY 2009	Assess front counter positions to determine if reclassifications are warranted. If warranted, budget training for FY 2009. Goal is to certify in FY 2009	\$\$\$	+ Customer service - Plan Review time + O&M costs	Add a level for Permit Technician but maintain a Permit Clerk position.
5. The team also recommends changing the title of the current Administrative Secretary to Senior Permit Technician.	FY 2009	Assess administrative duties to determine if reclassification is warranted. Follow procedure in item 4.	\$\$\$	+ Customer service - Plan Review time + O&M costs	Tentatively agree with recommendation. Need further cost and organizational analysis.
6. As a condition of employment, front counter staff (Administrative Secretary and Permit Clerks) should attain the requisite status of ICC Certified Permit Technician.	FY 2009	Assess front counter positions and duties of the administrative assistant to determine if reclassifications are warranted. Follow procedure in item 4.	\$\$\$	+ Customer service - Plan Review time + O&M costs	Create Permit Technician position (V 4). Certification not required as a condition of employment for Permit Clerk but required for Permit Technician and Senior Permit Technician.
7. Electronic delivery of permits, plan review comments, inspection results, CO's and associated documents to the public is preferred.	February - December, 2008	Develop capability to provide electronic documents at customer's request	\$	+ Customer service - Plan Review time + O&M costs	Develop capabilities in conjunction with automation of tasks.
8. The front counter operations for the City of Billings are also charged with assessing and collecting permit fees. While the City's Finance Department should probably dictate the handling of cash transactions, the team believes that it is not a good cash management practice to have a single cash drawer that is shared between four individuals serving the front counter operations. In addition, the team feels that the cash balancing and accounting of the transaction should be performed at the end of each day.	FY 2009	Build individual cash drawers for clerks and administrative support. Establish procedure for distributing cash and reconciling receipts.	\$	0 Customer service 0 Plan Review time + O&M costs	Not recommended. Not a problem now. Would require individual cash drawers creating a greater chance of miscalculations and more money in circulation.
9. The issuance of all over-the-counter permits for mechanical, electrical, plumbing (MEP) should be done by the front counter personnel.	In process	Train permit clerks to review and approve over-the-counter permits for mechanical, electrical, plumbing (MEP).	None Anticipated	+ Customer service 0 Plan Review time 0 O&M costs	In process. Complete training by March, 2008 to supplement but not eliminate field permitting.
10. To improve overall office performance, each job task should be outlined in a Standard Operating Procedures Manual.	February-December, 2008	After critical tasks are identified, current procedures will be reviewed and modified if necessary. Procedures will be documented and distributed to staff.	\$	+ Customer service - Plan Review time + O&M costs	Implement immediately in conjunction with prioritizing permitting and administrative functions.
1. Due to the influx of workload and heightened attention to BD functions in the Development Review Process the Team recommends Billings continue to develop the capacity of its plan reviewers, particularly to enhance review of structural plans and calculations for construction projects. The ICC offers several seminars that focus on the structural plan review and structural provisions of the IBC and the IRC.	FY 2009	Identify training needs and available training seminars. Training should result in consistent reviews for structural elements. Conduct internal training for knowledge sharing and consistency. Gradually increase review of structural plans, but not at engineering level.	\$	+ Customer service 0 Plan Review time + O&M costs + Code compliance	May increase review time initially but it is not expected to require more time once reviewers are trained.

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2. An additional full-time employee dedicated to commercial plan review is warranted if the City desires to maintain levels of service and attain coverage required to complete plan review services in a thorough and timely manner.	FY 2009	Identify goal and desired outcome Obtain budget approval for new position/contract employee Advertise position and select candidate OR advertise RFP and select preferred contractor	\$\$\$	+ Customer service - Plan Review time + O&M costs	Do not recommend. Review times were not raised as an issue and the benchmarks indicate we could do more with our current staff.
3. The specific roles and responsibilities of the plan review function should be established in a BD Standard Operating Procedures Manual.	February - December, 2008	After critical tasks are identified, current procedures will be reviewed and modified if necessary. Procedures will be documented and distributed to staff.	\$	+ Customer service - Plan Review time + O&M costs	Implement immediately in conjunction with prioritizing permitting and administrative functions.
4. The City could initiate procedures whereby plan review comments depicting code deficiencies for each plan review discipline (i.e., building, fire, mechanical, plumbing, fuel gas, etc.) are emailed to the applicant upon completion.	February - December, 2008	Revise application to include email address of owner and designer/builder. Develop protocol for entering comments in HTE and forwarding the same comments to applicant via email. Establish email template for official use.	\$	+ Customer service - Plan Review time + O&M costs	Implement immediately in conjunction with fully utilizing HTE permit tracking software.
5. An internal policy should be instituted to manage plan review call-backs in such a way that complex technical questions are routed first through the Building Official.	February - July, 2008	In conjunction with developing the Standard Operating Procedures, protocols will be developed for plan review call-backs as recommended. All policies will be written.	None anticipated	+ Customer service - Plan Review time 0 O&M costs	Implement immediately in conjunction with prioritizing permitting and administrative functions.
6. Serious consideration should be given to streamlining the tenant finish plan review process. The BD should be empowered to determine when permits of this type need to be circulated to other departments. A clear policy should be in place to provide for involvement of the Fire Department when appropriate (i.e. where Fire Protection Engineering including hydraulic calculations, fire protection systems, hazardous materials, high piled storage, and fire department apparatus site access and alterations to existing fire protection systems are present for review).	February - July, 2008	As part of the "Development Services Management Caucus", staff will develop a policy to identify responsibilities and tasks of all development review agencies with the intent of streamlining or eliminating review processes. All policies will be written.	None anticipated	+ Customer service - Plan Review time 0 O&M costs	Schedule monthly meetings to begin immediately.
1. Regular staff meetings to discuss common objectives of the division must become a standard practice to improve communication among all field inspectors and supervisors.	February, 2008 and continue indefinitely.	Refocus and continue meetings.	None anticipated	+ Customer service 0 Plan Review time 0 O&M costs	Implement immediately.
2. Division personnel should be encouraged to attend training seminars and become active members of their local and state-wide professional associations.	FY 2009	Increase staff training	\$	+ Customer service 0 Plan Review time + O&M costs	Implement immediately.
3. Job descriptions should be re-evaluated on a regular basis.	February - July, 2008	Review in conjunction with new classification study and to reclassify existing positions if warranted. Review annually at evaluations.	None anticipated	+ Customer service 0 Plan Review time 0 O&M costs	Implement immediately.

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4. Certificates of occupancy are to be issued for all new construction. Therefore the Director (head of the Department) and Building Official must work together with assistance from the DPARB to review the City's Fines Ordinance and thereby encourage City Attorneys and Public Utilities to become more involved and prepared for the possibility of more Citations and the use of the City's water utility as leverage to empower the BD's CO.	February - December, 2008	Establish committee consisting of Building, DPARB, Administration, City Attorney, Public Works and Code Enforcement to create enforcement policy, protocol and penalties to require Certificates of Occupancy. Adopt ordinance in 2008	\$	+ Customer service 0 Plan Review time + O&M costs + Code Compliance	Implement immediately - need Administrative and legal support.
5. The Building Official should be encouraged to hold informal "Tool Box" training sessions among the field inspectors and office staff to address frequently-asked code questions, policy issues, workload and day-to-day operational course corrections.	February, 2008 and continue indefinitely	Develop meeting schedule and agendas Meet twice monthly	None anticipated	+ Customer service 0 Plan Review time 0 O&M costs	Implement Immediately.
6. Consideration could be given to using handheld data entry devices (a.k.a., Portable Digital Assistant's (PDA's) for reporting inspection results instantly to the City's central repository of permit-tracking data (see Section III, AUTOMATION, and HTE).	In process.	Continue to work with IT to make laptops functional.	No additional costs, laptops are already purchased	+ Customer service 0 Plan Review time + O&M costs	In process.
7. The City should develop and distribute brochures to the public, elected officials and appointed officials in order to educate them on the function and operation of the BD.	February - December, 2008	Inventory existing documentation. Research other communities' documentation. Design and prepare brochures. Print and distribute brochures.	\$	+ Customer service 0 Plan Review time + O&M costs	Implement immediately
8. The BD should consider having a "booth" or table set up at community functions and civic events. Information could be disseminated to those in attendance to assist them in understanding the processes to obtain a building permit.	FY 2009	Participate in the annual Home Improvement Show.	None anticipated	0 Customer service 0 Plan Review time + O&M costs	Not recommended. Have recently discontinued because of lack of public interest.
9. All BD staff members should be encouraged to obtain additional training and ICC Certifications to expand the Division's credentials and capacity to meet the overall goals of the Billings' development community.	FY 2009	Increase staff training	\$\$	+ Customer service 0 Plan Review time + O&M costs	Implement immediately.
1. The City Administration and the PCSD senior management team should review BD core functions and reestablish clear lines of supervisory responsibility within the plan review, field inspection and permitting areas with the goal to reduce areas of overlap. This can be achieved by clearly delineating the functions of Plans Examination Operations and Field Operations by expanding the roles of the two senior positions, Senior Plans Examiner and Senior Combination Inspector to include supervisory responsibilities.	FY 2009	Rewrite position descriptions and reprint positions Submit Supplemental Budget Request for 3 position upgrades, if classification changes	\$\$\$	+ Customer service 0 Plan Review time + O&M costs	Implement immediately.
2. A "Development Services Management Caucus," should be held at regular intervals during the fiscal year.	February, 2008, continue quarterly	Meet quarterly with representatives from development review departments to discuss procedures and responsibilities.	None anticipated	+ Customer service + Plan Review time 0 O&M costs	First meeting scheduled for 1/29/08.

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3. The City Administrator must outline roles and responsibilities of the various development departments and the department staff that contribute to the land use development process to streamline the permitting and plan review functions while meeting the objectives of the community's vision and character, ultimately making the regulatory process more predictable.	February - December, 2008	Include as discussion topic at Development Caucus Meeting and formalize recommendations to Administration. Administration decides whether to implement recommendations. Departments budget for FY 2010 to implement Administration's decision	Cost increase unknown until recommendations are drafted.	+ Customer service - Plan Review time + O&M costs	Staff develops recommendations through 2008 and presents to Administration before year end.
4. The BD should be separated from the Planning & Community Services Department and become a stand-alone entity (department) in the City's overall organizational structure.	FY 2009	Submit Supplemental Budget Request to establish new Department head, assistant Building Official, and other new staff positions. Advertise and select for new positions. Reallocated space for new positions.	\$\$\$	0 Customer service 0 Plan Review time + O&M costs	Not recommended. Unnecessary personnel to accomplish results that can be obtained by less expensive, more effective staff configuration.
5. Based on the team's appraisal of its enterprise funding mechanism, the City of Billings should assess its staffing levels during high construction activity. It may be necessary for the division to retain temporary or contract staff when experiencing high construction activity.	FY 2009	Assess need and costs, and weigh advantages and disadvantages between hiring temporary staff and contracting for services.	\$\$	+ Customer service - Plan Review time + O&M costs	Not recommended. Proposed shifts in plan review responsibility could alleviate work load pressure on plan reviewers. Not sure if this type of contractor is available when needed.
VIII. PERFORMANCE MEASUREMENT					
1. The BD, with the help of the Director (head of the Department), should consider developing performance indicators for the following categories - Customer service- Work load measures- Efficiency measures- Effectiveness measures- Performance measures- Partnership measures- Quality of work measures	February - December, 2008	Identify data needs and develop tracking system with IT. Collect and report on performance measurements to DPARB and Development Departments.	\$ Minor costs associated with staff time and some materials.	+ Customer service - Plan Review time 0 O&M costs	Good outcomes for little cash outlay. Should be an immediate priority.
2. The BD should define its core functions and acceptable levels of services at the beginning of each fiscal year. An annual caucus should be convened to determine an alignment strategy that is focused on land use development and service delivery.	February - December, 2008	After management staff is determined, hold an initial meeting to set goals for coming year. Hold an annual staff retreat to develop annual work plan and alignment strategy.	\$	+ Customer service 0 Plan Review time 0 O&M costs	Strongly recommended to improve performance, motivation, and morale.
3. The BD should consider monitoring its monthly expenditures with the revenues collected throughout the year. This allows the management team to gauge the development activity through construction valuation.	January, 2008 - On going	Beyond what is currently done, the revenues could be displayed in graph form to share, along with performance measurements, with DPARB, staff and other Development Departments	None anticipated	+ Customer service 0 Plan Review time 0 O&M costs	In process, but can be expanded to be more visible.
4. A permit "turn-around" and performance tracking chart must be devised by the Department Director and should be displayed in an area where employees and other members of the development services team can view its accomplishments on a monthly basis.	February - December, 2008	After establishing goals, charts can be developed to monitor staff progress. Display charts, along with revenues generated, in public viewing area.	\$	+ Customer service 0 Plan Review time 0 O&M costs	Logical extension of collecting data. Visibility could help motivate staff - could also hurt morale. Implement with caution.
5. Use the HTE building permits system to track the performance of the permit issuing procedure vis-à-vis bimonthly reporting, and institute course corrections as appropriate. This will allow the BD to set performance goals and monitor the performance of its plan reviewers.	February - December, 2008	Same concept as recommendation #1 above Identify data needs and develop tracking system with IT. Collect and report on performance measurements to DPARB and Development Departments.	\$ Minor costs associated with staff time and some materials.	+ Customer service - Plan Review time 0 O&M costs	Good outcomes for little cash outlay. Should be an immediate priority.

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IX THE DEVELOPMENT REVIEW PROCESS					
1. The BD should disseminate information through the DPARB to assist the Development Community in understanding the processes to obtain a building permit.	February, 2008 - In process	Develop public involvement plan that includes providing DPARB with information on proposed modifications and updates of development process.	None anticipated	+ Customer service 0 Plan Review time 0 O&M costs	Include Public Involvement Plan as an item to be developed by development departments team
2. The development departments should synchronize all its individual plan review turn-around times and establish a single turn-around time for all departments for new commercial projects.	February - December, 2008	Item for discussion at first Development Caucus Meeting. Implement immediately	\$	+ Customer service - Plan Review time 0 O&M costs	High priority. Can be implemented immediately.
3. The City Administrator should appoint a team of development services staff from all levels, and including a representative from the DPARB, to help identify what codes and ordinance are in effect related to private development, which division/departments administer and enforce these requirements and whether these are being enforced consistently.	January, 2008	Item for discussion at first Development Caucus Meeting. Will require approval and coordination of department heads if changes are proposed	None anticipated	+ Customer service - Plan Review time 0 O&M costs	Highly recommended to eliminate conflicts between departments and streamline review process.
4. The City Administrator should appoint an individual to act as a Pre-Application Coordinator for the development community. The role of this individual is to help coordinate the permit process thru the application, plan review, and permit issuance process. This individual could be inserted into the current organizational structure as an assistant to the City Administrator's Office.	FY 2009	Submit Supplemental Budget Request to create new position. Advertise and select for new position. Reallocated space for new position.	\$\$\$	+ Customer service - Plan Review time + O&M costs	Not recommended. Would be awkward to have position in administration. Past experience with similar position was ineffective. Recommend combining duties with Senior Permit Tech.
5. Implement fast track permitting for projects to help expedite and facilitate construction specifically to accommodate the short construction window in Montana.	February - July, 2008	Research and define "fast track" permitting. Combine option with Pre-Application Coordinator position (Senior Permit Tech).	None anticipated	+ Customer service - Plan Review time 0 O&M costs	Implementing pre-application meetings requirements, creating a Pre-Application coordinator position and other modifications in process should result in faster review time. May not need a "fast track" process. Recommended for research.
6. Conduct "pre-application" meetings all new commercial projects.	February - December, 2008	Continues with voluntary meeting, but highly recommend to development community. Implement as mandatory within a year.	\$	+ Customer service - Plan Review time 0 O&M costs	High priority. Begin after pre-Application Coordinator is hired.
7. Place the permit application submittal process in a single department, the Building Division.	January, 2008	Item for discussion at first Development Caucus Meeting to determine how to implement.	\$	0 Customer service 0 Plan Review time 0 O&M costs	Review along with electronic delivery of comments as recommended in IV 7 and V 4.
8. Establish a process for producing written interpretations which must be filed in an Interpretation Policy Manual.	February - December, 2008	Building Official will maintain a notebook of questions asked and interpretations given. Website will list responses to FAQs.	\$	+ Customer service 0 Plan Review time 0 O&M costs	Highly recommended.
9. Working in concert with DPARB and the Billings' Senior Management Team, the City Administrator should establish clear, intra-City and intra-departmental lines of accountability to improve collaborative synergies between Building Safety, Planning, Public Works, and the Fire Marshal's office contributions to the entire Development Review Process.	January, 2008	Item for discussion at first Development Caucus Meeting. Will require approval and coordination of department heads if changes are proposed	None anticipated	+ Customer service - Plan Review time 0 O&M costs	Highly recommended to eliminate conflicts between departments and streamline review process.

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CITY
ADMINISTRATION
PERMITS APPLICATION
COORDINATOR

CHIEF BUILDING
OFFICIAL

Administrative
Assistant

ASSISTANT BUILDING
OFFICIAL

