

Service Recovery Phased Corrections

Phase 1- Through end of November

Staffing

- Fill (2) vacancies for intake staff – **In process**
- Reassigned (1) land intake staff member full-time to residential team full-time during one team members FMLA absence – **Completed**
- Temporarily have (2) land intake staff assist ¼ - ½ time (work dependent) and focus on commercial intake - **Ongoing**
- Leverage staff on Customer Service team to handle simple intake items part time while assisting with phone calls and payments - **Ongoing**
- Continue having (1) employee assigned to final reviews to keep up with permits going out and revenue coming in – **Ongoing**
- Continue having (1) employee focus on resubmittals - **Ongoing**
- Continue to leverage overtime for staff in CSC to maintain benchmarks (seasonal solution) - **In process**

Technology

- Deploy EnerGov 2020 (scheduled Dec 4th) to assist with some of the refresh and “shut-down” issues that staff are experiencing - **Completed**
- Obtain quote for laptops which are specified to work better with EnerGov. EnerGov frequently shuts down and/or stalls and staff must restart the application and/or computer. New equipment, purchased off lease, will have a significant financial impact but this is impacting staff tremendously. (Max estimate - \$30k) – **Quote has been obtained, most critical staff equipment has been ordered, reviewing additional potential changes for cost savings.**
- Staff are having issues with using personal cell phones. City phone solution for remote work is Cisco Jabber which does not work well, and they are unable to connect clearly and consistently with clients. Would like to propose using a Google phone number (to mask personal cell phones) and offer intake staff a cell phone stipend until they are back at work at least 50% of the time. Stipend is approximately \$50/pp/month - **Completed**

Process

- Map residential and commercial new building intake process to identify opportunities for system and process improvement. - **In process**
- Require reviewers to contact clients by email or phone prior to denying review to explain in detail why they are denying the review. Intake staff spend an inordinate amount of time as a go-between. Would also help to have review staff allow minor changes / information sharing during the review cycle to reduce the number of reviews. – **In Review**

- Identify needs for appointment setting and begin process of implementation in MS Bookings - **Completed**
- Identify and share initial KPI's with staff - **Completed**

Phase 2 - December through February

Staffing

- Onboard new employees into vacant positions and begin training in both residential and commercial intake processes – **In Review**
- Review metrics to determine best metrics to track staff productivity. Review with staff and ensure understanding. Begin measuring staff monthly and reviewing their specific metrics for accountability and performance improvement. – **In Process**
- Identify opportunities to have a reviewer(s) available to answer staff questions for simple items to help turn-around quickly. - **Ongoing**

Technology

- If approved, order and deploy new laptops for staff. This should greatly improve processing time for staff. – **In Review**
- Begin implementation of eReview:
 - Implement an online submittal for new SFD (Single Family dwellings) via the portal to allow clients to upload plans and route to reviewers - **In Review**
 - Create online cases for HVAC permits that are in the floodplain to allow clients to upload and route to reviewers. This is a simple application but requires staff intervention due to lack of mapping information available from Stormwater. (They are 3-5 years out from having maps available) – **Not Started**
- Create Videos on requirements for proper submittal process - **Not Started**
- Begin actively entering information into the Knowledgebase – **Not Started**

Process

- Implement appointments (phone, video or in person) for clients who need assistance to meet with an employee to understand the intake process – **In Process**
- Continue process mapping for all processes to identify system and process improvements. – **In Process**
- Review “triage” process to identify items that are not necessary for intake to occur that are currently holding up intake – **Not Started**

Phase 3 - March 2021 and beyond

Staffing

- Implement significant cross-training program (already identified) for all Supervisors and staff. Switch teams every six months until all areas of the intake process have been trained and all staff are able to take in all projects. This will reduce the separation of “teams” and create one cohesive intake team.
- Identify opportunities to redirect staff to other groups as more processes become available online directly for clients. Intake staff would become triage staff and/or intake coordinators to assist clients who need additional help in starting the review process.
- Would like to implement a quality assurance process to verify quality and correctness of work output

Technology

- Continue implementation of eReview for newly defined and / or redefined from process updates
- Create cross-training videos for staff as processes are updated and / or staff are onboarded.

Process

- Continue process updates and documentation. This should become a continuous cycle of constant review and update on a routine schedule