



Raleigh

Planning and Development

Quarterly Stakeholders Meeting

January 11, 2024



Raleigh

Agenda

- Innovation Team
- Text Change Updates
- Sustainable Business Toolkit
- Staffing & Metrics
- Raleigh Water Update
- Question and Answer

Innovation Team



TOPICS

1

Team Background

2

Assessment Summary

3

Action Plan



TEAM BACKGROUND

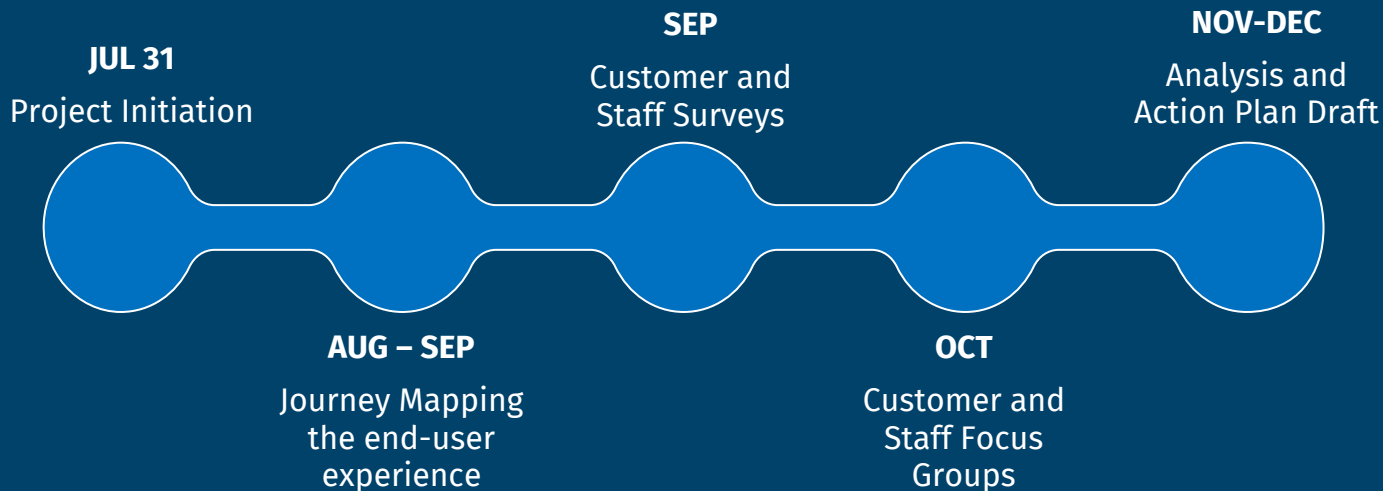
- Planning and Development Innovation Team formed in August 2023.
- Tasked to **transform** the development plan review process **to be more customer-oriented, predictable, and timely** while maintaining the rigor of review.
 - Simplifying, combining, or eliminating unnecessary process components,
 - Increasing coordination between divisions and matrix departments,
 - Redefining review benchmarks,
 - Creating clear communication for staff and customers.
 - And standardizing laws and codes when necessary.



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TEAM BACKGROUND

ASSESSMENT TIMELINE



Assessment Summary





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Surveys

Express
Survey

Customer
Survey

Employee
Survey

Project Engagement

VIEWS

113

PARTICIPANTS

43

RESPONSES

301

COMMENTS

120

Development Review Customer Survey

320

Responses

15:34

Average time to complete

Closed

Status

Development Plan Review - Employee Feedback Survey

69

Responses

42:54

Average time to complete

Closed

Status



Express Survey

Identified challenges:

- Desire to reduce Express Review benchmarks.
- Issues included
 - staff preparedness, collaboration challenges, and difficulties reaching staff outside scheduled meetings.
- Respondents noted a shortage of review slots and the desire to reintroduce Preliminary review.



Customer Survey

Identified challenges:

- Application and Intake
 - portal navigation, webpage navigation, instructions for submitting
- Plan Review
 - highest overall dissatisfaction, initial review time, resubmittal, review time, staff response time to requests
- Final Review
 - Amount of time it takes for final review
- Inspections
 - Staff response time to requests



Employee Survey

Identified challenges:

- Problem Areas:
 - Intake process and field revisions
 - Challenged areas included Change of Use, Site Plan Review, Administrative Site Review, and Site Tier Verification
- Identified Root Causes:
 - Lack of well-documented processes, customers' overreliance on staff, complexity in the number of steps, and lack of staff training



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Focus Groups

- 14 Focus groups
 - 40 Customers
 - 52 Employees
- Participants evaluated eight potential solutions





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Customer Focus Groups

- 15 Minute Bookings with a Reviewer
 - Enable real-time communication with reviewers and interest in resolving review comments/gain clarity on code requirements
- Review Expeditor
 - Reduce wait times and expedite simple projects
- Live Virtual Intake
 - Provide project predictability regarding project routing
- Interactive Review Technology
 - Visually connect review comments to what is shown on the plans and promote consistency among reviewers



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Employee Focus Groups

- Interactive Diagrams
 - Address common questions and provide customized guidance for different work types and provide clear information on when permits are required.
- How-To Videos
 - Effective in directing people and explaining basic processes, making it a valuable tool for orientation and training.
- Review Project Coordinator
 - Mixed enthusiasm for its potential benefits in providing clarity and security to clients and concerns about the practicality, costs, and potential impact on existing processes.

Action Plan



FOUR DELIVERABLES

1

Process effectiveness through technology and system improvements.

2

Better customer service through staff training and enhanced client resources.

3

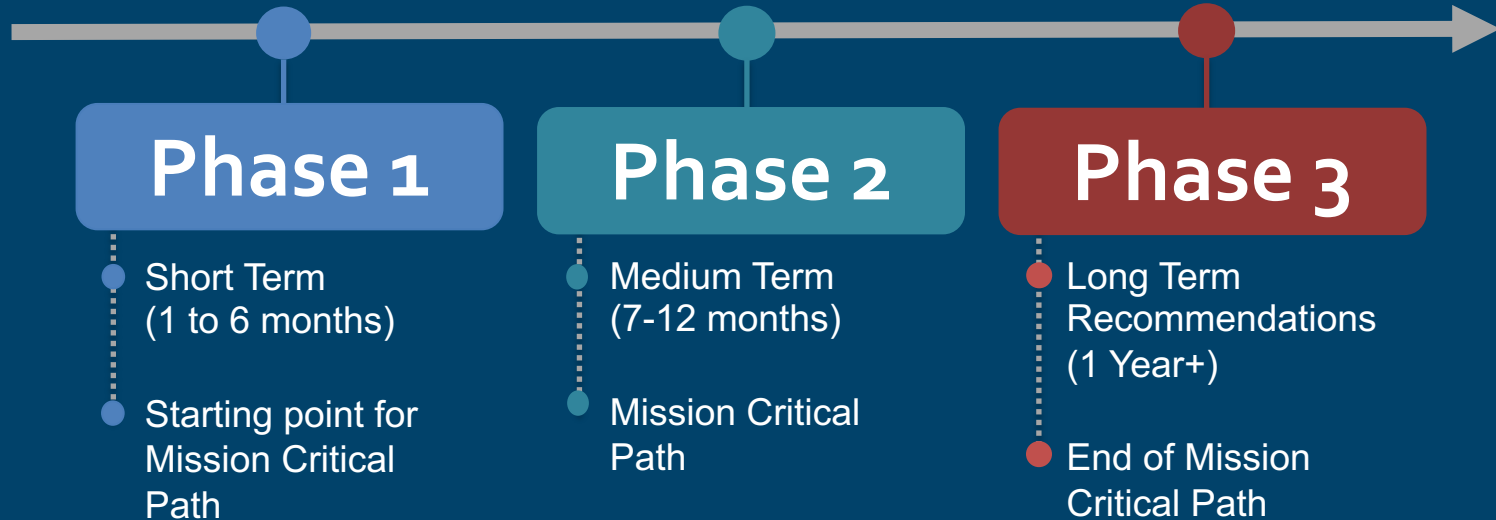
Enhanced transparency and communication alongside right-sized review benchmarks.

4

Coordinated and dedicated resources to streamline complex development processes.



Action Plan Timing





DELIVERABLE 1: Process effectiveness through technology and system improvements.

1.1 Update the work plan for integrating all plan review projects to the Planning and Development Portal

1.2 Evaluate and simplify non-portal applications and forms.

PHASE 1

1.3 Audit work types to consolidate processes.

1.4 Redefine Triage to include all related Departments.

1.5 Evaluate usage and effectiveness of select fence permits.

PHASE 2

1.6 Migrate all plan review into the Planning and Development Portal.

1.7 Develop and deploy a decision engine to help customers determine the most suitable permits and applications for their project.

1.8 Instill collaborative Bluebeam review sessions for all reviewers, including all related departments.

PHASE 3



DELIVERABLE 2: Improve customer service through staff training and enhanced client resources

2.1 Create lists and guides for submission rules to cover key reviewer considerations.

PHASE 1

2.2 Develop resources to clarify Residential Additions.

2.3 Improve guidance for the Site Tier Verification process to streamline how a project gets identified.

2.4 Train all staff regularly in customer service to encourage quick response.

2.5 Conduct training sessions, either in person or virtually, to address common submission issues.

2.6 Create How-To videos for portal processes.

PHASE 2

2.7 Create Standard Operating Procedures for the Development Plan Review process.

2.8 Cross-train staff in different areas to fill in during short-term vacancies or absences.

2.9 Develop succession plans to increase expertise and knowledge.

2.10 Improve the incentive for certification program to involve reviewers and intake staff.

PHASE 3



DELIVERABLE 3: Enhanced transparency and communication alongside right-sized review benchmarks.

3.1 Establish transparency for how long it takes projects to be processed, reviewed, and finally approved.

3.2 Create dedicated communication touchpoints with review staff from all related departments.

3.3 Enhance the efficiency of the Express Review meeting structure.

PHASE 1

3.4 Shorten the review benchmark times by looking at the real turnaround data.

3.5 Provide guidelines for expediting plans that are resubmitted, considering the number of resubmittals, review comments, and types of work.

3.6 Continue to expand the PONY Express to ease the demand on Express Review.

3.7 Make administrative changes for plan revisions allowing adjustments during construction or after plan review.

PHASE 2

3.8 Include ongoing feedback from both staff and customers to keep improving our processes.

PHASE 3



DELIVERABLE 4: Coordinated and dedicated resources to streamline complex development processes

4.1 Pilot pre-submittal bookings and map out the process for the Change of Use.

PHASE 1

4.2 Define Minor Site Plan Review and identify how it may be used to close the gaps in Site Plan Review processes.

4.3 Assess and improve the efficiency of Administrative Site Review and Site Plan Review.

PHASE 2

4.4 Use code audits and other tools to find ways to make UDO code requirements simpler and more efficient

4.5 Adopt a Project Coordinator model to have a single-point of contact for large-scale development projects.

PHASE 3



Phase 1 Focus

	Project Leads	Proposed Completion
1.1 Update the work plan for integrating all plan review projects to the Permit Portal	Isaac Roldan/Leidy Garcia	March 2024
1.2 Evaluate and simplify non-portal applications and forms.	Sam Hobgood/Ray Harrell	June 2024
2.1 Create lists and guides for submission rules to cover key reviewer considerations.	Donald Irwin/Liz Faw	June 2024
3.1 Establish transparency for the time it takes projects to be processed, reviewed, and approved.	Liz Faw/Travis Crane	April 2024
3.2 Create dedicated communication touchpoints with review staff from all related departments.	Alicia Thomas/Rachel Smith	August 2024
3.3 Enhance the efficiency of the Express Review meeting structure.	Isaac Roldan/Leidy Garcia	June 2024
4.1 Pilot pre-submittal bookings and map out the process for the Change of Use.	Alicia Thomas/Rachel Smith	May 2024

Thank you!



Phase 1 Begins



Stay tuned on our webpage



Contact Us



Express Review Update





Express Review Program

- Cleaned up calendar and modified schedule online
- Holding clients accountable for meeting all requirements
- Overwhelming feedback to move the Express meeting from pre to post review
- Looking at options & ideas to decide what we can accommodate with demand

Text Change Updates





Text Change Updates

- **TC-3-23 Clean Transportation Ordinance**
 - Live on portal; targeting TCC on 1/16 pending Chair confirmation
- **TC-7-23 Mordecai NCOD Amendments**
 - Targeting TCC on 1/16 pending Chair confirmation
- **TC-8-23 AC Name Change**
 - Live on portal; targeting PC in January
- **TC-6-23 Streetscape Plans and Custom Signage Plans**
 - Met with applicant team and identified a few outstanding questions/issues
 - Targeting AC review on 2/1 and TCC review on 2/20

Sustainable Business Toolkit



CITY OF RALEIGH SUSTAINABLE BUSINESS TOOLKIT



Raleigh



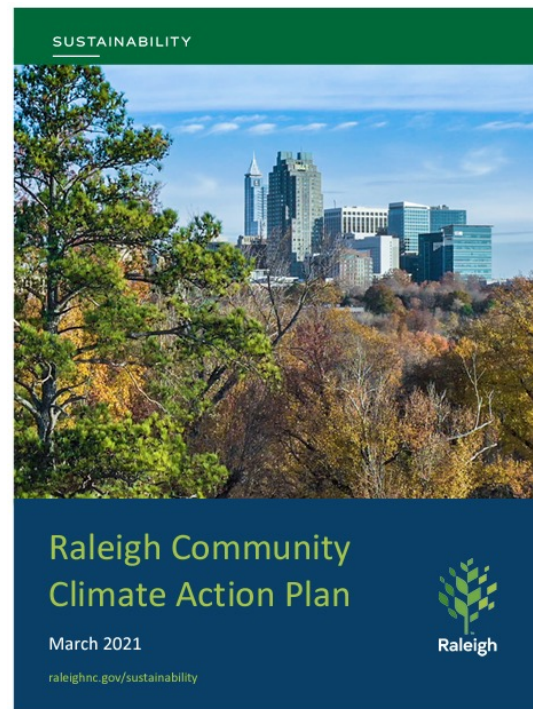
Sustainability in Raleigh

The Community Climate Action Plan is a path to:

- Reduce GHG emissions from energy use, transportation and waste
- Build community resilience to the impacts of climate change
- Support climate equity

Working to address climate impacts will also:

- Create a more social and pedestrian-friendly city
- Improve community health and air quality
- Provide more housing options and support neighborhood-serving businesses



About the Toolkit

Connections to existing programs that will help businesses, nonprofits, and other organizations:

- Reach or set new sustainability goals
- Save money
- Become more efficient
- Be recognized as a sustainable business by your staff, customers, and peers
- Get more involved in the community and give back



Not Just for Businesses!

Toolkit programs can benefit:

Schools



Building efficiency
Solar installations

Apartments



Green roofs
Real time transit information
Recycling

Homeowners



Rain gardens
Commuting options

Building Improvements and New Facilities



Building Up-Fit Grant

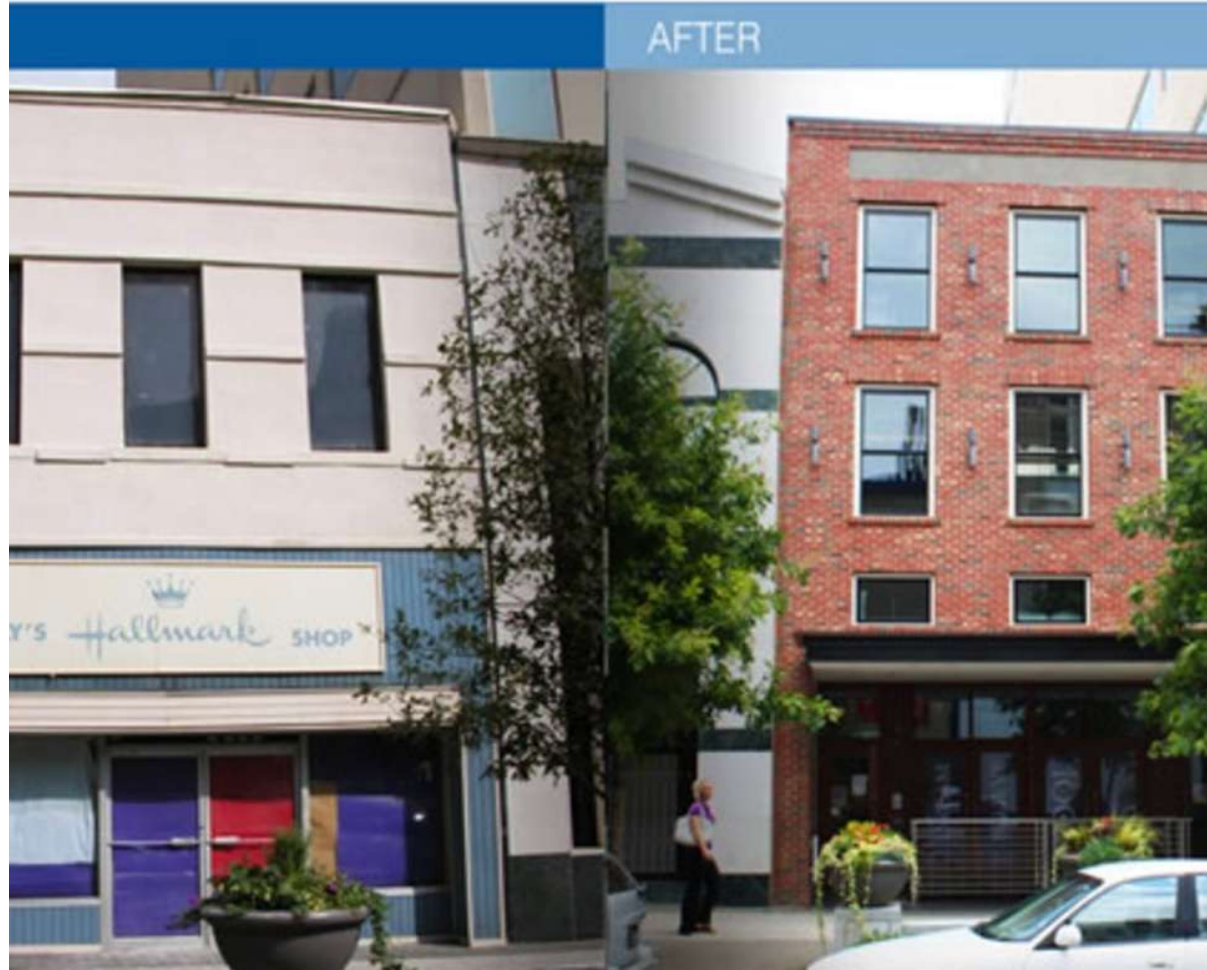
- Grant program for commercial interior improvements to help you serve more customers or create more attractive and energy-efficient spaces
- Includes a range of improvements, such as HVAC, flooring, kitchen upgrades, or even rethinking spaces
- Pays up to 50 percent of project costs



Partner Department: Small Businesses

Façade Rehab Grant

- Funds new siding, awnings, signs, and other aesthetic improvements
- Funds up to \$5,000 or 50% of total improvement (whichever is less)
- Can include replacement windows and lighting upgrades that improve energy efficiency



Partner Department: Small Businesses

Green Raleigh Review

- Expedited and no cost review for site plans that include green stormwater infrastructure
- Examples include permeable pavement, green roofs, additional trees



Commute and Transportation Options



Commute Smart Raleigh

Help retain employees by providing commuting options. Staff will provide tailored assistance for on:

- How to use transit, connect with carpool options, and explore other travel choices to create a commute plan
- Creative ways to reduce parking demand and treat employees who don't drive equitably



Real Time Transit Information

- Provide screens in your business or apartment lobby that provide information on upcoming transit arrivals and other mobility options
- Can help reduce parking expenses and encourage low-carbon modes of transportation



EV Ready Playbook

- The Playbook sets the standards across North Carolina for anything from education on types of EV charging, siting, planning, permitting, signage and even ADA accessibility
- EV charging can provide an amenity for customers and staff



Partners: City of Raleigh & Advanced Energy

Energy Efficiency, Water, Waste, and Cost Savings



Duke Energy Business Energy Saver Program

- Begins with a free energy assessment and recommendations. Duke then pays up to 80% of the upfront cost of identified efficiency improvements
- Can fund installation of energy efficient lighting, HVAC, chillers, refrigeration equipment, and more



Partner: Duke Energy

Waste Reduction Partners

- Retired engineers provide personalized, on-site assistance with energy, waste, and water use reduction and with goal setting and tracking
- No-cost technical assistance for businesses



Partner: NC Department of Environmental Quality

Environmental Stewardship Initiative

- ESI offer no-cost technical assistance, training, and sustainability goal setting for businesses
- Opportunities through networking and outreach to learn about innovative solutions and share successes



Partner: NC Department of Environmental Quality

Raleigh FreeFILL

- Anyone can bring a reusable water bottle to community centers and other participating facilities for a free refill
- Reduces the number of single-use plastics that end up in landfills or as litter
- Become a participating business!



Partner Department: Sustainability

Business Recycling Program

- The City offers recycling pickup services to businesses and multi-unit residential properties
- This can reduce waste headed to the landfill and cut the cost of garbage collection



Partner Department: Solid Waste Services

Wake County Waste and Recycling

- Waste management and educational resources for businesses including construction and demolition, recycling, reuse, and e-waste
- Waste Reduction Grant program offers up to \$10,000 to businesses and nonprofits to fund projects that reduce waste production



Partner: Wake County

Solar Permitting Guides

- These guides include information on the permitting and inspection process for commercial and residential solar projects
- This can help businesses and residents get quick approval for solar



Partner: Planning and Development

Stormwater and Water Quality



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Rainwater Rewards

- Funding for projects that capture and clean rainwater before it goes into local waterways – up to 90% reimbursement
- Cisterns, green roofs, rain gardens, pavement removal, permeable pavement, and more!
- Staff will meet on your property for a consultation
- Can lower utility fees



Partner Department: Stormwater

Drainage Assistance Program

- Pays for issues caused by runoff from public streets.
- We'll help with flooding, severe erosion, and blocked pipes impacting your home/building.
- Understand stormwater improvements in your area.

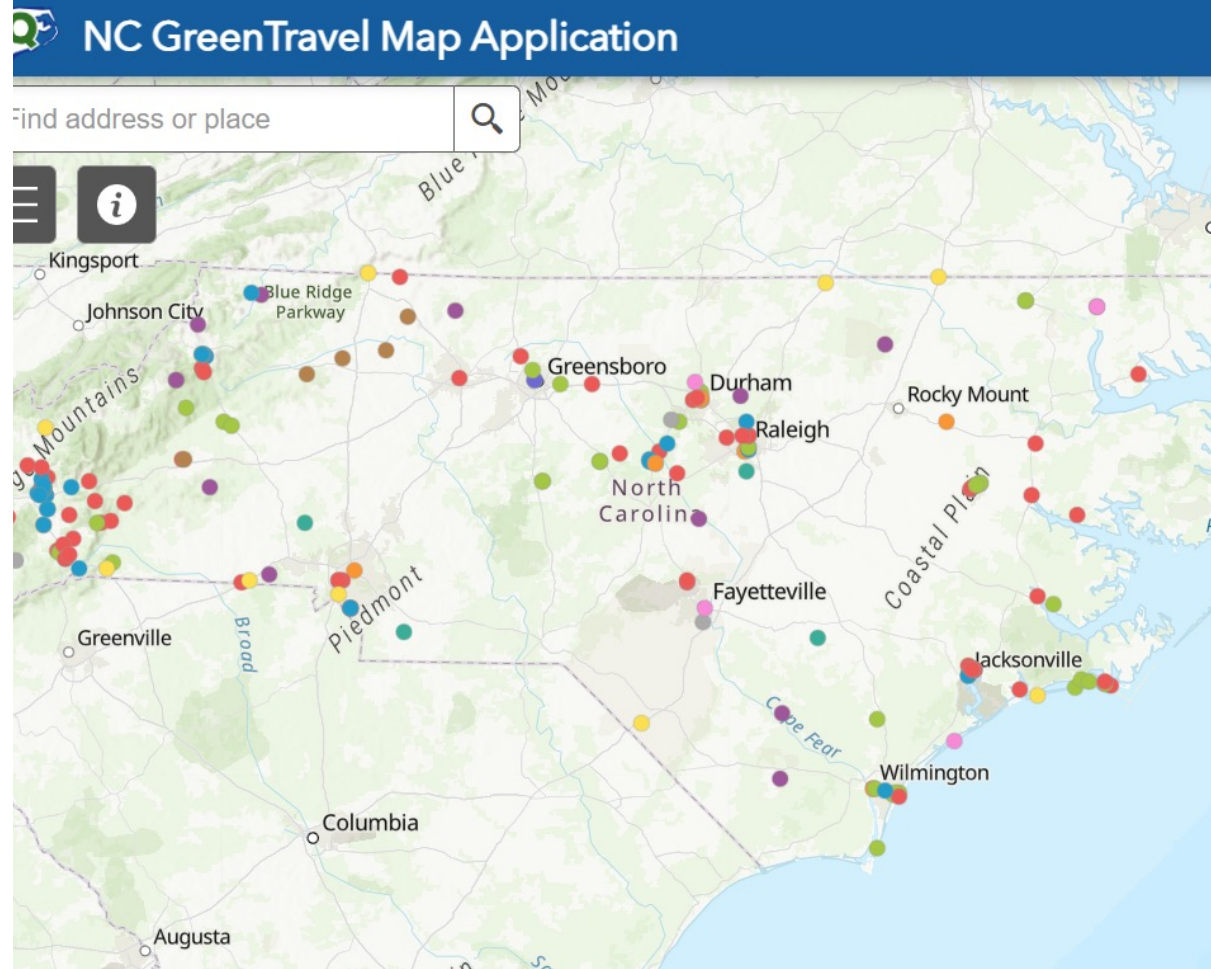


Recognition and Community Engagement



North Carolina Green Travel Program and Recognition

- No-cost program that recognizes businesses that incorporate sustainability
- Listing on state travel map and materials to include at your business
- For hotels, restaurants, attractions, festivals, more



Partner: NC Department of Environmental Quality

Raleigh Environmental Awards

- Annual awards celebrating Raleigh's environmental superstars
- Showcase your sustainable business and climate action work by nominating your business, organization, or non-profit



Partner Department: Sustainability

Volunteer Opportunities

- Get more involved in the community and give back through volunteering
- Find opportunities within City departments and City-funded community organizations and agencies
- Join a network that provides opportunities to grow your connections with volunteer-based organizations and peers.



Partner Departments: Community Engagement and Neighborhood Enrichment

Volunteer Raleigh Enrichment Fund

- Non-profits can apply to receive funds to enhance their volunteer programs
- The fund encourages volunteerism across Raleigh and enables organizations to carry out their projects with volunteer support



Partner Department: Neighborhood Enrichment

Toolkit Partners

City of Raleigh

Department	Program
Small Business	Building Up-fit Grant
Small Business	Façade Rehabilitation Grant
Neighborhood Enrichment	Volunteer Raleigh Enrichment Fund
Community Engagement & Neighborhood Enrichment	Volunteer Raleigh Program and Internal Volunteer Programs
Planning & Development	Residential & Commercial Solar Permitting Guides
Solid Waste	Business Recycling Program
Stormwater	Green Raleigh Review
Stormwater	Raleigh Rainwater Rewards
Stormwater	Drainage Assistance Program
Sustainability	Environmental Awards
Sustainability	Raleigh FreeFILL
Transportation	Commute Smart Raleigh
Public Transportation	Real Time Transit Information
Vehicle Fleet Services	EV Ready Playbook & EV Permitting

Community Partners

Partner	Program
Advanced Energy	EV Ready Playbook
Duke Energy	Business Energy Saver Program
NCDEQ	Waste Reduction Partners
NCDEQ	Environmental Stewardship Initiative
NCDEQ	NC Green Travel Initiative
Wake County Waste & Recycling	Waste management and educational resources

Sustainable Business Toolkit Link

[Sustainability Business Toolkit](#)

Additional Resources

Offices/Links

City of Raleigh Office of Sustainability: [**raleighnc.gov/sustainability**](https://raleighnc.gov/sustainability)

Raleigh Community Climate Action Plan: [**raleighnc.gov/climate-action**](https://raleighnc.gov/climate-action)

North Carolina Department of Environmental Quality: [**deq.nc.gov**](https://deq.nc.gov)

Wake County Solid Waste: [**wakegov.com/departments-government/waste-recycling**](https://wakegov.com/departments-government/waste-recycling)

Staff contacts

Jason.Hardin@raleighnc.gov, 919-996-4256

Kenzie.Winslow@raleighnc.gov

Stormwater Design Manual



Raleigh Water Updates





Additional Resources

Goals achieved in 2023

- Plans and permits reviewed – Raleigh only – 5,779
- Plans reviewed in Merger towns – 627
- 95% completion rate!!!
- Cross Connection Reviews – no Certificate of Compliance required
- Energov Merger Town payments for UC and Stub Permits over portal now
- Reimbursement submittals over portal Raleigh Water only
- Web Updates

Future Goals

- EnerGov cases for Merger Towns
- Infrastructure permits for Merger Town inspections
- Update Private Water and Sewer inspections as part of Infrastructure permits
- Handbook efforts – final review for January and February

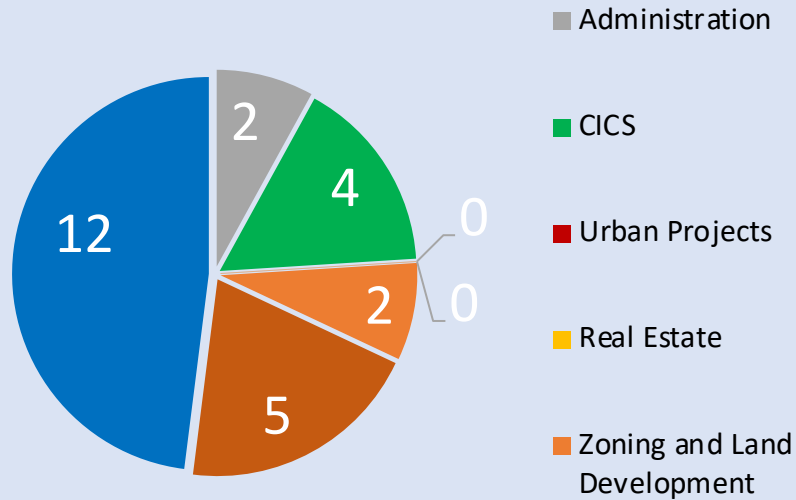
Staffing & Metrics



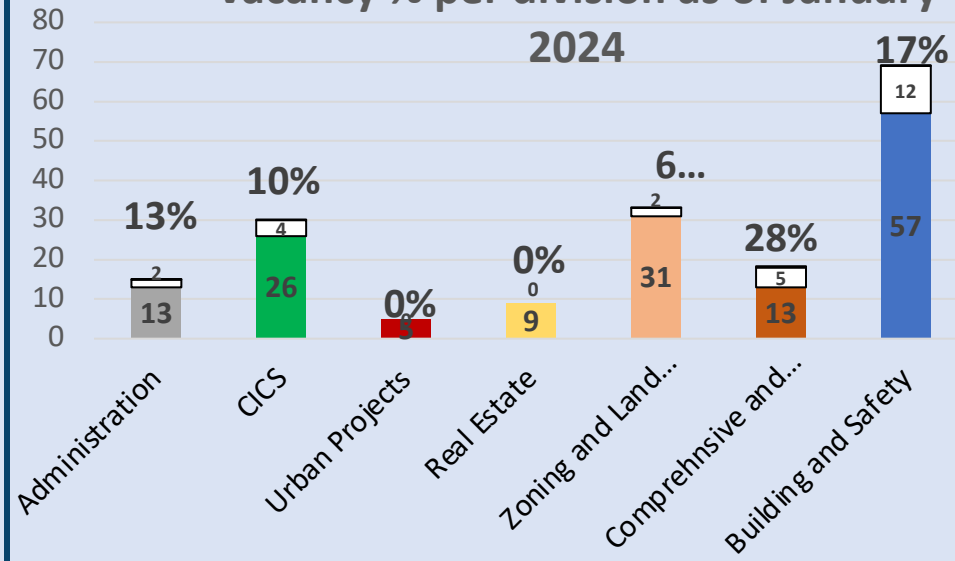
Personnel

Planning and Development	193	
Vacant Positions as of January 24	25	13%

PlanDev Vacancies as of January 2024



Vacancy % per division as of January 2024





Matrix Department Vacancies

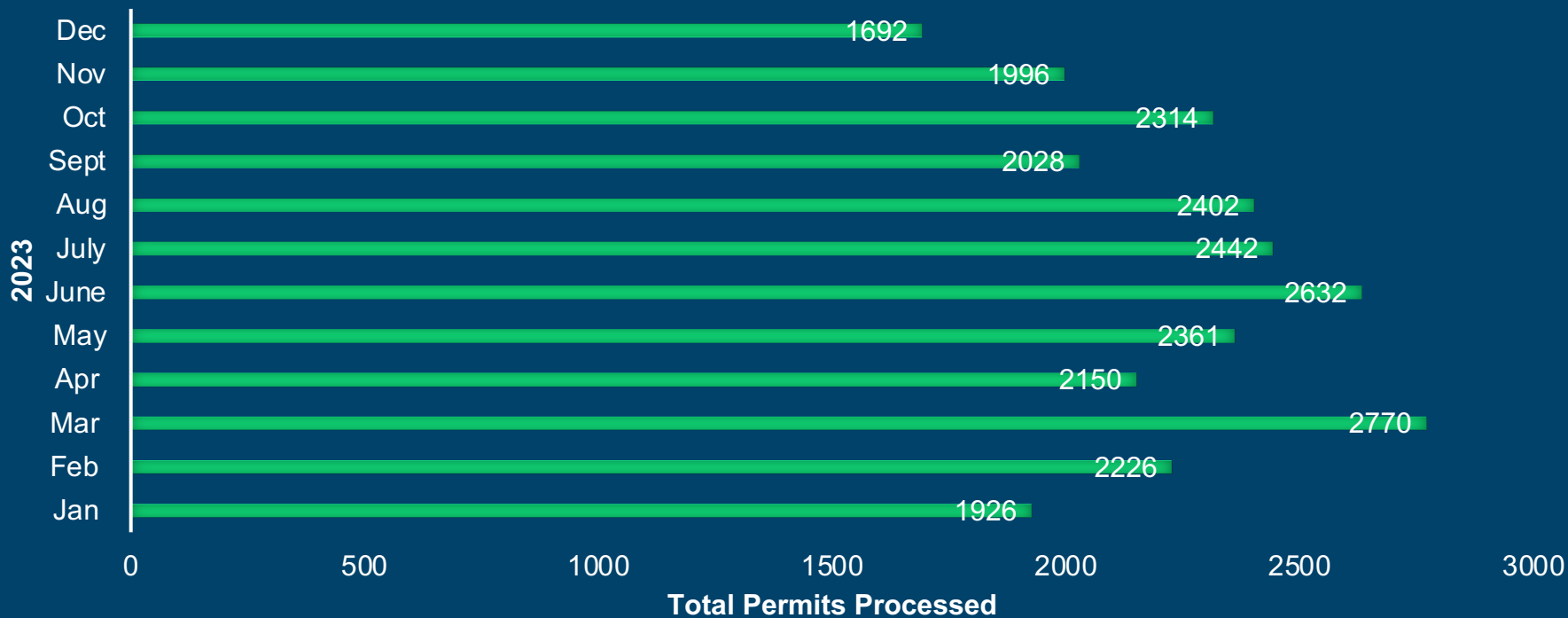
Transportation – one (1) Review Supervisor

Stormwater – one (1) Sr. Engineer



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Planning & Development Metrics

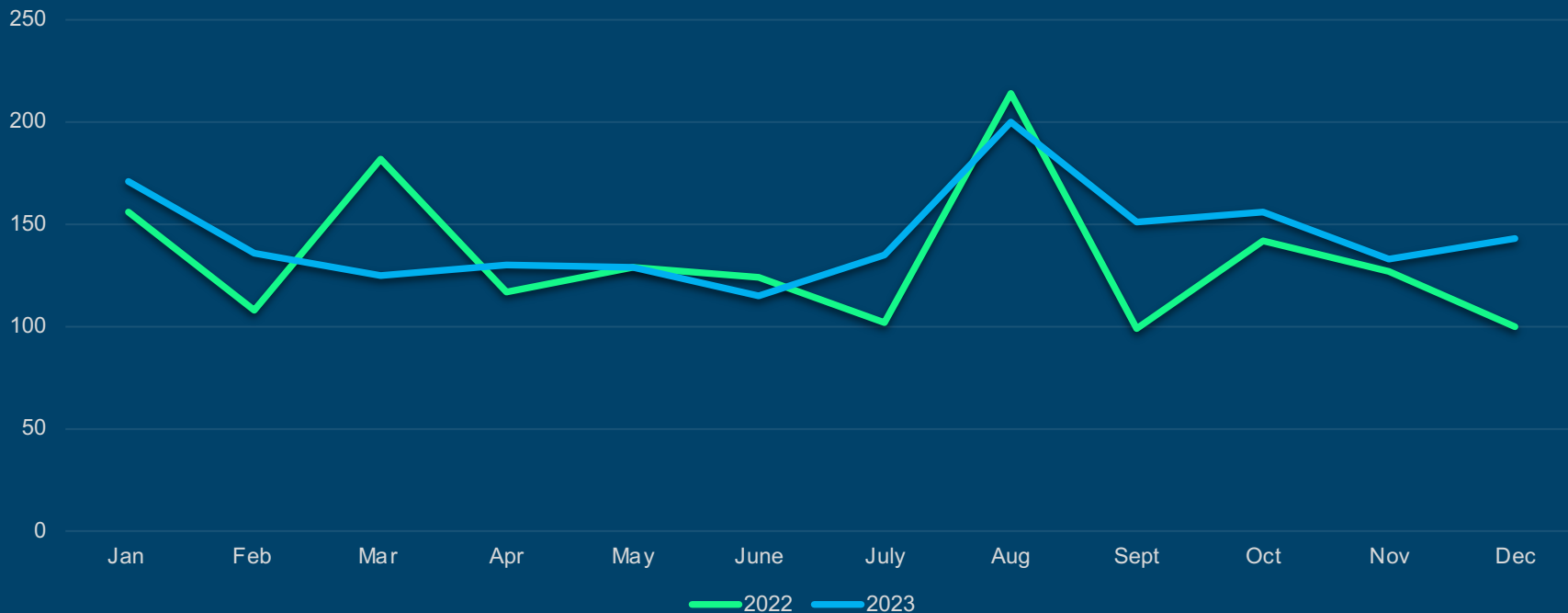




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Planning & Development Metrics

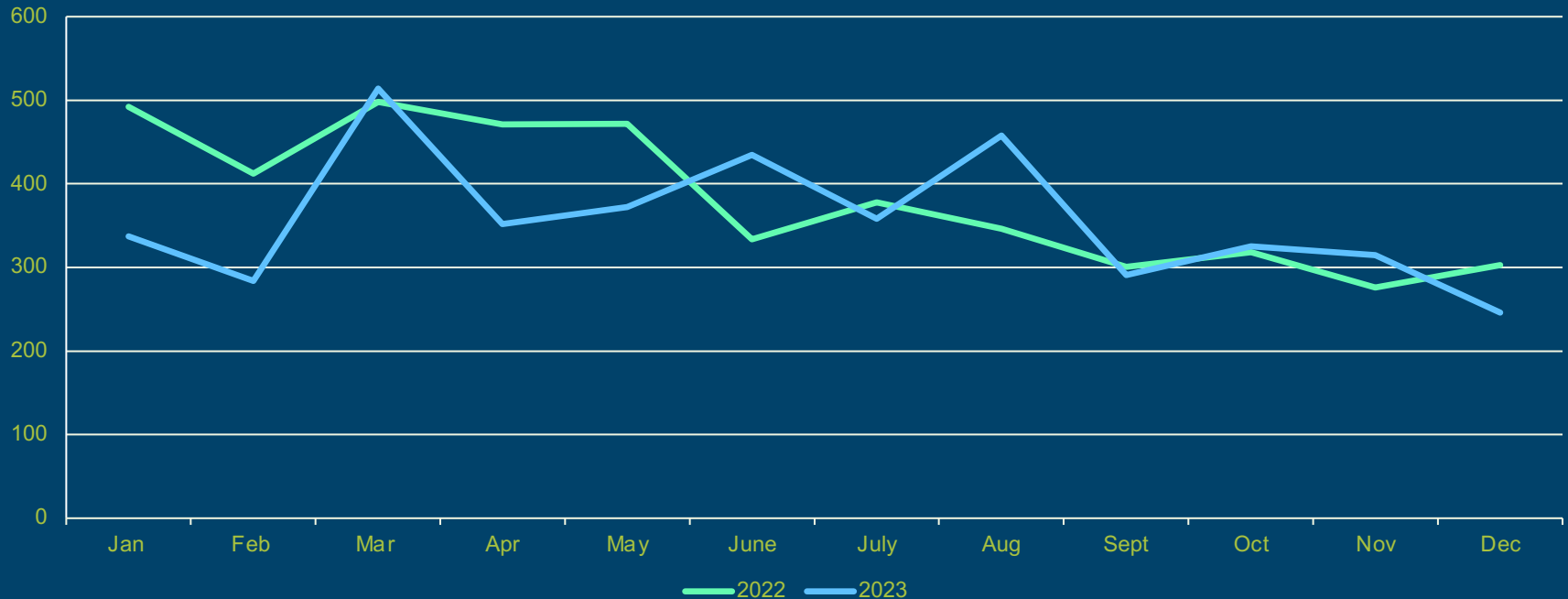
Total Building Permits Issued - Commercial





Planning & Development Metrics

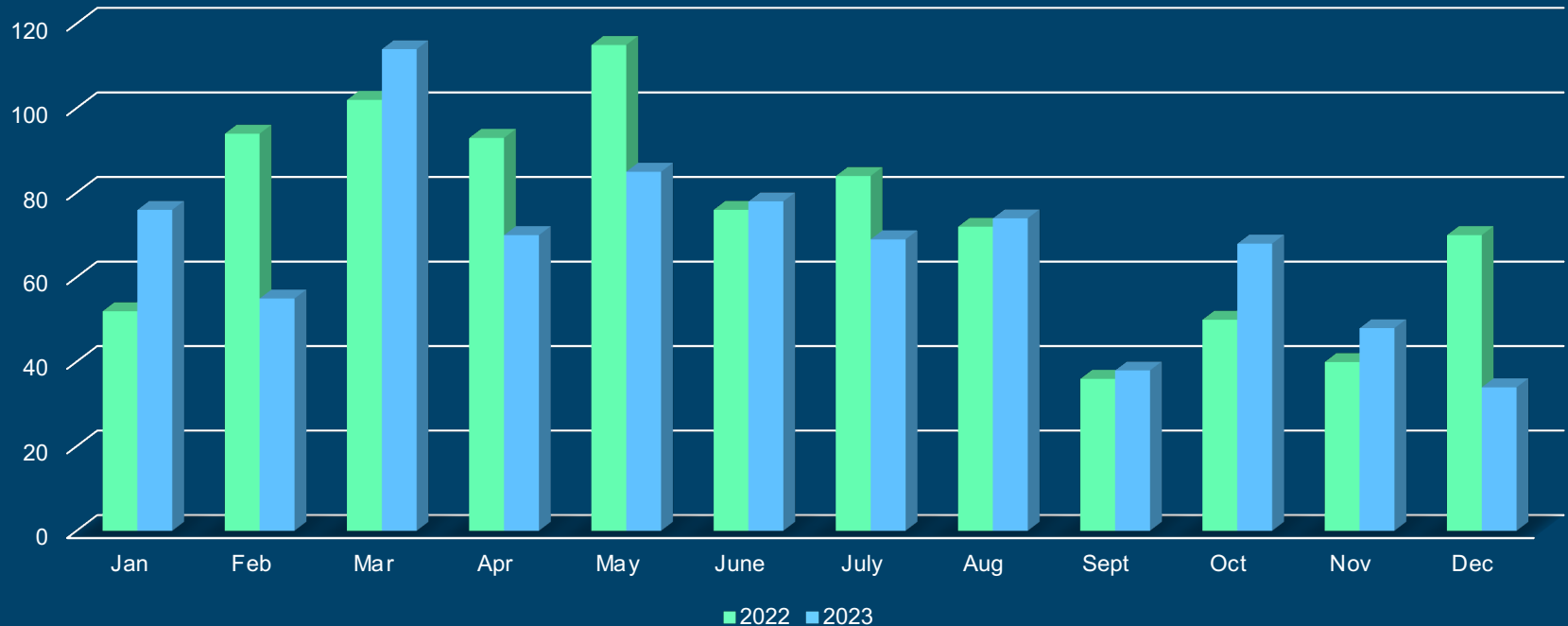
Total Building Permits Issued - Residential





Planning & Development Metrics

New SFD Permits

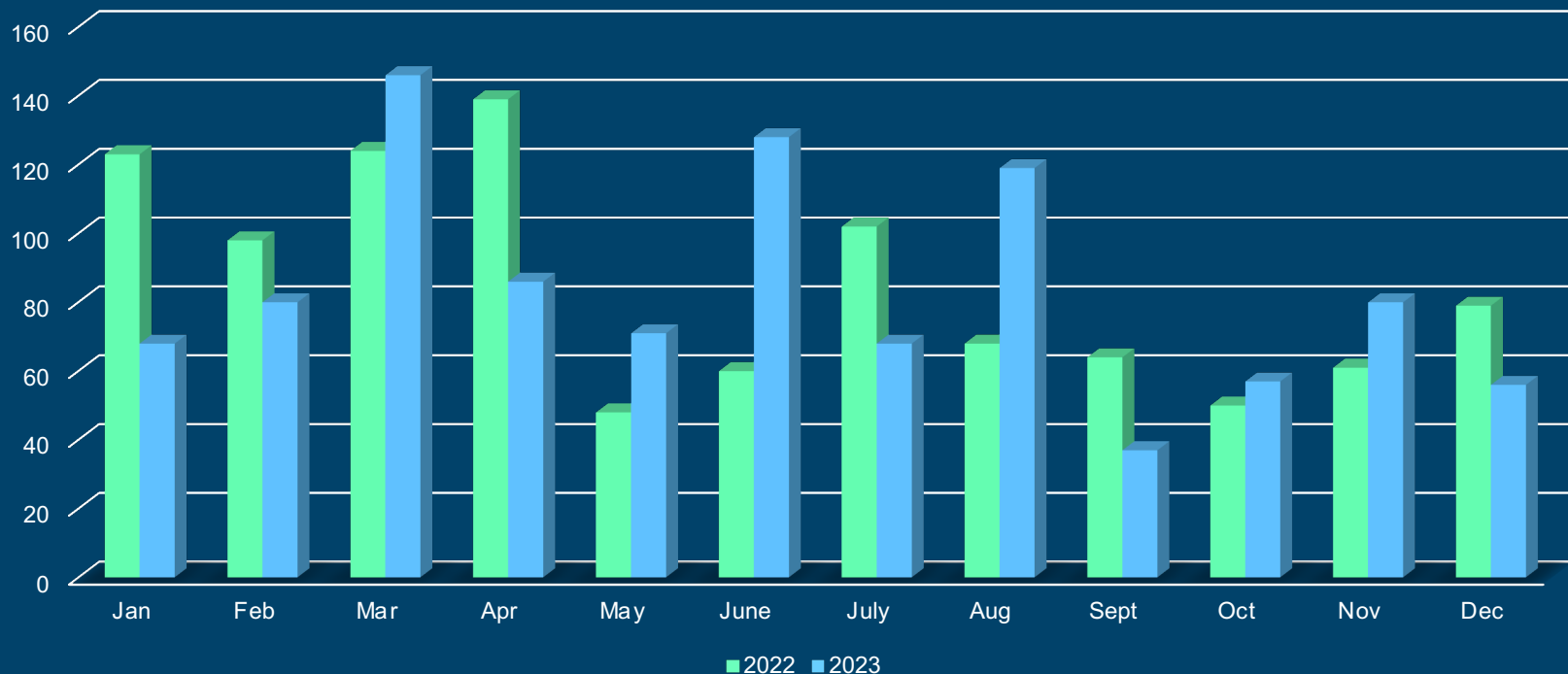




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Planning & Development Metrics

New Townhouse Permits

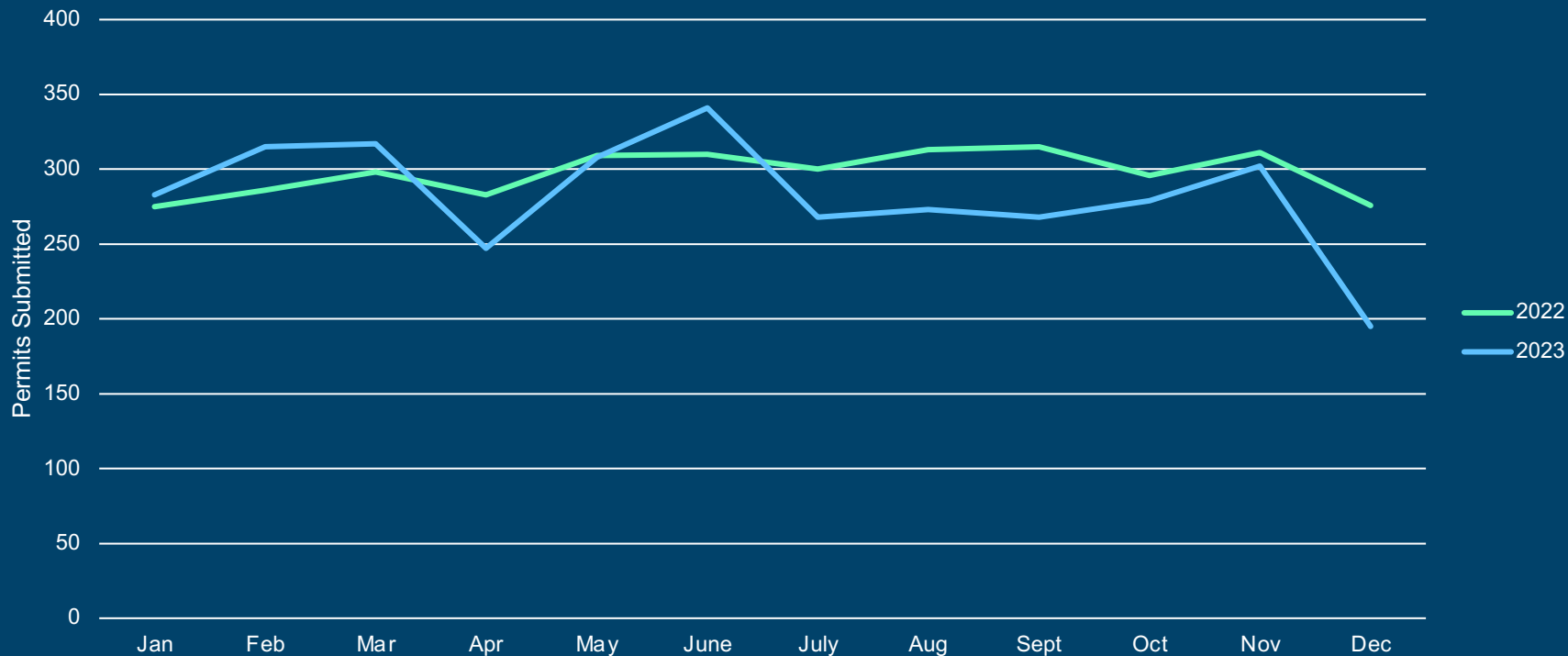




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Planning & Development Metrics

Site Development Permits – ASR/SPR/Mass Grading/Subdivison



Questions?

