

Update on Streamlining Commercial Development

Presented to City Council

June 6, 2023

Purpose

- Provide **commercial development** overview
- Review **recommendations** from Real Estate Council to streamline commercial development
- Review **City actions** to date



City Council Strategic Priorities





City Manager's Work Plan

- Improve **customer service**, efficiency, and transparency
- Continue to improve the planning and **development review process**



Values

Ethical Behavior

Mutual Respect

Diversity

Accountability

**Exceptional Customer
Experience**

Continuous Improvement



Development Overview

Land

- Pre-Development Conferences
- Zoning & Urban Design
 - Zoning Check or Change
- Urban Forestry
- Grading
- Platting

Infrastructure

- Studies and Infrastructure Plan Review Center (IPRC)
 - Water/Wastewater
 - Streets
 - Stormwater
- Agreements
 - Easements
 - Encroachments
 - Community Facilities
 - Maintenance
- Inspections

Buildings

- Addressing
- Building/Site Plan Review
 - Building
 - Mechanical
 - Electrical
 - Plumbing
 - Fire Prevention
 - Impact Fees
 - Zoning
- Inspections
- Certificate of Occupancy
- Health Permit

What is Accela?

- Cloud-based development and permitting **software system**
- City's **central database** for development activities
- **100%** of commercial development customers use Accela
- In **2022...**
 - **19,537 total permits** issued
 - **2,751 commercial building permits** issued, 1,307 for new construction
 - **487 commercial lots** platted
 - **67 commercial CFAs** executed

Real Estate Council Recommendations

1. Expand positive trajectory in Development Services to **other departments**
2. Instill a **culture of problem solving** across all departments
3. Resolve internal **process conflicts** for customers
4. Finally create **one-stop shop**
5. Put development-related staff on **same floor** in new City Hall
6. Schedule regular **continuous improvement** meetings (Lean/BPI)
7. Invest in **customer service training** for all development-related staff
8. City Manager hosts **semi-annual forum** with staff and commercial developers
9. Invest in **employee retention** and internal promotion
10. Invest resources in **legal department**

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City Approach for 2023

1. Provide **training and skill development** to staff in **all departments** that touch development
2. Address **pay equity** and **hard-to-fill** positions
3. Create **One-Stop Shop**
 - a. All departments work for **Development Services**
 - b. All development review functions in **Accela** and integrated

Wow!

Human Resources

Exceptional Customer Experience Is:

- Going ***Above*** and ***Beyond***
- Showing a ***Sense of Urgency***
- ***Adhering to Deadlines***
- Giving Customer ***Options***
- ***Consistency*** in Every Interaction



Promote a Problem Solving Culture

Exceptional Customer Experience - Training Curriculum



4 week Program – 28 Hours of Blended Learning

Instructor Led Training (40 seat max per session)

- 4 Week Program: 24 Hours



Self Paced eLearning Courses

- 15 min micro learning
- 1 Hour weekly 4 Hours total



Peer to Peer Sessions

- Top Performers (SME) Pair w/Beginners
- Includes Checklist for Productivity & Accountability

Exceptional Customer Experience - Training

Launch Date: Wednesday, May 17th

2 sessions weekly started Wed, May 17th and Fri, May 19th

Department Participants

DSD = 192

TPW = 96

Code = 50

Water = 25

Fire = 11

PARD = 11

FW Lab = 2

Law = 7

Neighborhood Svcs = 2

Total = 396

DSD Compensation Related Initiatives

Since October 2022

Date Effective	Description
October 2022	<ul style="list-style-type: none">• Minimum entry wage raised to \$15/hour• Salary structure adjusted (Min, Mid, Max) by 4%
November 2022	<ul style="list-style-type: none">• up to 7% Pay for Performance (P4P)
December 2022	<ul style="list-style-type: none">• 3% - 7 % DSD Internal Pay Equity Adjustments OR• 2% - 3% Additional Market Competitiveness Pay Adjustment
June 2023	<ul style="list-style-type: none">• 2.5% adjustment for hard-to-fill positions

DSD Hard-to-Fill Position Pay Adjustments

Hard-to-Fill Jobs Analysis*		
Type of Hard-to-Fill Job	# of Employees	Cost**
High Turnover	25	\$33,645
License Requirement	42	\$108,382
Internal Movement	20	\$31,698
Limited Applicant Pool	2	\$4,461
Total	89	\$178,187

*Nearly **45%** of DSD employees are in **hard-to-fill** positions.*

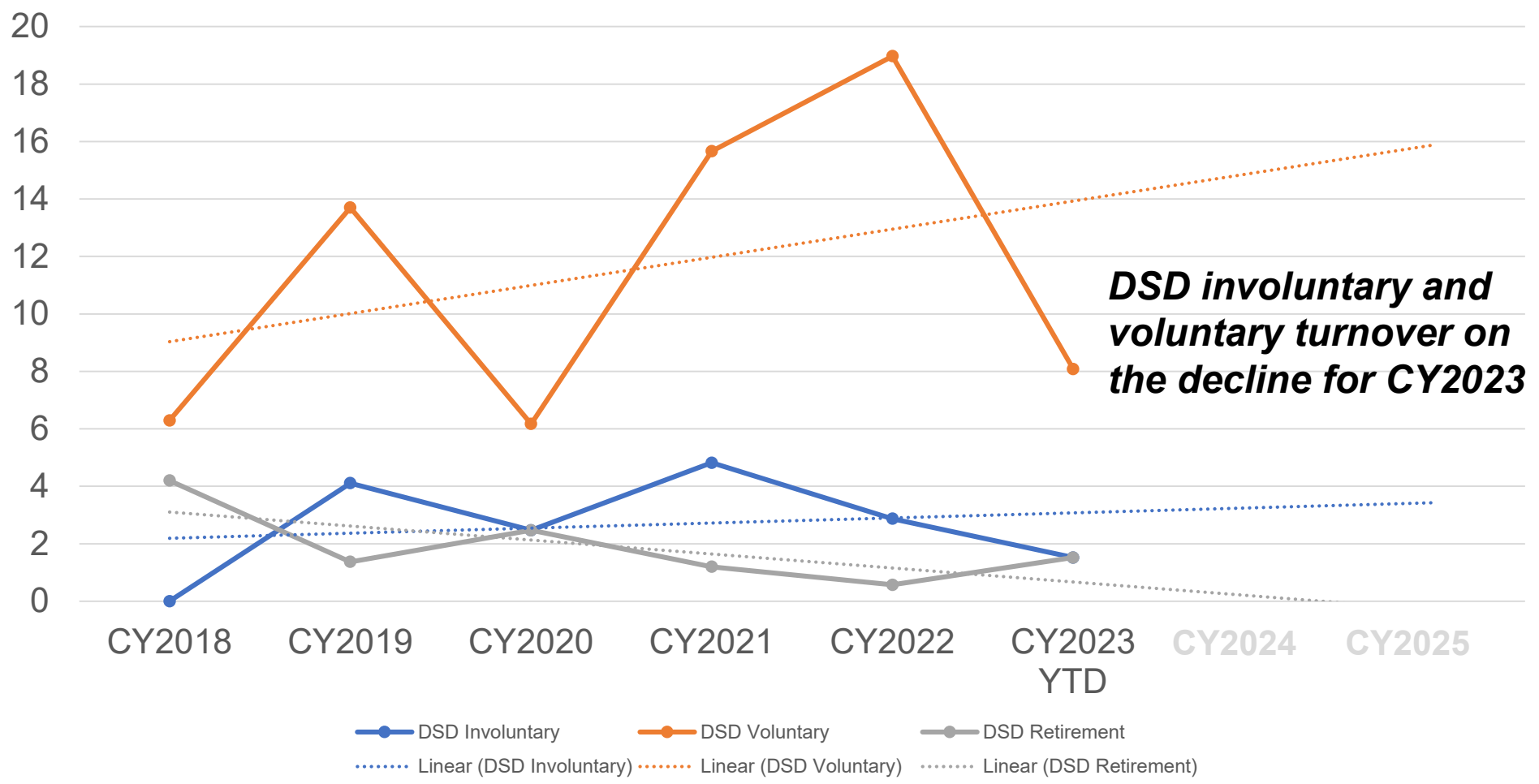
Positions include:

- *Customer Service Reps I & II*
- ***Professional Engineers***
- ***Sr Professional Engineers***
- *Sr Combination Inspectors*
- *Sr Planners*
- *Plus 8 other positions*

*Data as of May 8, 2023

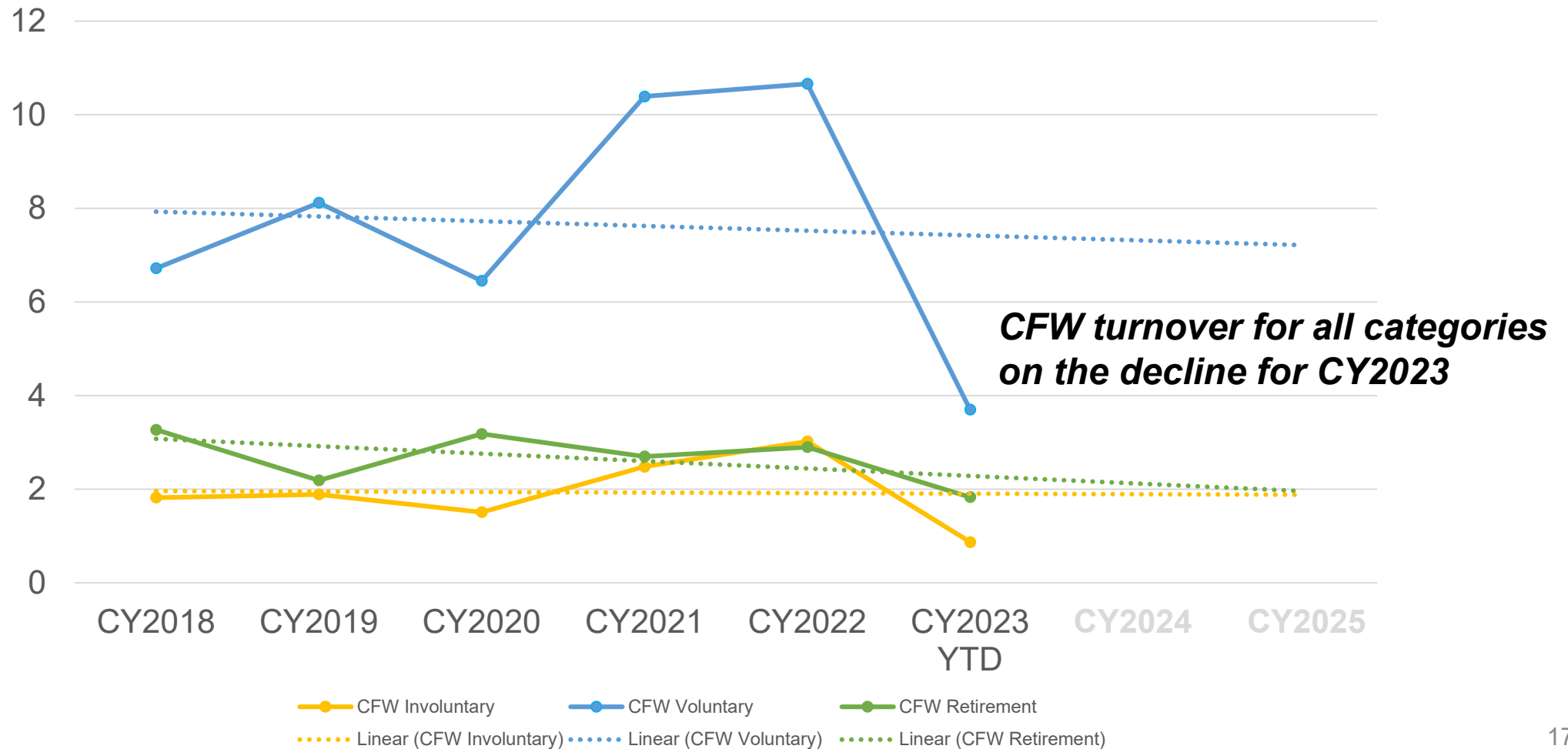
**Cost include salary adjustment plus related pension and Medicare increases

DSD Turnover Percents by Fiscal Year with Linear Forecast



Affect on Turnover

CFW Turnover Percents by Fiscal Year with Linear Forecast



One-Stop Shop: Organization

- **All departments work for Development Services**, particularly when there are problems to solve

Development – Building Official

Fire – permits and addressing

Code – permits

Water – backflow and grease traps

Development – AD Infrastructure (after engineer vacancy reduction)

TPW – floodplain and infrastructure inspections

Water – applications, taps, water/sewer studies

Development – AD Facilitation, Agreements, Platting

PARD – park dedication and easements





One-Stop Shop: **Organization**, cont.

- Staff work across teams to **resolve conflicts** for customers
 - Serve as **development partners**, elevate issues as needed
 - Held **accountable** with pay for performance
- Consider adding **positions** for commercial development
 - **Senior facilitator** added and **small business** facilitator assigned in FY23
 - Facilitators, engineers, plan reviewers, attorneys for FY24

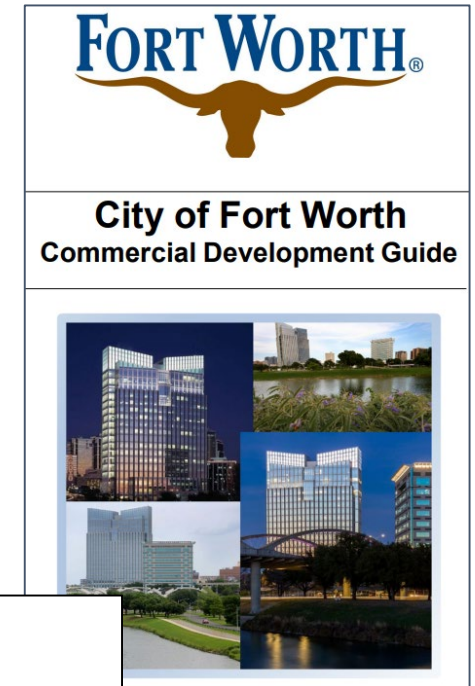
One-Stop Shop: Organization, cont.

Future City Hall: One-Stop Shop on 5th Floor



One-Stop Shop: Online

- Land development, infrastructure, and building plans and permits in [Accela](#)
- One-stop [business website](#) created
- Commercial [development guide](#) updated



Welcome to the City of Fort Worth's Online Permitting System!

What would you like to do today?

To get started, select one of the services listed below:

[Business Basics](#)

 Create a business plan	 Register your business	 County & State Licenses
 Minority & Women-Owned Businesses	 Financial Assistance	 Small Business Incentives
 Zoning Portal	 Certificate of Occupancy	 Commercial Building Plans

One-Stop Shop: **Online** (cont.)

Streamlining in Process

- **Integrate CFW Permit Assist** with Accela to allow for permit application information to automatically populate in Accela
No more entering the same information twice!
- **Integrate plan review software** (Bluebeam) with Accela to seamlessly transfer comments and revisions from both customers and City staff
- Add **infrastructure studies and timelines** to Accela for standardized communication, workflows, and data for customers and staff
- **Automate notices** of status changes to both customers and staff

Next Steps

- Complete **customer service training** for ~400 employees by end of 2023
- Complete **Accela integrations** and all streamlining in process
- Receive REC May 2023 survey results and hold first **semi-annual forum** with development community and City employees
- Consider **staff resources** during FY24 budget process

Discussion

