



360 Park Avenue South, 15th FL
New York, New York 10010
T: 212.689.5389
www.vidaris.com

City of Tampa

PLANNING AND DEVELOPMENT DEPARTMENT
CONSULTANT SUPPORT

ROBERT LIMANDRI

May 28, 2020

Jane Castor, Mayor

John Bennet, Chief of Staff

Carole Post, Administrator, Development & Economic Opportunity

As per your request, the following document is a summary of activities as per the City of Tampa's consulting services agreement dated October 3, 2019. Vidaris of Florida ("Vidaris") has provided a list of detailed recommendations that align with the Development Services Advisory Report, a narrative and a list of best practices. Vidaris believes that with a combination of adoption of its recommendations and best practices with a dedicated team, the City of Tampa will be able to support its development activity and be able to provide a more efficient process to deliver services.

Vidaris understands that the City of Tampa ("City") is experiencing an unprecedented amount of new public, institutional and private development, to which the City is currently seeking ways to be more responsive to the development community. At the same time, the City seeks to fill several leadership positions for its Planning and Development Department (PDD) ("Department"). Between October 2019 and February 2020, Vidaris has played a supportive role to provide advice and cultivate recommendations to enhance the interface between the Department and the development community.

While on-site, I met with over one hundred internal and external stakeholders, witnessed specific planning and construction issues, as well as, provided guidance to the acting leadership. I used the City of Tampa's Development Services Advisory Board ("Advisory Board") Recommendations as the foundation for the effort.

This document is a summary of observations and recommendations. It provides a detailed list of tasks that align with the Mayor's T3 Advisory report. Vidaris sees this task list as a "roadmap" for the future. Each task should be considered and prioritized based on leadership's view of its importance relative to the effort necessary to implement. Some of the tasks of high value have already been implemented.

As a former city official, I know the challenges that your team is facing. I believe that the team is dedicated to the mission to serve the citizens of Tampa and willing to support your vision. With the right leadership and resources, the recommendations of the Advisory Board will be realized and the City of Tampa will benefit.

Sincerely,

Robert LiMandri
Senior Principal
Vidaris, Inc.

TABLE OF CONTENTS

Background	3
Organization Current State:	3
Construction Services Division (CSD)	5
Function:	5
General Observation:	5
Planning Design and Development Coordination Division (PDDC)	5
Function:	5
General Observation:	5
Recommendations	7
General Observation: T3 Recommendations and Best Practices	7
Background:	7
Current Results:	7
Highlighted Recommendations:	7
Way Forward:	7
General Highlighted Recommendations	8
Specific Highlighted Recommendations by Unit	11
Best Practices to Consider	13
Courtesy	13
Compliance	14
Consistency	14
Competency	15
Capacity	15
APPENDIX A: Mayor's T3 Advisory Development Services Team Recommendations with Tasks Identified	16
APPENDIX B: Sample of Monthly Presentations by Unit Heads	17
APPENDIX C: Draft Protocol	18

Background

With the City of Tampa (“City”) experiencing an unprecedented amount of new public, institutional and private development, the City is currently seeking ways to be more responsive to the development community. At the same time, the City seeks to fill staff positions including several leadership positions for its Planning and Development Department (PDD) (“Department”). During the period of October 2019 through February 2020, Vidaris has played a supportive role to provide recommendations to enhance the interface between the Department and its stakeholders.

Vidaris has provided a Senior Principal on-site to provide the Department with direction and guidance to the acting leadership while reviewing the City of Tampa’s Development Services Advisory Board (Advisory Board) T3 Recommendations. The T3 Recommendations were to think creatively and tactically about opportunities to improve the delivery of City Services.

This document is a summary of observations and recommendations based on feedback from over one hundred staff and stakeholders. This summary contains a detailed task list organized according to the Advisory Board Report recommendations. It is recommended that this list of tasks be the basis to review and prioritize projects that support the goals of the Advisory Board.

Current State:

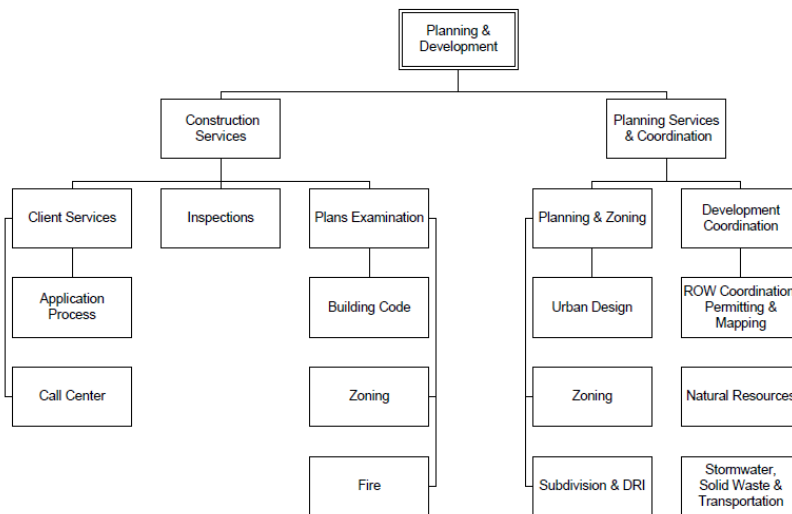
Organization:

Currently the Planning and Development Department has five divisions. This report focuses on two divisions located at the Development Services Center.

- (1) The **Construction Services Division** is part of a one-stop shop for all construction permits and inspection needs for the construction of buildings. The division reviews construction plans, issues permits, and performs inspections to ensure building projects are built in compliance with state and local codes.
- (2) The **Planning, Design and Development Coordination Division (PDDC)** provides support for subdivisions, special permits, urban design review and GIS planning. In early 2019, the group expanded and added significant coordination responsibilities including Maintenance of Traffic and Right of Way coordination.

Both divisions’ personnel were housed into one building, the Development Services Center, over eight years ago to bring planning and construction services decisions and oversight more closely together. The Architectural Review and Historic Preservation Division (ARHP) was also a part of the one-stop shop but moved to Lemon Street to make room for PDDC’s additional staff. See the current functional organizational chart below (Please note that it does not include ARHP):

**Development Services
Functional Organizational Chart
March 2020**



Note: This chart presents the structure of key functions, not necessarily department names or titles.

Observation:

Both the Mayors' Advisory Report and staff believe that the vision of the integration of construction services, urban planning and site coordination has significant opportunities for improvement.

Based on best practices in large complex management organizations and how other municipalities meet citizens' goals with limited resources; Tampa should focus in three main areas:

1. Organization and staffing
 - a. Emulate other large municipalities structure, enhance its current staff skill level and build on strength of other agencies.
2. Technology and Support services
 - a. Better leverage its technology architecture and its software applications by implementing standard review protocols and processes to focus on efforts that yield the most value.
3. Process and its constituents
 - a. Create transparent processes, report on quality and service levels while engaging its citizens in a collaborative way.

The following sections will provide a general observation, a highlighted list of specific items that should be implemented and a list of best practices that should be considered.

Construction Services Division (CSD)

Function:

The Construction Services Division primarily focuses on issuing building permits for the development of parcels providing application processing, plan review and inspections. Typically, clients seek permits and gain either a sign off for a trade permit or Certificate of Occupancy.

General Observation:

This group functions much like other building department permit approval agencies throughout the country. Although it follows the KPMG metrics identified in 2006 to manage its business, the metrics are limited and tracked manually, making it difficult to predict outcomes for the public. Additional metrics are necessary to create a results-orientated picture focused on the customer experience. A current example shows that most of the filings it reviews are completed within a reasonable target, yet it does not track the number of days needed to gain an approval. This lack of results orientated metrics fosters false expectations between the filing community and the agency.

Planning, Design and Development Coordination Division (PDDC)

Function:

The Planning, Design and Development Coordination Division has essentially three functions. [First] it oversees an urban planning function limited to special approvals, subdivisions, address and mapping functions. Second, it oversees a coordination function for approvals from its application process by planners and engineers in addition to other departments known as “parent” departments. It also is responsible to provide approval of coordination/inspection functions for work being done within the Right of Way (ROW). The term “parent” department refers to citywide infrastructure agencies that have jurisdiction to approve items such as connections to water, sewer, storm, waste and roadways. The PDDC Coordination function is intended to coordinate all city application approvals needed for development sites and approvals from any department within the ROW for construction services permitting. Thirdly, and lastly, it is responsible to approve and coordinate all maintenance of traffic (MOT) plans for all construction projects including city projects.

General Observation:

The unit make up of this division is not typical of other planning departments throughout the country. Its ability to track its performance has not been part of its typical management regime. There was no consideration for this group after it was formed to identify metrics as was done previously during the 2006 KPMG review. In addition, many “parent” departments that this division relies on have limited ability to prioritize, report and influence decisions. As a result, the main contact point for developers shows a fragmented and frustrating process.

The coordination approval process makes sense for urban planning and construction permitting, however, the current staff level and capabilities do not effectively satisfy either the planning function or the construction services function. Developing metrics could assist this

department and the “parent” departments determine the workload and delays in the development cycle. The limited personnel and ability to negotiate with other departments on solutions creates delays and frustration identified clearly in the Advisory Report. To accurately assess the needs will require more metrics and an in-depth assessment.

Typical best practices will suggest a review of the necessity, scope, and sequence of the application review process and approval of development and construction projects by each of these city agencies. In addition, an assessment of the development community for consistent and expected approval timelines will be a critical piece. This should provide insight to which reviews are necessary, how detailed those reviews should be, and identify which city agency is both qualified and has the resources available.

Recommendations

General Observation: T3 Recommendations and Best Practices

Background:

The T3 recommendations by the Advisory Board provided focus for the tactical efforts needed to enable a more efficient and customer-focused department. This has led to a focused effort by this administration to explore each recommendation and provide a set of tasks that should be considered to address the need. Vidaris has identified tasks for each recommendation based on staff and stakeholders' input as well as best practices of other municipalities.

There are ninety-nine (99) tasks that have been identified and should be considered as opportunities for change. Of course, not all tasks have the same impact and have differing levels of effectiveness. Therefore, a team will be required to review each and make recommendations of which ones to adopt. See **Appendix A** for a full listing.

Current Results:

Of the total tasks identified, eleven (11) tasks have been reviewed and implemented as of the date of this report. Another twenty-eight (28) tasks are currently targeted to go through the "Standard Project Protocol Process." This process was adopted by the team to allow for a standard approach with measurable outcomes. See **Appendix C** for a description of the DRAFT protocol that is currently being used.

Highlighted Recommendations:

For this summary report, Vidaris has highlighted a list of the most impactful tasks in the following three categories: (1) General; (2) Specific by Unit; (3) Best Practices. These highlighted tasks will sustain continuous improvement or eliminate significant roadblocks to success.

Way Forward:

It is suggested that a Project Management Office (PMO) be created to implement and monitor projects to support a culture of continuous improvement. It is recommended that a team be established to review and identify priorities for senior leadership. Once a plan is established, the team should publish its priorities and goals.

In order to implement a "Continuous Improvement Plan," it is necessary to take each task and add high-level project descriptions, identify a level of effort (LOE) with a priority level and a potential timeframe for each to maximize the results. Due to the long list of opportunities for change, it should be noted that some tasks might not be deemed the highest and best use of limited resources at this time.

General Highlighted Recommendations

The following items are based on the recommendations and task list in **Appendix A**. Vidaris strongly recommends considering the items below due to their importance and ability to affect its overall efficiency of the department. All are listed within the Advisory Task list and have been highlighted here with some additional information for context.

ITEM #	RECOMMENDATION	OBSERVATION	RECOMMENDED ACTION	STATUS
1	Align this department and all “parent” departments that support a “One City” Approach to Development	Not all departments monitor their output and publish service level outcomes for the development community. This leads to some departments causing approval delays that detract from other city successes	Develop metrics and Service Level Agreements (SLA) and an interdepartmental support group for Division Leaders to collaborate and prioritize development decisions. Focus on water, wastewater, storm, ROW and transportation	In Process
2	Separate planning functions from construction and coordination functions	The planning group, like other city urban planning agencies, is not set up to function as a construction services support group.	Identify the coordination functions and determine if best within construction services or other departments outside of PDD.	In Process
3	Create a Project Management Office (PMO)	As the divisions continue to make progress, there should be a standard protocol or process to review ideas, identify level of effort, prioritize, implement and monitor success.	Create a continuous improvement culture within the Department that aligns with the overall city plan. Adopt a protocol that will review ideas, gain resources and are selected based on need by senior leaders.	Currently testing a protocol that requires a senior level of review in order to gain approval for projects, identification of resources and monitor results. Support from the Technical and Information T&I group has implemented Homeowner Night, Enhanced Private Provider Program. Currently planning an Enhanced Fast Pass Program and reintroduction and monitoring of the Private City Arborists program.

ITEM #	RECOMMENDATION	OBSERVATION	RECOMMENDED ACTION	STATUS
4	Create a Quality Assurance Unit	There is limited review of technical decisions, spot inspections, and rating of customer experience. Customers complain of inconsistent decisions and an opaque decision-making authority.	Create a standard practice of improvement using city agency personnel to check, at random, a set of plans each month for zoning, building code, site ordinances- such as natural resources, storm water and fire code. A dedicated senior leader should administer this. It should be focused on training, issuance of technical guidance to stakeholders, identify conflicts between ordinances. Build out this theme for all units including inspections and application processing.	A group of professionals has collaborated to perform plan review quality assurance reviews. The results have been helpful to identify training issues and plan review and policy gaps. Current focus has been in plan review. Long-term plan is in process to identify a responsible person/group for quality assurance across both divisions.
5	Enhance Long-Term Urban Planning Function	Current staff does not focus on long-term “macro” plan as decisions are made on an ad hoc basis.	Identify personnel with specific urban planning experience, and develop functional areas within department and collaborate across City.	In Process
6	Prioritize technical resources within the organization using Architects and Engineers, with experience in high-rise, site conditions, zoning.	Current development demands a more diverse and knowledgeable base of professionals.	Upgrade and stratify workforce within each group. Recognize seasoned professionals.	In Process
7	Form a central group for all inspections for both divisions	Staff level, management support and technology systems are not consistent across the platform.	Identify the benefits of consolidation of all inspections. This would provide better support in routing, technology and management.	Discussions of integrating the ROW and natural resources inspectors for management and technology support has begun.
8	Form a central plan review group for both planning and building approvals	Current workloads, management and technical abilities cannot support separate specialized groups.	Identify the benefits of consolidation of all plan examiners. This would provide better technical support, consistency in decisions and break down silos.	TBD

ITEM #	RECOMMENDATION	OBSERVATION	RECOMMENDED ACTION	STATUS
9	Develop a Data Driven Department	Each unit within the divisions have service level agreements (SLA) identified by law or by policy. The measurement of some of these are available for tracking purposes manually and are not readily available. Even the metrics that are tracked do not provide a complete picture. This would explain the disconnect between the understanding of the department and its customers on performance. General note: metrics are not outcome based; therefore, some units appear to be able to meet the need and satisfy the customer.	Create a set of outcome-based metrics for each unit. Include reporting on “parent” department decisions. Host a periodic meeting to discuss metrics with all supervisors in order to collaborate and get a better understanding of the challenges that each group has. In addition, it is imperative to provide each supervisor with a set of metrics that can be assembled automatically by others. Identify a lead individual that supports the creation and analysis for all units.	A monthly session of supervisory staff has provided its own review of their group since October. Each supervisor was asked to provide its backlog of work, staffing level and current KPI or SLA. Metrics are manually provided and do not show a clear picture of each unit. An example of a presentation is in Appendix B .
10	Increase collaboration with stakeholders	Stakeholders need more information and a way to provide constructive feedback.	Create focused stakeholder groups either by type of stakeholder or by issue. Meet on a periodic basis.	Two stakeholder groups have been established. One for builders of small buildings and one for Architects and Engineers (professionals). Others are being considered.
11	Establish integrity and enforcement protocols to enhance consistency	Integrity: Enhance protocols for integrity checks. Enforcement: A consistent program or standard to hold development stakeholders accountable outside of the plan review and city inspection process is not in place. As Tampa continues to see growth and its adoption of private provider services, it is important to set an expectation of how it plans to execute its regulatory obligations.	Integrity: Enhance the current policy and training program distributed to both employees and those stakeholders who meet the group. Identify potential ways to enhance its methods to monitor and test for integrity. Enforcement: Write a specific protocol for auditing problematic jobs or actors. Identify its administrative recourse to hold those accountable. Identify how enforcement is adjudicated within the department.	TBD

Specific Highlighted Recommendations by Unit

These recommendations are highlighted due to their importance to the effectiveness of the overall department. All items listed are within the Advisory Task list and have been highlighted here with some additional information for context.

ITEM #	ADVISORY TASK	BACKGROUND	ASSESSMENT	RECOMMENDATION
1	Maintenance of Traffic (MOT)	MOT is an essential function of a city. In other jurisdictions, Department of Transportation (DOT) provides this function. As of this date, the current group does not have enough resources to effectively perform the function or have the software to make global decisions and a view into the city planned infrastructure projects.	Quantify the results of the work being addressed today. Review the standards followed and the effective response by the City. Although the current model will suggest that this would prioritize development, it is unclear if that result is being achieved.	Consider an investment in the MOT group within PDDC or move MOT responsibility and its personnel back to a central function at DOT. In either case the proper application software support is necessary.
2	Right of Way Permitting: (Design Review and Permitting)	The development of this group was to coordinate the City's response to make it easier for development. However, the current workload, staffing, and management require a unique set of skills to balance time constraints to maintain service levels.	Currently the approval process is difficult to assess as metrics and tasks are not easily quantified. However, the 5G applications have essentially taken priority and the group's plan exam resources. Today, most inspections are not conducted in the allotted timeframe. As a result, many happen on a complaint basis, and it is not apparent if the quality of the coordination is done efficiently. A review of workload, staffing and management should be conducted. In addition, a review of how the group makes decisions, what other departments within the City are required to assist, what standards are adhered to should be taken. An assessment of what technical solutions are available throughout the City in order to make better and more efficient decisions is recommended.	Separate the Approval vs. the Permit, add resources, and establish the appropriate level of effort per task. A. The planning staff and function should be assessed with the thought of rebuilding the unit with resources and tools that match the task or combine with the current plan review group in construction services. This existing group can perform a "plan review" function regardless if it is for a planning application or a building permit application. Currently, the plan review group in construction services performs this function for single- and two-family home permitting and could simply grow to larger development sites. B. A separate process to issue permits for this work should be implemented, as it is not practical for the development community today. This could reside within construction services as a new process to yield a construction permit based on a previous approval.

ITEM #	ADVISORY TASK	BACKGROUND	ASSESSMENT	RECOMMENDATION
3	Natural Resources	After years of research and design for the protection of the Tampa Tree Canopy, the emphasis now needs to be on implementation. Recently there has been an effort to backfill open vacancies and the group has seen a surge in the ability to respond to work on a more consistent basis, yet still does not effectively meet the demand.	The current skill set and decision making occurs within the field, and if the staff is provided with the correct documents for field technology as well as support, most plan review tasks take too much time and could be blended with other personnel and tasks. This function resembles the same characteristics as plan review and inspections for building review.	It is recommended to move personnel within construction services inspection group. Here the group will be supported by technology, routing and other standard protocols already in place. Move most city inspector arborists to the inspections division and absorb the plan exam function within standard plan exam. Essentially, this will allow all resources to work as inspectors, provide a better mobile interface and allow plan reviews to be administered by plan examiners with the information provided by natural resources 1. Need digital solution for inspectors 2. Remove the need for inspectors to provide plan review services for most cases A report generated by planning in conjunction with the current University of South Florida (USF) staff to monitor the metrics of the tree canopy should remain within the planning department.
4	Site Ordinance Conflicts and Approvals	The Advisory Board indicated that there is a silo approach by departments to these approvals, which creates conflicts between codes, zoning and site ordinances.	The result is lengthy delays and conflicting directions to developers. There is a lack of clear or consistent direction and collegial collaboration between departments.	Resolving conflicts for site conditions: Identify a resource that has the authority to vary or interpret the codes when there are conflicts between city ordinances that would make final decisions, similar to how the CBO performs for building code issues. For example, when there are conflicts between trees, storm water, or transportation. There should be a person that can offer one solution that is best and can make the final decision for the City. This would allow the public to seek a coordinated response and receive consistent decisions. This function could be considered a "Chief Site Officer."

Best Practices to Consider

Many of the best practices below will support the effort, the team, its constituents and enhance development. Vidaris recommends strongly that when the team reviews tasks to be implemented it also reviews the tasks below.

Courtesy

1. **Establish a “One City” policy for all departments to support development**
Create the ability to monitor all units that are integral to the needs of the development community including “parent” departments.
2. **Provide Development and Construction Advisors**
Provide a single point of contact to allow a project to enter the planning stage through construction services. Currently the department has one development coordinator that provides a single point of contact for significant projects during the construction plan review and permitting process. This function has received accolades from current customers and has been identified as one of the best services the department provides. However, it is only available to a small fraction of jobs and only for those that start the permitting and approval process within construction services. Expand this concept in both service and number of projects eligible.
3. **Formalize Customer Service Training**
Setting formal standards of what to expect from city employees can create good interactions at every transaction.
4. **Use a Secret Shopper Quality Assurance Program**
Can be informative and can create integrity in quality standards when anonymous and random.
5. **Publish Workflows and Standards**
Better-informed customers and staff make it easier to get things done.
6. **Provide General Knowledge Series across portfolio**
Allows the entire organization to support each other and answer questions outside of their area.
7. **Establish an email support for questions**
Helps triage and lessens phone consultations.
8. **Enhance phone call support and protocol throughout divisions**
Deters the public from getting lost after the calls leave the customer service triage unit.
9. **Establish base level of expectations for each transaction AND PUBLISH to customer (bill of rights)**
Different expectations are needed by role, for example from inspectors, plan examiners, client facilitators.
10. **“Electronic ‘PUSH’” info to ownership as the project clears milestones**
Keeps owners informed and the process completely transparent.

Compliance

In order to establish better compliance both integrity protocols and enforcement protocols are necessary. The following are a set of compliance tools that many municipalities use.

1. **Establish an enforcement protocol to write violations with financial penalties**

As the regulator continues to rely on private entities to certify compliance, it must create an enforcement expectation to keep integrity.

2. **Identify protocol to elevate enforcement to review significant cases**

Establish a protocol to make well-researched referrals to state boards.

3. **Integrity training and protocols for personnel and public**

Deter unbecoming behavior by staff and the outside stakeholders.

4. **Publish Quality Assurance Reporting**

This allows for assessment of staff and policies and will inform the public on proactive programs.

Consistency

Since most departments provide thousands of decisions a day, it is critical that a proactive approach is taken to gain consistency. Steps, such as requiring formal checklists, protocols, and publish information, are standard policies. Below are a few best practices that should be considered.

1. **Technical Advisory team to convene to discuss interpretations**

Create consistency in decision-making across the department, while providing training to less experienced staff and content for publishing technical bulletins.

2. **Publish bulletins to advise on technical matters both to public and staff**

Codifying technical interpretations or protocols that are acceptable to the department.

3. **Formal training for all team members**

In addition to the standard required Continuing Education Unit (CEU) credits, creating a set of coursework that is particular to the City will provide a standard for all personnel to follow.

4. **Plan Submission standards**

Adopt and publish a standard so that applicants know what is required to file.

5. **Formulate Special Teams**

Teams that can be formulated to tackle important tasks, with a single focus, allows for great results. For example, teams that focus on affordable housing or site improvements.

6. **Develop FAQ**

As each new policy and procedure notice is published, a FAQ online should be standard to provide quick answers.

7. **Provide Checklist Protocols**

Implement checklists, which can be used for both internal and external stakeholders as a minimum standard. Although some groups have a checklist, it is not required to be used by employees and not published

externally. This should be considered for plan exam and inspections. It is currently employed in application processing.

8. Create an Interpretation Committee

For technical decisions that can have an impact on precedents within the development community, the CBO should chair an internal group of technical and legal experts to render solid decisions and be used as a learning experience to train others within the department and published to the development community.

Competency

1. Enhance Training

Review training standards for all personnel. Encourage a culture of learning by sponsoring mentoring programs, technical talks, lessons learned. Track these sessions and use video and other technical tools to be able to reuse as part of a training curriculum.

2. Identify more senior technical support

Need to add additional Architects and Engineers in order to keep pace with the more challenging project mix within the city.

3. Technical talks led by staff for each team and the public

Empowers staff to share knowledge, gain presentation skills and prepares them to be experts in the field.

4. Establish outside technical groups for support such as AIA, FES to discuss issues

Builds trusted relationships with technical resources to collaborate.

5. Establish working groups for areas in storm water, transportation

These two areas seem to generate the most issues for development currently.

6. Specialty Hires

Encourage participation in leadership and technical functions in professional societies such as AIA, FES, BOMA, and NAIOP.

7. Succession Planning

Several areas within the department rely heavily on one individual. This presents a threat to the departments' capabilities as normal churn and retirements occur. A succession plan should be established for those in the "DROP" program and areas where there are not enough seasoned personnel to backfill. At a minimum, all supervisors and above should identify a plan of action to train an heir apparent.

Capacity

With a limited review of metrics, in general it appears that there are some personnel needs within each division to address volume and quality of work. Generally, the ROW, MOT, Natural Resources appear to be the most in need. However, the metrics are not adequate to determine potential headcount adds currently needed. Once metrics are established - based on intended outcomes - the administration will be able to determine specifics. In the meantime, the department has recently filled several positions that have had a positive impact on its ability to deliver.

*APPENDIX A: Mayor's T3 Advisory
Development Services Team
Recommendations with Tasks Identified*

City of Tampa Development Services Advisory Team Recommendations Tracker
6/15/2020

Task #	Advisory Chapter	Recommendation Summary	Recommendation Detail	Progress Meter	% Complete	
1	A.1.2.	A. General Findings & Recommendations	Institutionalize Continuous Improvement	Promote the use of published information on performance/service level agreements (SLA) and project implementation plans		50%
2	A.1.3.	A. General Findings & Recommendations	Institutionalize Continuous Improvement	PMO - Project Management Office which is a team of analysts who will with subject matter experts (SME) to implement new programs and monitor		50%
3	A.2.1.	A. General Findings & Recommendations	Establish an Implementation Tracking Process	Establish Collaboration Advisory Groups to provide a feedback loop mechanism for both internal and external customers to submit ideas or		100%
4	A.2.2.	A. General Findings & Recommendations	Establish an Implementation Tracking Process	Assign points of contact for each action item.		100%
5	A.3.1.	A. General Findings & Recommendations	Identity Funds/Resources	Assess and develop recommendations for revised fee structures		25%
6	A.4.1.	A. General Findings & Recommendations	Focus on Staff Empowerment	Set standards for team meetings and follow-up.		100%
7	A.4.2.	A. General Findings & Recommendations	Focus on Staff Empowerment	Establish a Town Hall/All-Hands type meeting at least 3 times a year to ensure staff can share and engage with ongoing information.		100%
8	A.4.3.	A. General Findings & Recommendations	Focus on Staff Empowerment	Establish a recurring Performance Management meeting to report on metrics.		100%
9	A.4.4.	A. General Findings & Recommendations	Focus on Staff Empowerment	Establish a recurring project management meeting to share current updates		100%
10	B.1.1	B. Capacity & Resources	Identify Key Vacancies	FY20 vacancies were filled or attritted and vacancy rate and continuous recruitment is in place		100%
11	B.2.2.	B. Capacity & Resources	Continuously Assess Staffing Needs	Develop and manage metrics		100%
12	B.2.3.	B. Capacity & Resources	Continuously Assess Staffing Needs	Enhance the employee annual review process		25%
13	B.2.4.	B. Capacity & Resources	Continuously Assess Staffing Needs	Establish a succession and growth plan for all departments and divisions		50%
14	B.3.2.	B. Capacity & Resources	Affirmatively Recruit Talent	Assess compensation packages and competitiveness for key roles		25%
15	B.3.3.	B. Capacity & Resources	Affirmatively Recruit Talent	Retain hiring professionals/head hunters for key searches		100%
16	B.3.4.	B. Capacity & Resources	Affirmatively Recruit Talent	Improve job descriptions, postings, pitch materials		75%

City of Tampa Development Services Advisory Team Recommendations Tracker
6/15/2020

17	B.3.5.	B. Capacity & Resources	Affirmatively Recruit Talent	Conduct job fairs and career days for key hires when appropriate		0%
18	B.3.6.	B. Capacity & Resources	Affirmatively Recruit Talent	Recruit locally and from outside the area		50%
19	B.4.1.	B. Capacity & Resources	Streamline the Hiring Process	Establish a HR-hiring committee team to track and maintain vacancies and hiring process		100%
20	B.5.1.	B. Capacity & Resources	Retain Existing Staff	Conduct compensation assessment for current staff		25%
21	B.5.2.	B. Capacity & Resources	Retain Existing Staff	Consider work schedule policies to balance workload demands		50%
22	B.5.3.	B. Capacity & Resources	Retain Existing Staff	Provide opportunities for additional technical training		25%
23	B.6.1.	B. Capacity & Resources	Expand Internal Resources	Identify where the planning function could utilize third parties to perform functions		25%
24	B.6.2.	B. Capacity & Resources	Expand Internal Resources	Manage the use of external sources to meet peak demand when needed		75%
25	B.7.1.	B. Capacity & Resources	Expand External Resources	Expand the use of Private Provider		100%
26	B.7.2.	B. Capacity & Resources	Expand External Resources	Evaluate self certification		25%
27	B.7.3.	B. Capacity & Resources	Expand External Resources	Explore collaborating w/county and other jurisdictions for key functions to unify policies		25%
28	B.7.4.	B. Capacity & Resources	Expand External Resources	Launch the use of external Certified City Arborist and Private Providers for Inspections and Plan Exam.		100%
29	C.1.1.	C. User Experience: Technology & Transparency (Increase	Expand In-Person Support	Develop Criteria/business model for ensuring best practices for client facilitator services		50%
30	C.1.2.	C. User Experience: Technology & Transparency (Increase	Expand In-Person Support	Expand and better utilize the Client Facilitators/Coordinators		50%
31	C.2.1.	C. User Experience: Technology & Transparency (Increase	Develop and Publish Transparent Workflows	Adopt more user-friendly guidance materials for all functions; visual graphic workflows will help		25%
32	C.2.2.	C. User Experience: Technology & Transparency (Increase	Develop and Publish Transparent Workflows	Incorporate SLAs into all major workflows		50%
33	C.2.3.	C. User Experience: Technology & Transparency (Increase	Develop and Publish Transparent Workflows	Provide updated workflows using the Accela documents for both departments		25%

City of Tampa Development Services Advisory Team Recommendations Tracker
6/15/2020

34	C.3.1.	C. User Experience: Technology & Transparency (Increase)	Refine and Maintain Useful Key Performance Indicator	Finalize monthly key indicators by unit and publish		50%
35	C.3.2.	C. User Experience: Technology & Transparency (Increase)	Refine and Maintain Useful Key Performance Indicator	Adopt KPI's for the State required stop clocks		50%
36	C.4.1.	C. User Experience: Technology & Transparency (Increase)	Improve Web Content and Navigation	Maintain staff contact information and other vital content online		100%
37	C.4.2.	C. User Experience: Technology & Transparency (Increase)	Improve Web Content and Navigation	Refresh navigation to align with process and not org structure		50%
38	C.4.3.	C. User Experience: Technology & Transparency (Increase)	Improve Web Content and Navigation	Refresh reporting dashboards to reflect useful key performance indicators, e.g. estimated wait time for an inspection		25%
39	C.4.4.	C. User Experience: Technology & Transparency (Increase)	Improve Web Content and Navigation	Refresh all hyperlinks and forms for accuracy		75%
40	C.4.5.	C. User Experience: Technology & Transparency (Increase)	Improve Web Content and Navigation	Address ADA requirements on web presence		25%
41	C.5.1.	C. User Experience: Technology & Transparency (Increase)	Improve Accela Navigation and User Interaction	Improve awareness of public access to Accela system (you do not need to be registered to search functions and information)		100%
42	C.5.2.	C. User Experience: Technology & Transparency (Increase)	Improve Accela Navigation and User Interaction	Improve owner access to Accela system; need not be a registered user to access		25%
43	C.5.3.	C. User Experience: Technology & Transparency (Increase)	Improve Accela Navigation and User Interaction	Improve Accela communications		25%
44	C.5.4.	C. User Experience: Technology & Transparency (Increase)	Improve Accela Navigation and User Interaction	Establish a working group and monthly reporting requirement		100%
45	C.6.1.	C. User Experience: Technology & Transparency (Increase)	Initiate Accela Public Workshops	Established a monthly training workshop. Five completed to date.		100%
46	C.7.1.	C. User Experience: Technology & Transparency (Increase)	Develop and Maintain User Guidance Materials	Establish Project Manager with part-time resources to produce and maintain materials		75%
47	D.1.1.	D. Process Improvements: Part A Applications, Filing & Permits	Reduce Re-submittals by Improving Filing Instructions	Review intake documentation in process		0%
48	D.1.2.	D. Process Improvements: Part A Applications, Filing & Permits	Reduce Re-submittals by Improving Filing Instructions	Establish a formal escalation process to provide a clear decision-making path for complex issues		100%
49	D.1.3.	D. Process Improvements: Part A Applications, Filing & Permits	Reduce Re-submittals by Improving Filing Instructions	Provide workflow and guidance materials for zoning applications		25%
50	D.1.4.	D. Process Improvements: Part A Applications, Filing & Permits	Reduce Re-submittals by Improving Filing Instructions	Establish Technical Interpretations Committee that will publish examples to encourage understanding		25%

City of Tampa Development Services Advisory Team Recommendations Tracker
6/15/2020

51	D.1.5.	D. Process Improvements: Part A Applications, Filing & Permits	Reduce Re-submittals by Improving Filing Instructions	Minimum drawing standard should be established and published.		0%
52	D.2.1.	D. Process Improvements: Part A Applications, Filing & Permits	Clarify and Consider Expanding Conditional /	Consider expanding concept of certain projects that can move forward with a partial approval		0%
53	D.2.2.	D. Process Improvements: Part A Applications, Filing & Permits	Clarify and Consider Expanding Conditional /	Review partial approval for foundation-only on new buildings		0%
54	D.2.3.	D. Process Improvements: Part A Applications, Filing & Permits	Clarify and Consider Expanding Conditional /	Update the 'aerial view' guidance materials currently online		10%
55	D.2.4.	D. Process Improvements: Part A Applications, Filing & Permits	Clarify and Consider Expanding Conditional /	Review opportunities for site-only approvals to enable contractors to start work prior to building approval.		0%
56	D.5.1.	D. Process Improvements: Part A Applications, Filing & Permits	Expand Express Permits/Approvals (Walk-	Implement 'Fast Pass' Program for selected application types		100%
57	D.6.1.	D. Process Improvements: Part A Applications, Filing & Permits	Evaluate the Right-of-Way (ROW) Permit Process	Assess and review key workflows that are performed by division versus parent departments and synthesize for more streamlined experience		25%
58	D.6.2.	D. Process Improvements: Part A Applications, Filing & Permits	Evaluate the Right-of-Way (ROW) Permit Process	Consider separating the approval from the permit process		0%
59	D.6.3.	D. Process Improvements: Part A Applications, Filing & Permits	Evaluate the Right-of-Way (ROW) Permit Process	Create reporting metrics for all 'parent' departments and sub-departments		10%
60	D.6.4.	D. Process Improvements: Part A Applications, Filing & Permits	Evaluate the Right-of-Way (ROW) Permit Process	Establish an ombudsman or senior technical manager empowered to make decisions on conflicts that arise during site and ROW reviews		10%
61	D.6.5.	D. Process Improvements: Part A Applications, Filing & Permits	Evaluate the Right-of-Way (ROW) Permit Process	Consider a resource and assessment to determine what needs ROW and the MOT functions will need to be successful		50%
62	D.7.1.	D. Process Improvements: Part A Applications, Filing & Permits	Develop Guidance Materials for Recent Tree Code and	Implement a certified arborist training program		100%
63	D.7.2.	D. Process Improvements: Part A Applications, Filing & Permits	Develop Guidance Materials for Recent Tree Code and	Engage arborist community in progress and initiatives		100%
64	D.7.3.	D. Process Improvements: Part A Applications, Filing & Permits	Develop Guidance Materials for Recent Tree Code and	Implement a quality assurance and enforcement component to the 'certified arborist' program		50%
65	D.7.4.	D. Process Improvements: Part A Applications, Filing & Permits	Develop Guidance Materials for Recent Tree Code and	Provide guidance materials for the tree table and make readily available online.		100%
66	D.8.1.	D. Process Improvements: Part A Applications, Filing & Permits	Assess Filing Fees	Impact Fee changes underway; other fee assessments in consideration		25%
67	D.9.1.	D. Process Improvements: Part A Applications, Filing & Permits	Adopt Applicable Best Practices	Review surrounding municipalities best practices		100%

City of Tampa Development Services Advisory Team Recommendations Tracker
6/15/2020

68	D.9.2.	D. Process Improvements: Part A Applications, Filing & Permits	Adopt Applicable Best Practices	Implement 'Tech Talks' concept to assist filing community		0%
69	D.9.3.	D. Process Improvements: Part A Applications, Filing & Permits	Adopt Applicable Best Practices	Assess best prtactices for adopting a routine enforcement protocol		0%
70	D.9.4.	D. Process Improvements: Part A Applications, Filing & Permits	Adopt Applicable Best Practices	Assess best practices for adopting a routine integrity training protocol		0%
71	D.9.5.	D. Process Improvements: Part A Applications, Filing & Permits	Adopt Applicable Best Practices	Reviewed 8 municipalities Private Provider programs		75%
72	D.10.1.	D. Process Improvements: Part A Applications, Filing & Permits	Implement General Process Improvements for	Eliminate any unecessry water/wastewater review and need for a FEMA certification when not applicable		25%
73	D.10.2.	D. Process Improvements: Part A Applications, Filing & Permits	Implement General Process Improvements for	Synthesize water and wastewater review process		25%
74	D.10.3.	D. Process Improvements: Part A Applications, Filing & Permits	Implement General Process Improvements for	Eliminate the duplicate review process for private provider		100%
75	D.10.4.	D. Process Improvements: Part A Applications, Filing & Permits	Implement General Process Improvements for	Designate 'walk through' day (Fast Pass)		100%
76	D.10.5.	D. Process Improvements: Part A Applications, Filing & Permits	Implement General Process Improvements for	Implement evening or weekend office hours via Homeowner's Night program		100%
77	D.10.6.	D. Process Improvements: Part A Applications, Filing & Permits	Implement General Process Improvements for	Assess the usefulness of e-mail chats between staff and clients		25%
78	D.10.7.	D. Process Improvements: Part A Applications, Filing & Permits	Implement General Process Improvements for	Assess the value of specializing team support		25%
79	D.10.8.	D. Process Improvements: Part A Applications, Filing & Permits	Implement General Process Improvements for	Designate a dedicated team member for large projects		100%
80	D.10.9.	D. Process Improvements: Part A Applications, Filing & Permits	Implement General Process Improvements for	Better integrate inter-department workflows		25%
81	D.10.10.	D. Process Improvements: Part A Applications, Filing & Permits	Implement General Process Improvements for	Address stormwater overlap and gaps between CSD and TSS reviews		25%
82	E.1.1.	E. Process Improvements: Part B Inspections	Implement an Inspector Tracking and Contact Process	We would have to determine the benefits and the cost of a system for this service.		0%
83	E.2.1.	E. Process Improvements: Part B Inspections	Prioritize Essential System Improvements	Prioritize functionality within the department and other parent departments to promote a "one city" approach to development		25%
84	E.3.1.	E. Process Improvements: Part B Inspections	Reporting	The data metrics are manually driven. Seek an automatic query to be posted online. Focus on other city agencies to support a "one city" approach to		25%

City of Tampa Development Services Advisory Team Recommendations Tracker
6/15/2020

85	E.4.1.	E. Process Improvements: Part B - Inspections	Same Day Service	Currently next day service available on a staff level cannot be leverage to provide this level of service without additional staff.		75%
86	F.1.1.	F. Regulatory Environment (Update the Land Development	Assess Key Provisions of the Land Development Code	Identify provisions of the LDC that should be simplified		25%
87	F.1.2.	F. Regulatory Environment (Update the Land Development	Assess Key Provisions of the Land Development Code	Identify provisions of the LDC that create confusion and cause delay		25%
88	F.1.3.	F. Regulatory Environment (Update the Land Development	Assess Key Provisions of the Land Development Code	Refresh/assess LDC provisions that have the highest incidence of mis-interpretation		25%
89	F.1.4.	F. Regulatory Environment (Update the Land Development	Assess Key Provisions of the Land Development Code	Assess LDC provisions that are routinely waived.		25%
90	F.2.1.	F. Regulatory Environment (Update the Land Development	Simplify Public Notice Requirements	Assess public notice requirements to simplify and streamline.		25%
91	F.3.1.	F. Regulatory Environment (Update the Land Development	Develop code requirements and processes to incorporate	Ensure appropriate processes to comply with the state statute requirements		25%
92	F.3.2.	F. Regulatory Environment (Update the Land Development	Develop code requirements and processes to incorporate	Ensure appropriate processes to comply with the state statute requirements		25%
93	F.3.3.	F. Regulatory Environment (Update the Land Development	Develop code requirements and processes to incorporate	Assess to ensure compliance with prescribed legislative requirements		25%
94	F.3.4.	F. Regulatory Environment (Update the Land Development	Develop code requirements and processes to incorporate	Ensure appropriate processes to comply with the state statute requirements		100%
95	F.3.5.	F. Regulatory Environment (Update the Land Development	Develop code requirements and processes to incorporate	Ensure appropriate processes to comply with the state statute requirements		50%
96	F.3.6.	F. Regulatory Environment (Update the Land Development	Develop code requirements and processes to incorporate	Ensure compliance with all legislated turnaround times for permitting and inspections, where applicable.		100%
97	F.4.1.	F. Regulatory Environment (Update the Land Development	Ensure Continuous Assessment	Create a team to review code updates and set priorities.		100%
98	F.4.2.	F. Regulatory Environment (Update the Land Development	Ensure Continuous Assessment	Create a regular basis to review code and legislative updates.		50%

APPENDIX B: Sample of Monthly Presentations by Unit Heads



WELCOME

T3 Session
Transforming Tampa's Tomorrow
Monday, December 9, 2019

Agenda



- Capacity by Unit
- Quality by Unit
- Courtesy by Unit

Capacity

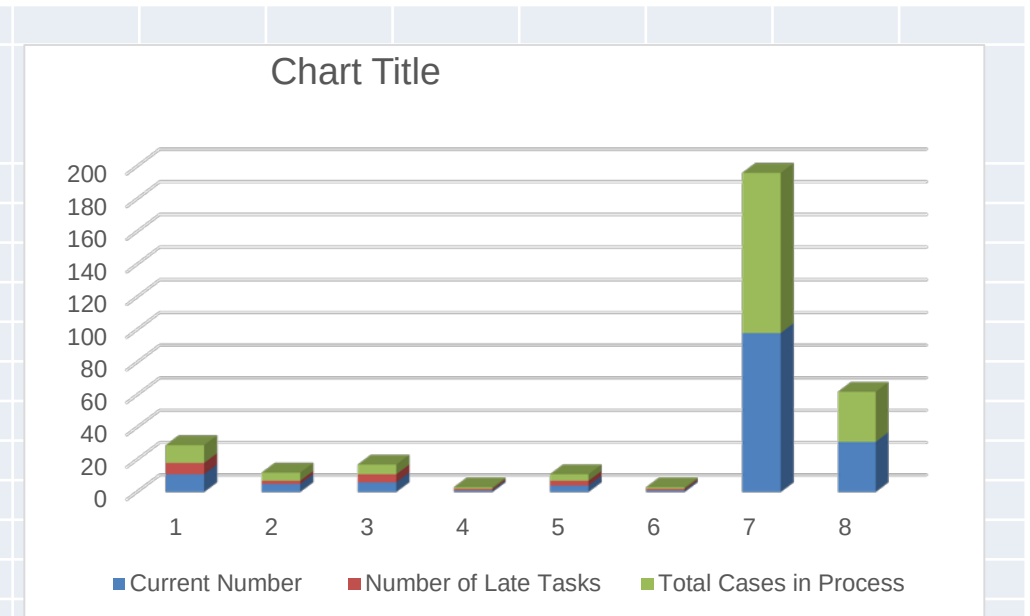
Planning, Design & Development Coordination

General Zoning Administration

	Current Number	Number of Late Tasks	Total Cases in Process	Oldest Record	Average Age of Task Past Due(Estimate)
FDN	11	7	11	FDN20-12	30 days
ADO	5	2	5	ADO20-2	15 days
CRT	6	5	6	CRT20-16	10 days
SNO	1	1	1	SNO20-04	6 days
VEN	4	3	4	VEN20-09	7 days
BOP	1	1	1	BOP-20-45	15 days
CMP	98	0	98	CMP-19-0012411	60 days
RCA	31	0	31	RCA-20-0014507	60 days

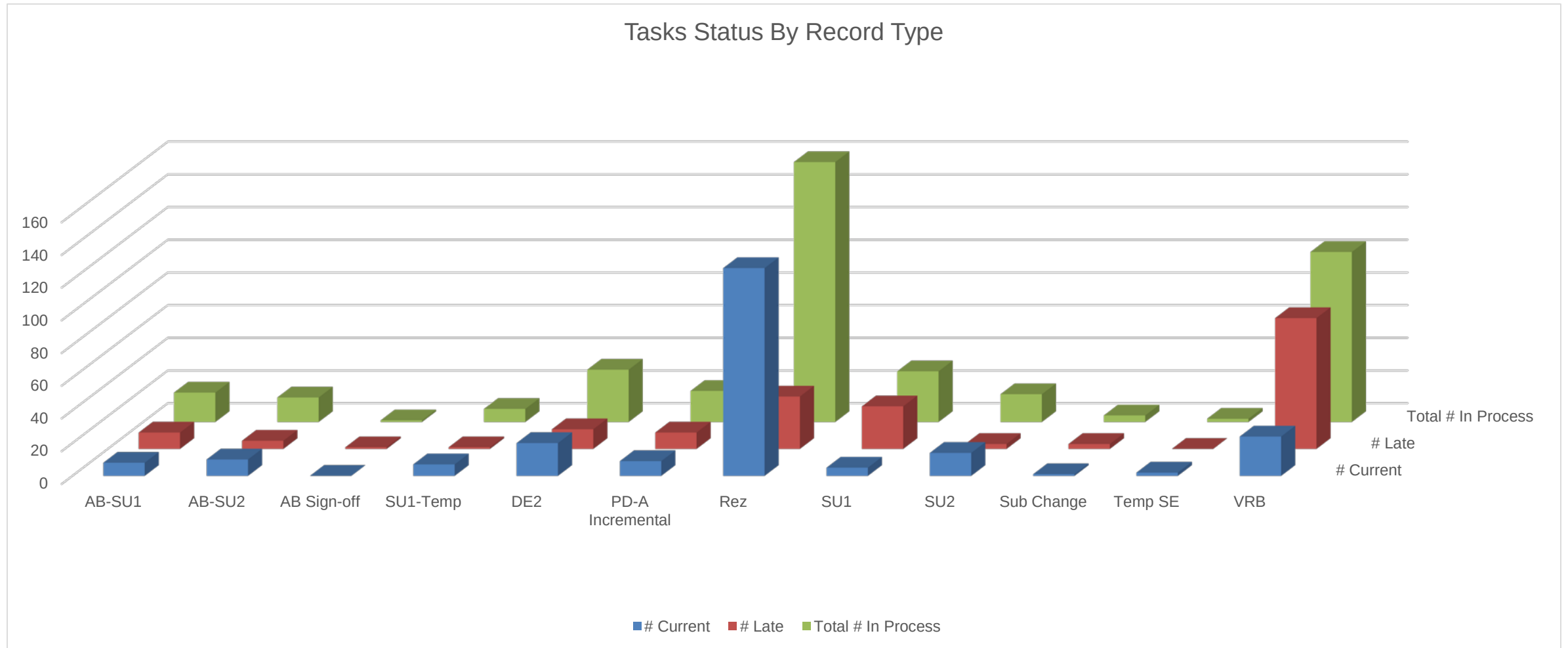
FDN=Formal Decision
 ADO=Advisory Opinion
 CRT=Certification Letter
 SNO=Sign off
 VEN=Vendors
 BOP=Business Operating Permits
 CMP=Code Enforcement
 RCA=Rental Certificates

November cases



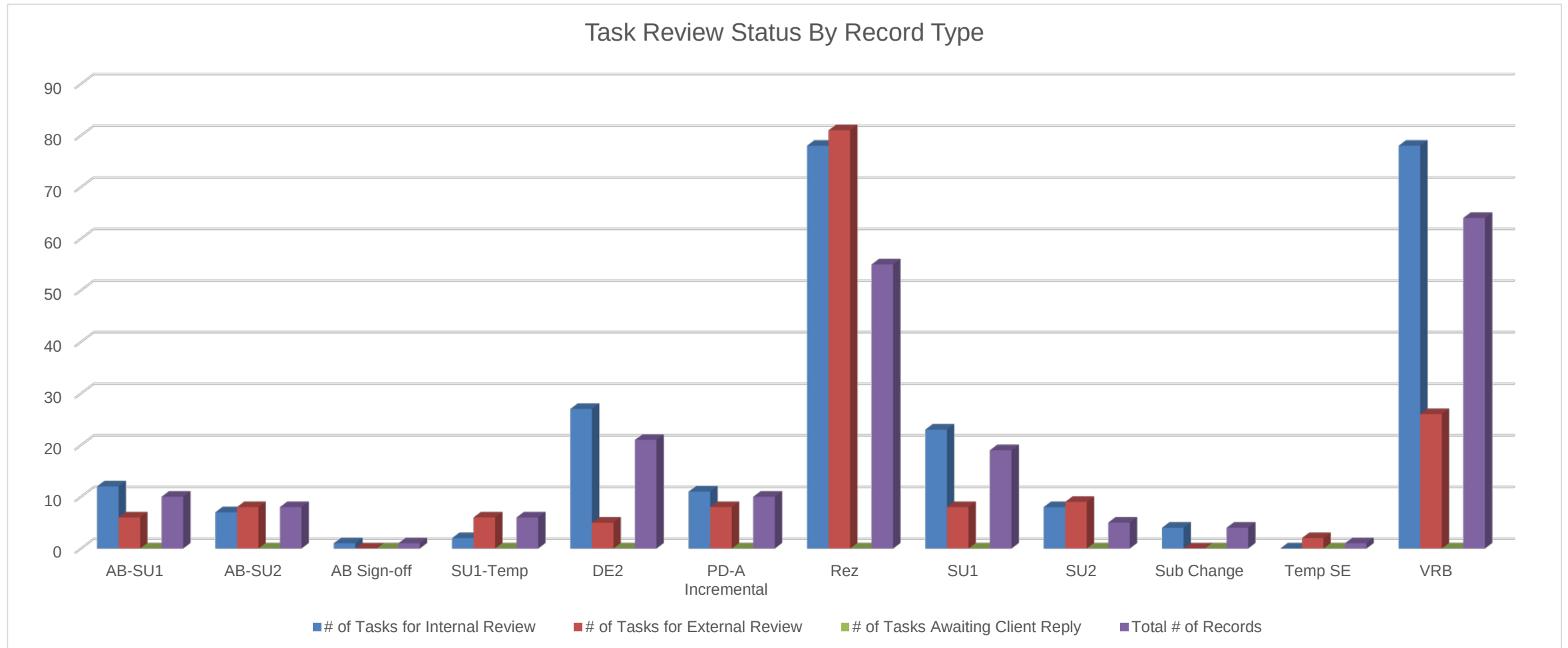
Planning, Design & Development Coordination

Planning & Development Coordination



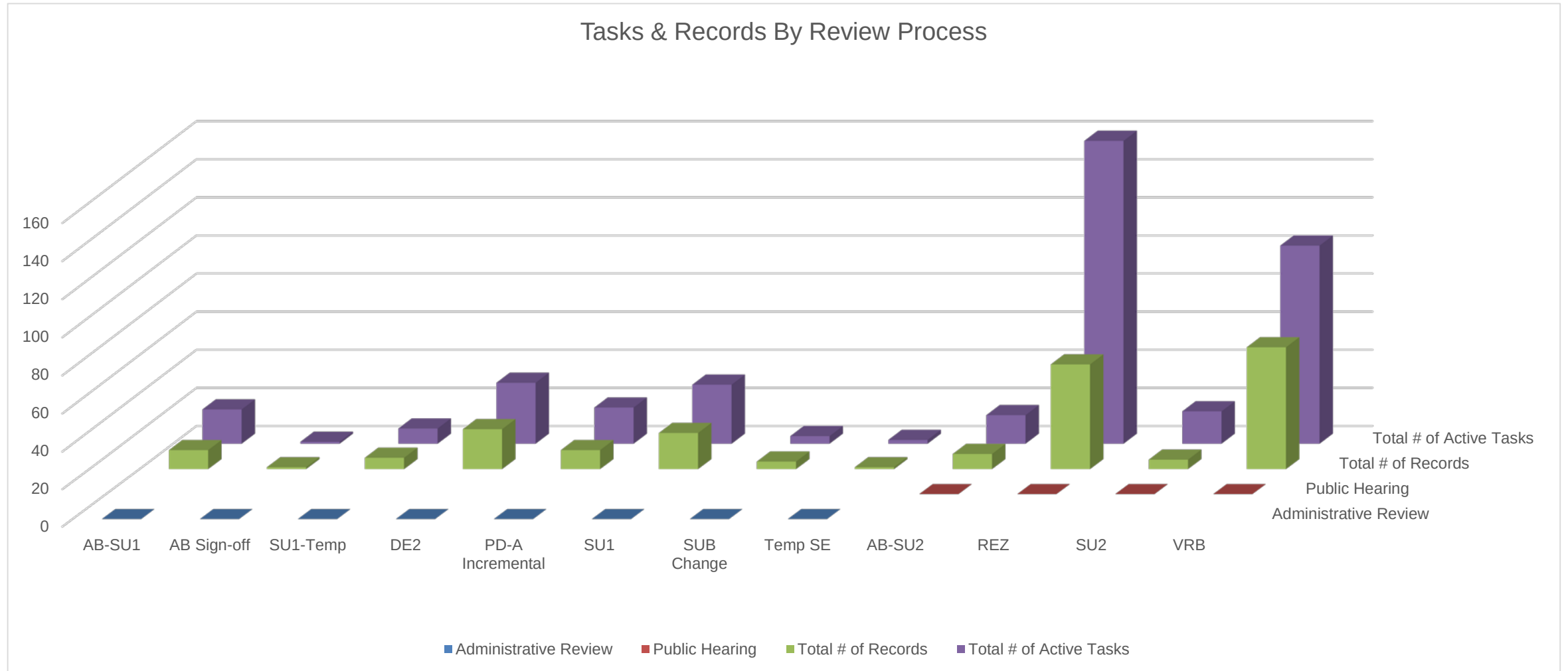
Planning, Design & Development Coordination

Planning & Development Coordination



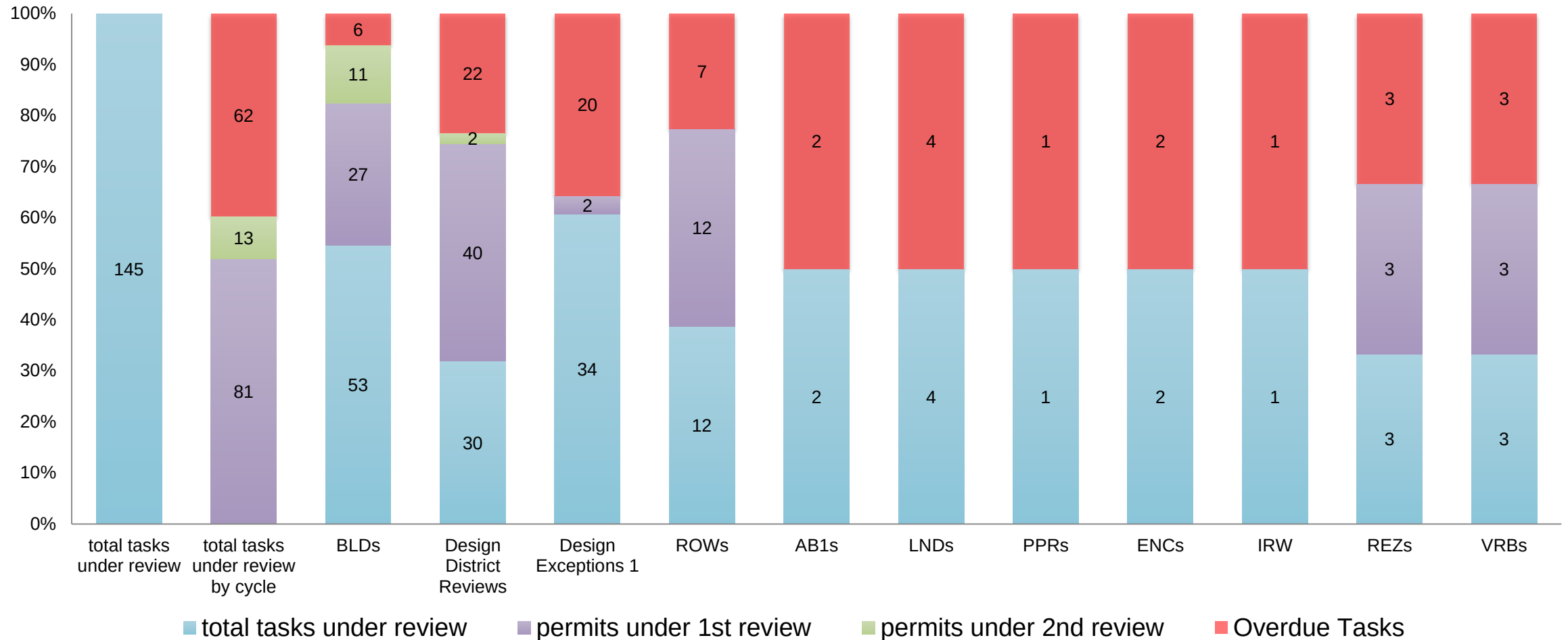
Planning, Design & Development Coordination

Planning & Development Coordination



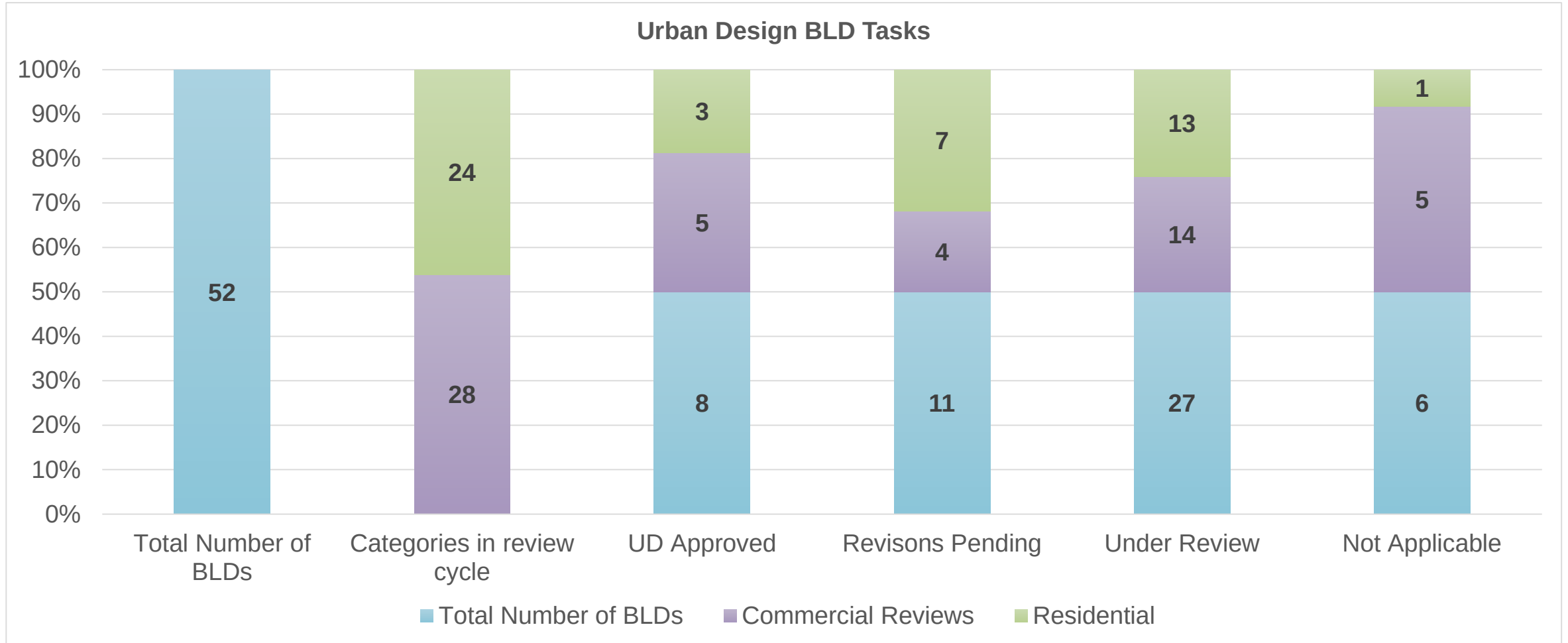
Planning, Design & Development Coordination

Planning & Urban Design Coordination



Planning, Design & Development Coordination

Planning & Urban Design Coordination



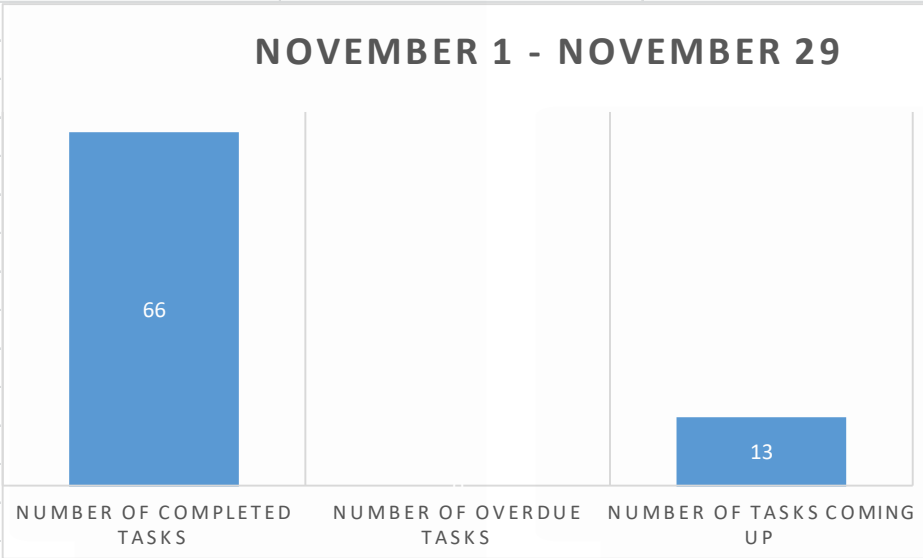
Planning, Design & Development Coordination

Transportation, Stormwater & Solid Waste

November 1 - November 29																			
Transportation Review		Cases include: REZ, SU1, SU2, SUB, PPT, PLN, FPT, DDR, ROW review for Natural Resources, IRW, DE1, DE2, ENC, VAC, AB1, AB2, VRB, BLC, SWC, ARC, ABT, TSE, BLD for urban design																	
Number of Completed Tasks	Number of Overdue Tasks	Number of Tasks coming up		oldest case date		average review time													
311	0	23																	

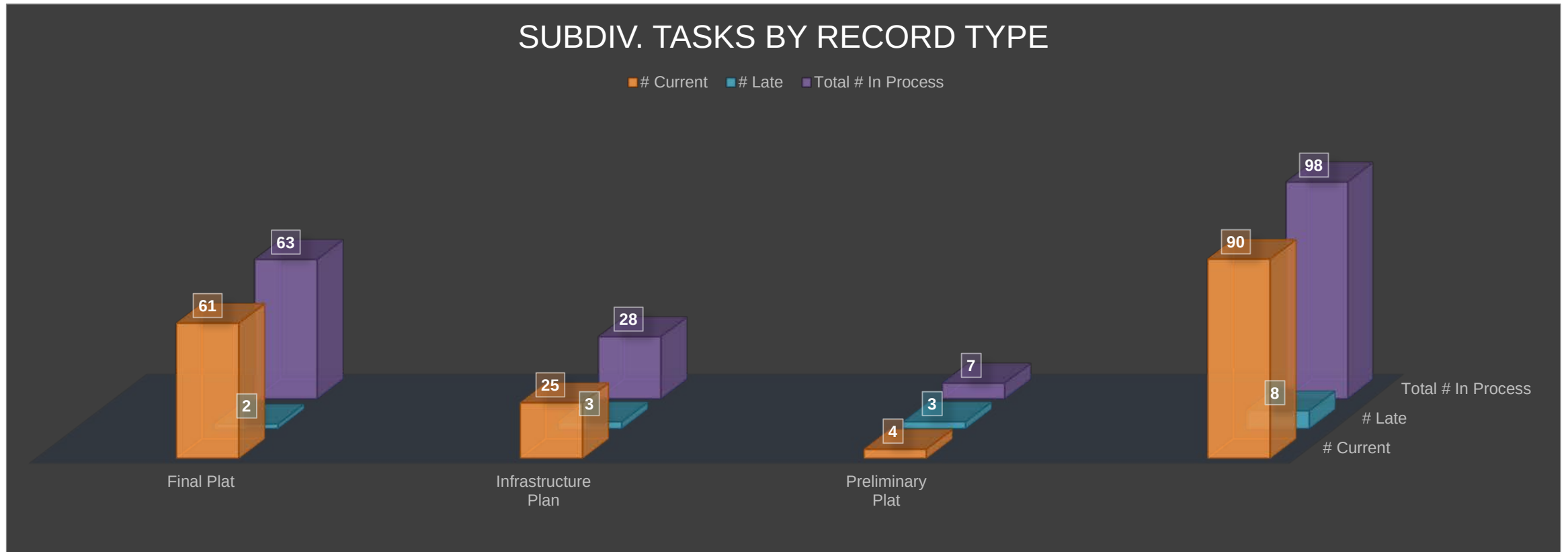
Planning, Design & Development Coordination

Transportation, Stormwater & Solid Waste

November 1 - November 29																
Stormwater and Solid Waste		Cases include: REZ, SU1, SU2, SUB, PPT, PLN, FPT, DDR, IRW, ENC, AB1, AB2, BLC, ARC														
Number of Completed Tasks	Number of Overdue Tasks	Number of Tasks coming up	oldest case date	average review time												
66	0	13														
NOVEMBER 1 - NOVEMBER 29  <table><tr><th>Task Status</th><th>Count</th></tr><tr><td>Number of Completed Tasks</td><td>66</td></tr><tr><td>Number of Overdue Tasks</td><td>0</td></tr><tr><td>Number of Tasks Coming Up</td><td>13</td></tr></table>		Task Status	Count	Number of Completed Tasks	66	Number of Overdue Tasks	0	Number of Tasks Coming Up	13							
Task Status	Count															
Number of Completed Tasks	66															
Number of Overdue Tasks	0															
Number of Tasks Coming Up	13															

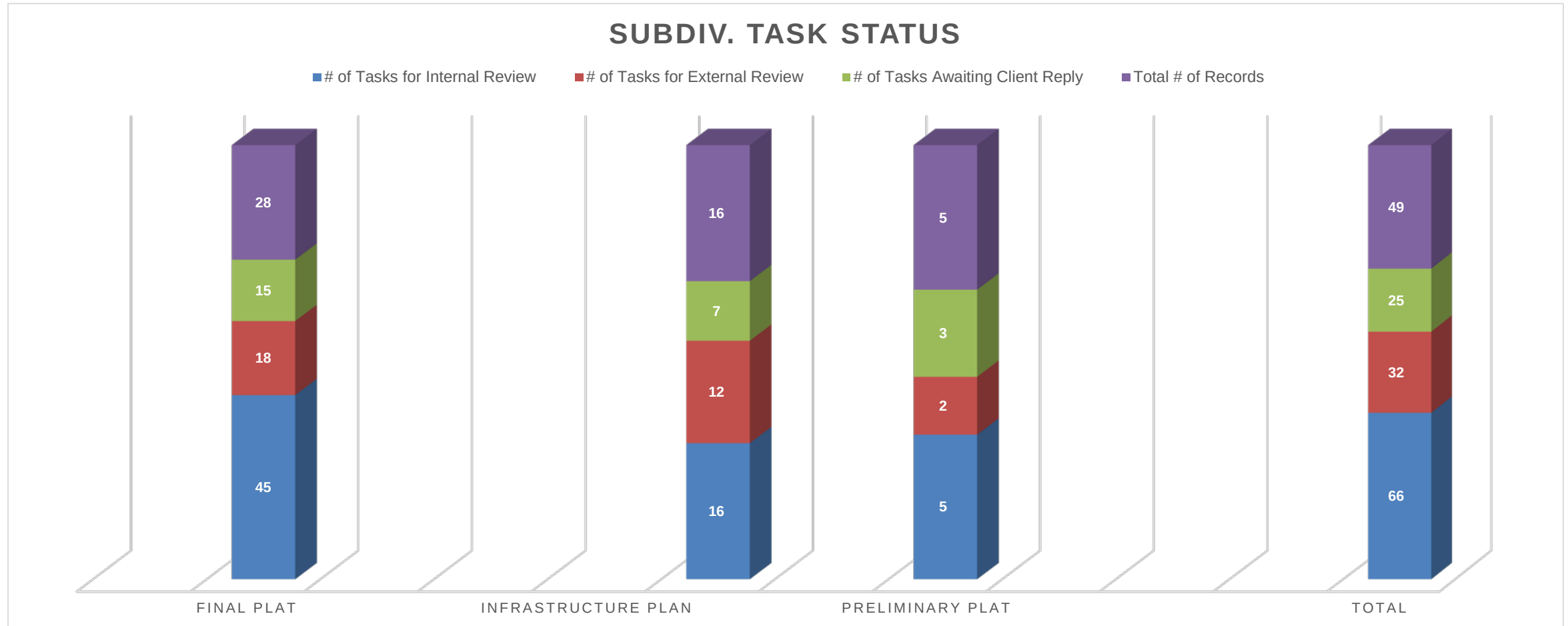
Planning, Design & Development Coordination

Subdivision & DRI



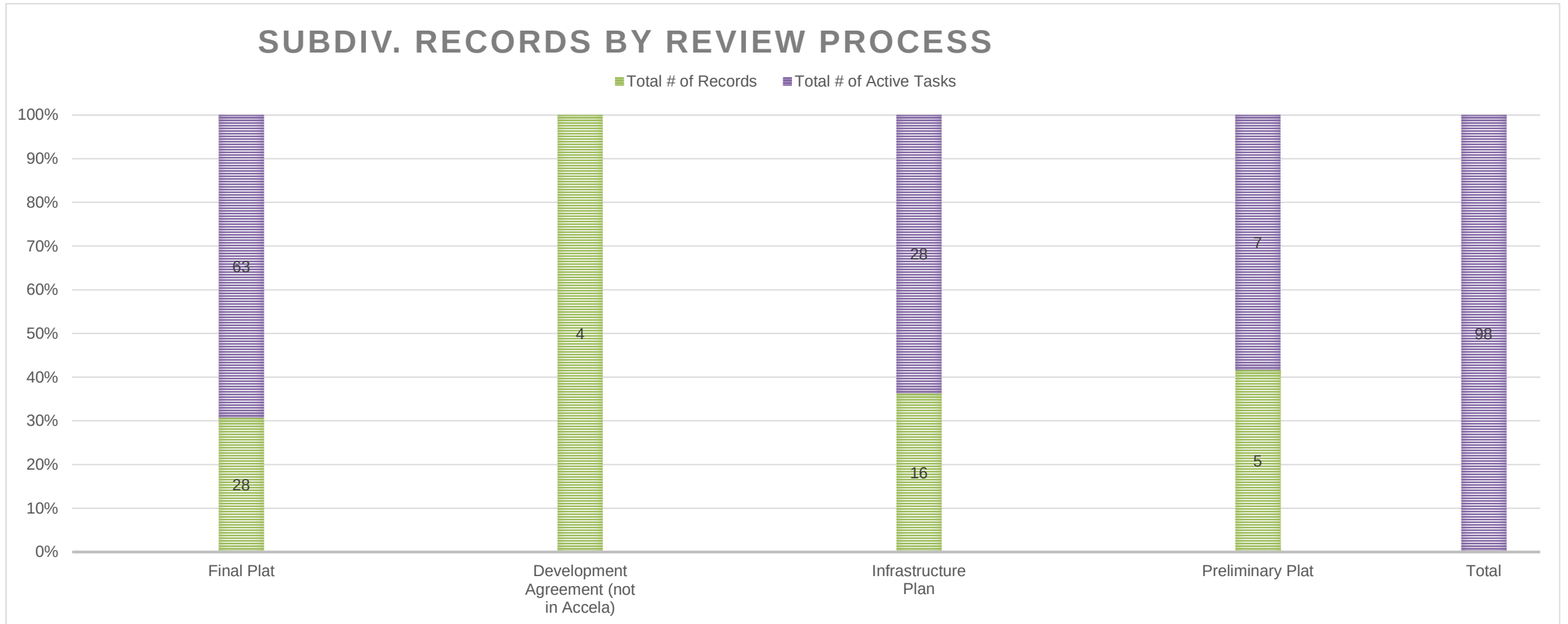
Planning, Design & Development Coordination

Subdivision & DRI



Planning, Design & Development Coordination

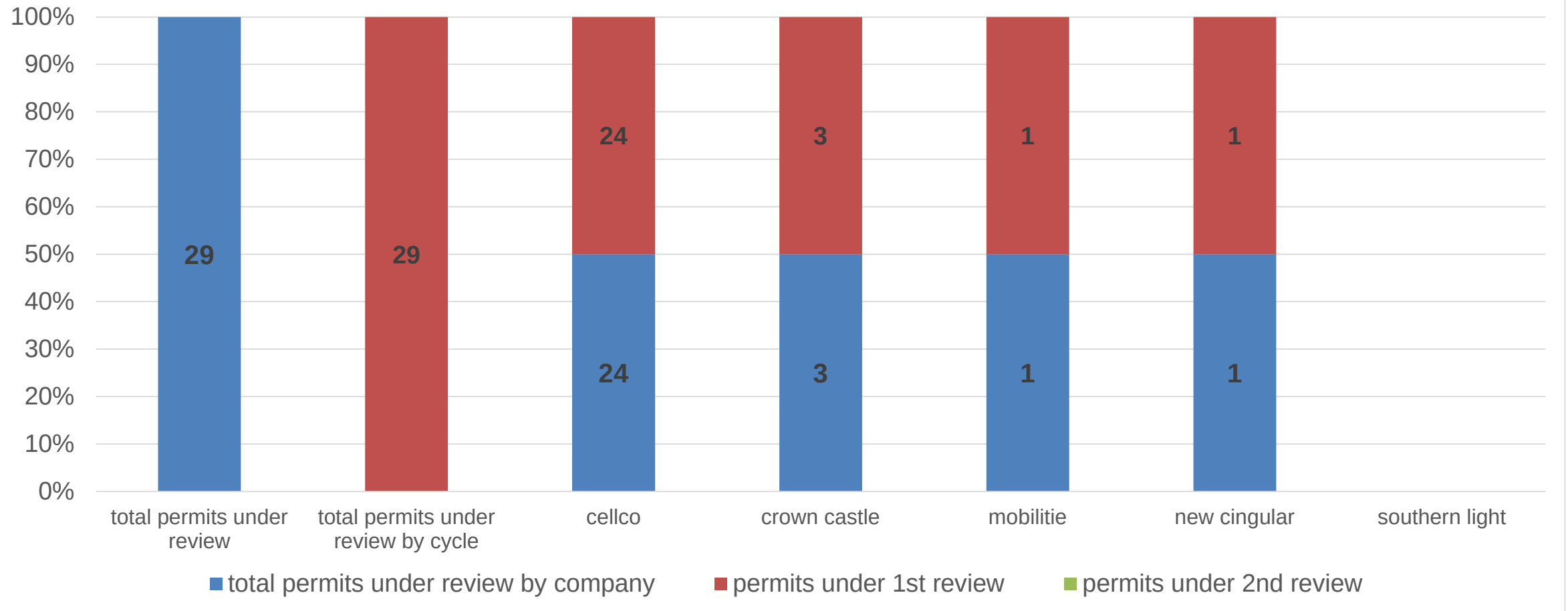
Subdivision & DRI



Planning, Design & Development Coordination

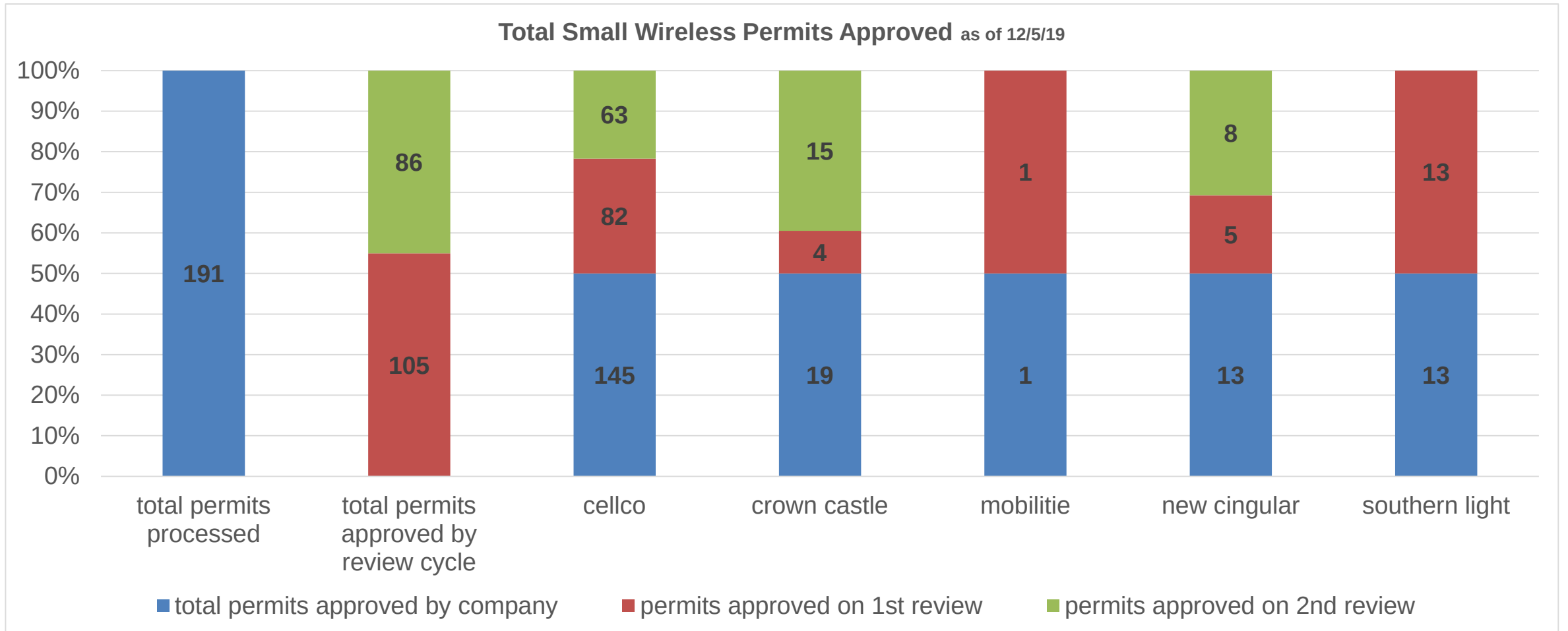
ROW Permitting

Active Small Wireless Permits In Process as of 12/5/19



Planning, Design & Development Coordination

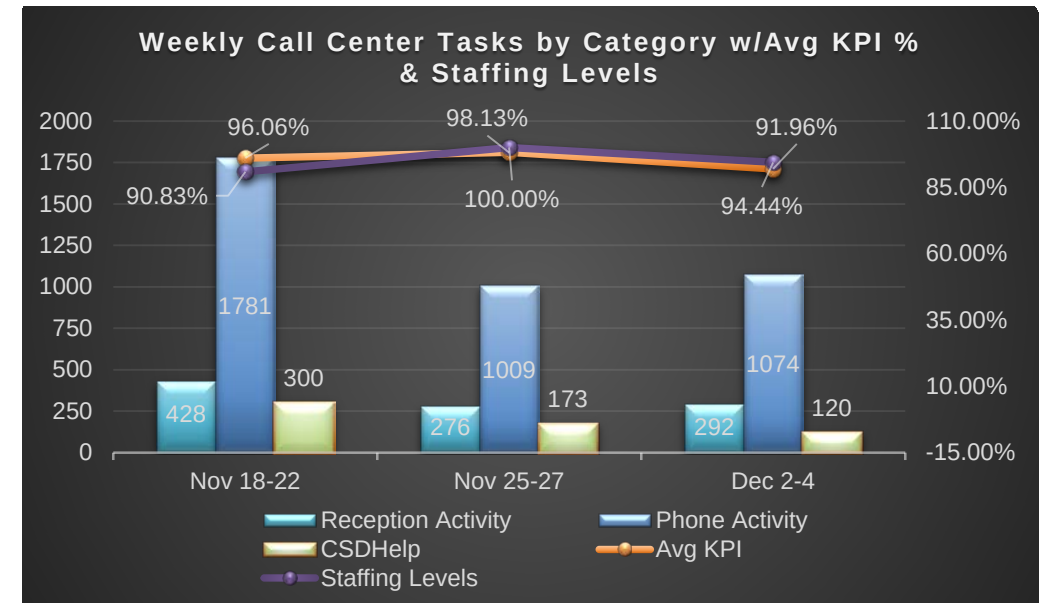
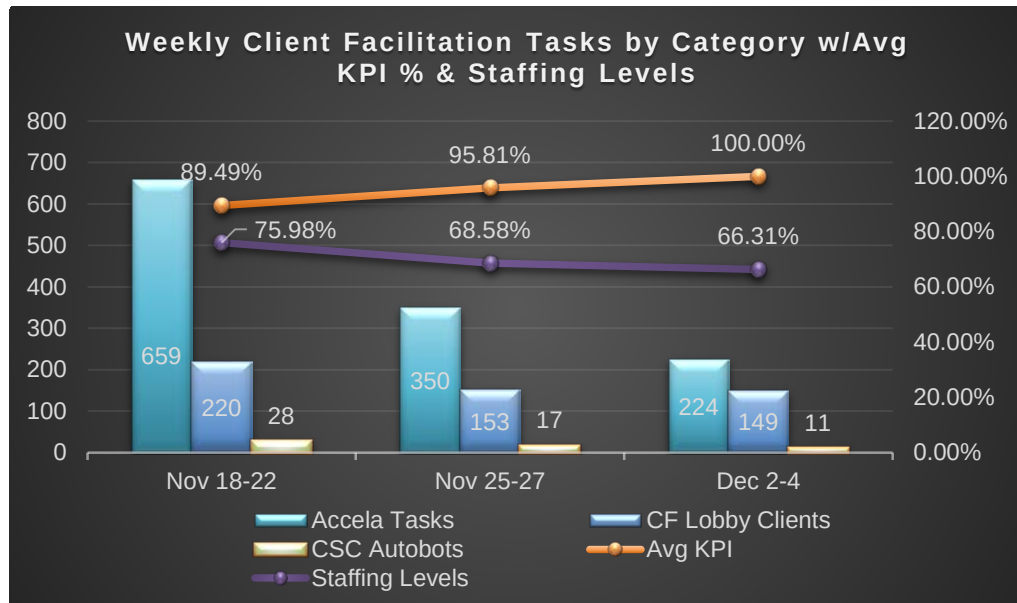
ROW Permitting



Construction Services

Weekly Client Facilitation & Call Center Stats

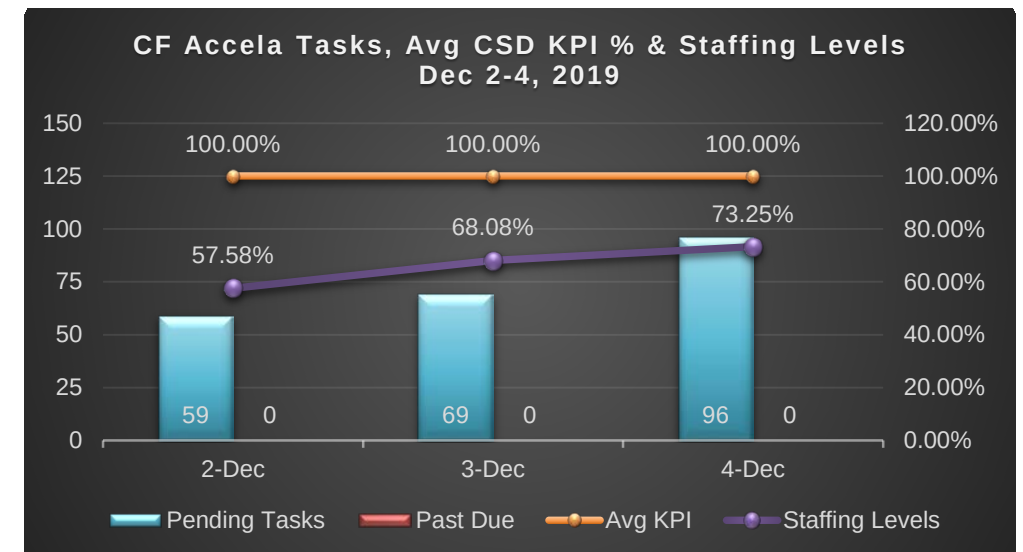
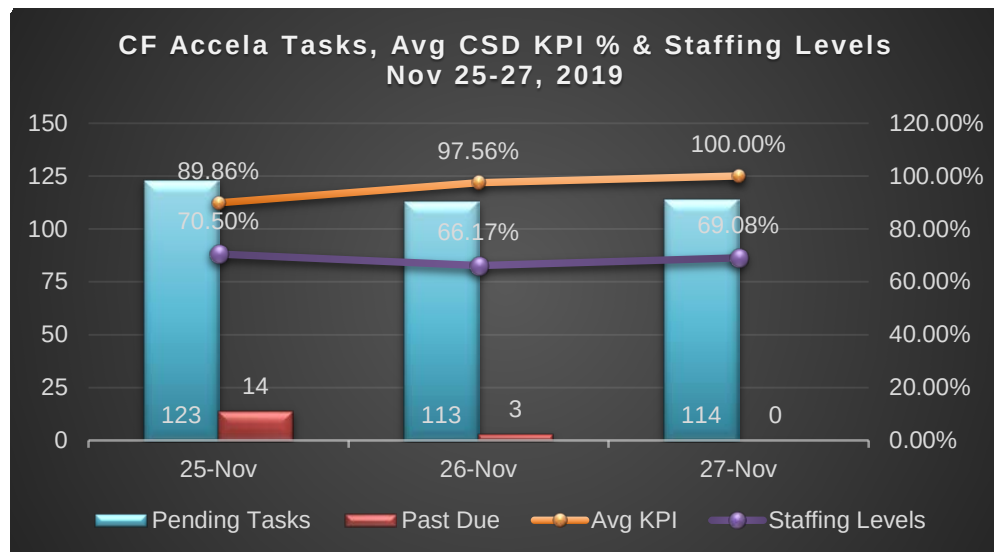
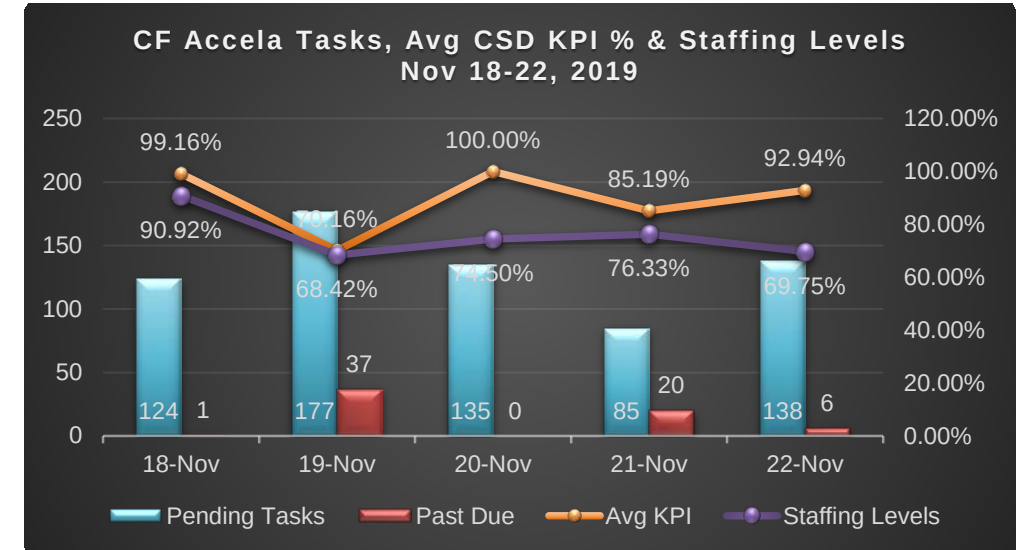
- Volume of Resolved Tasks
- Average KPI %
- Staffing Levels



Construction Services

Client Facilitation Tasks

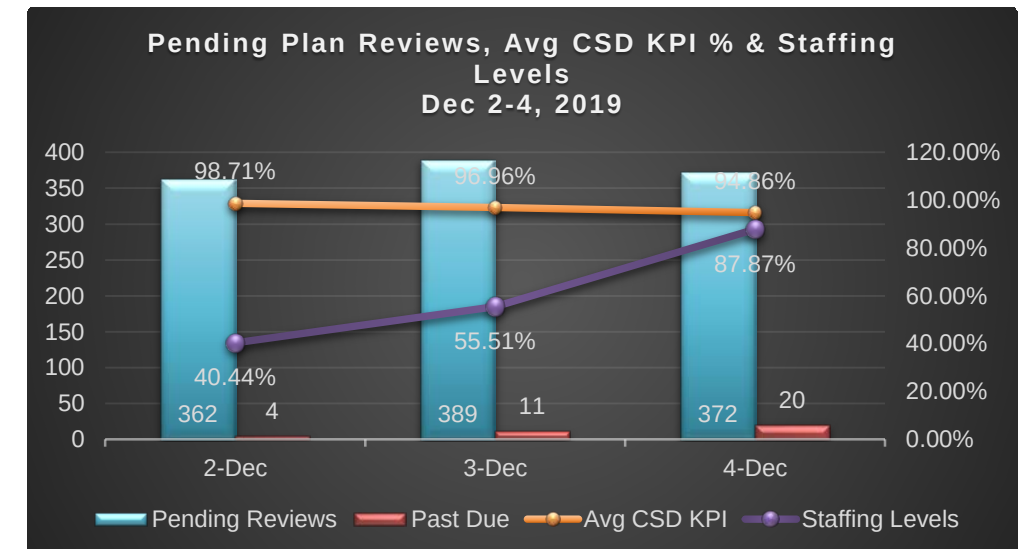
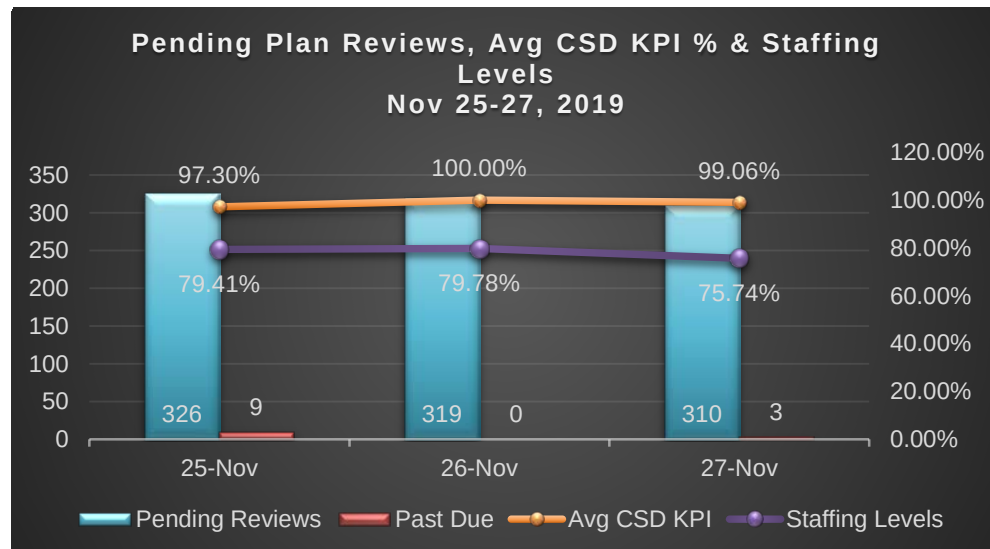
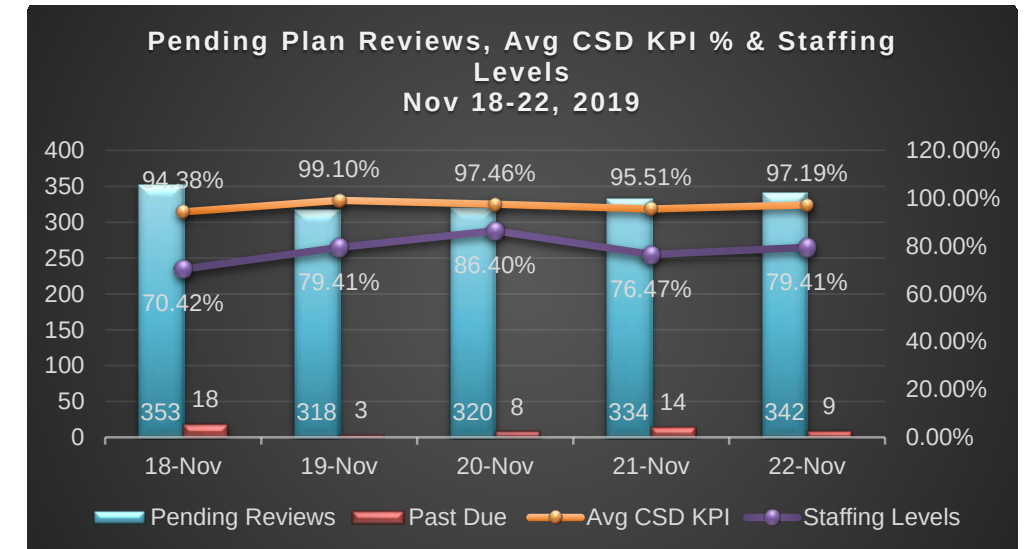
- Volume of Daily Pending Accela Tasks
- Average KPI %
- Staffing Levels



Construction Services

Plan Review (CSD only)

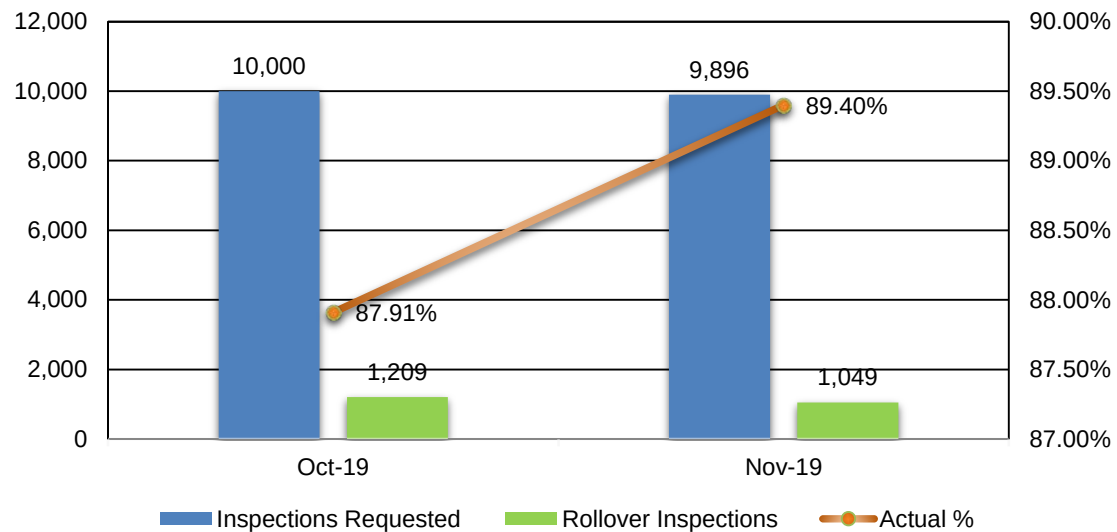
- Volume of Daily Pending Reviews
- Average KPI % (all CSD disciplines)
- Staffing Levels



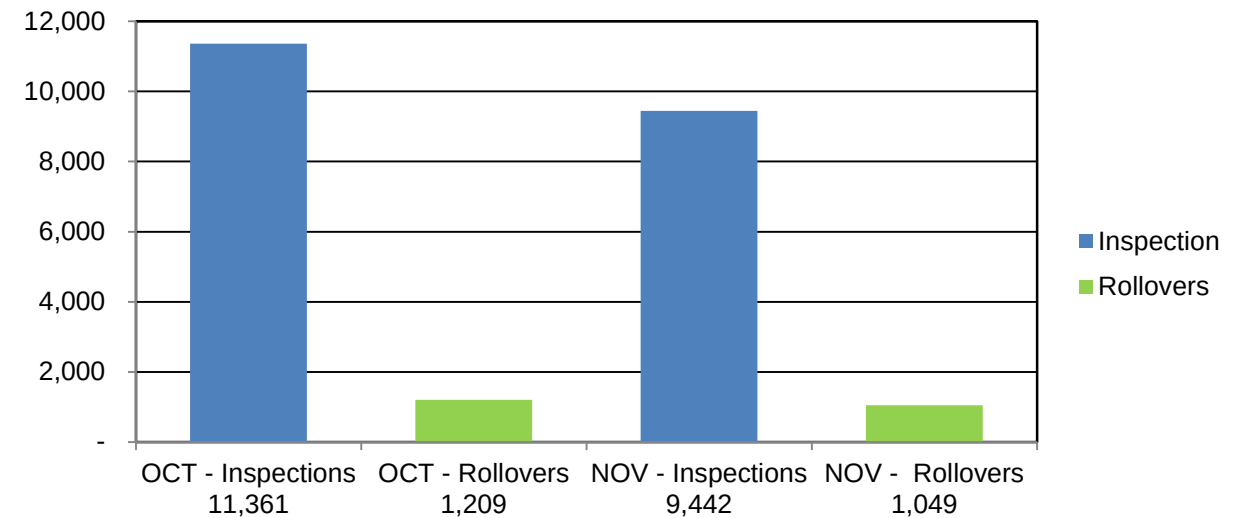
Construction Services

INSPECTIONS

Inspections Requested vs. Rollovers
(Oct - Nov 2019)



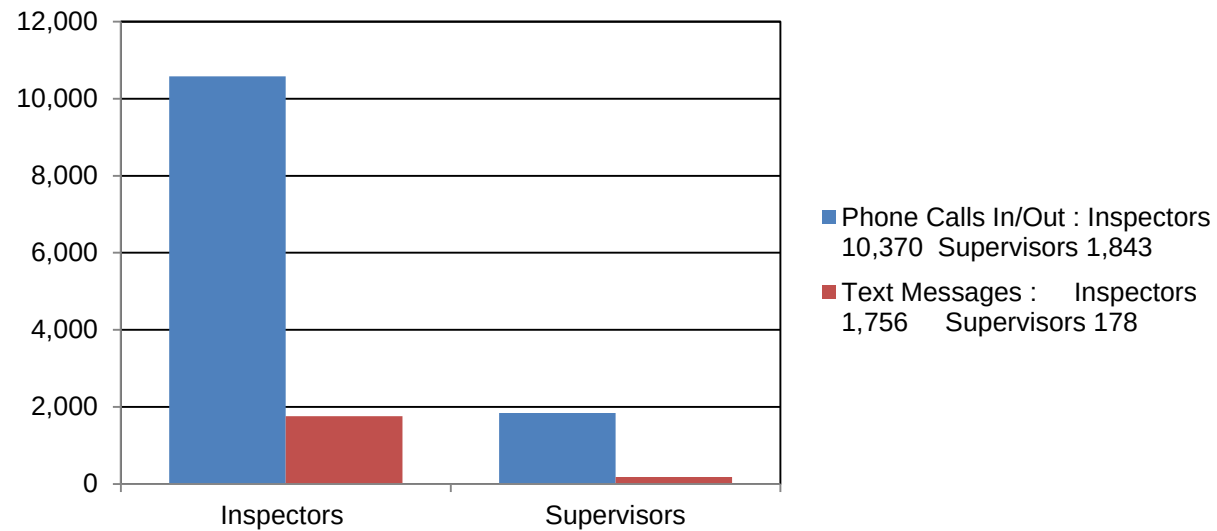
Inspections Completed by Month
(Oct - Nov 2019)



Construction Services

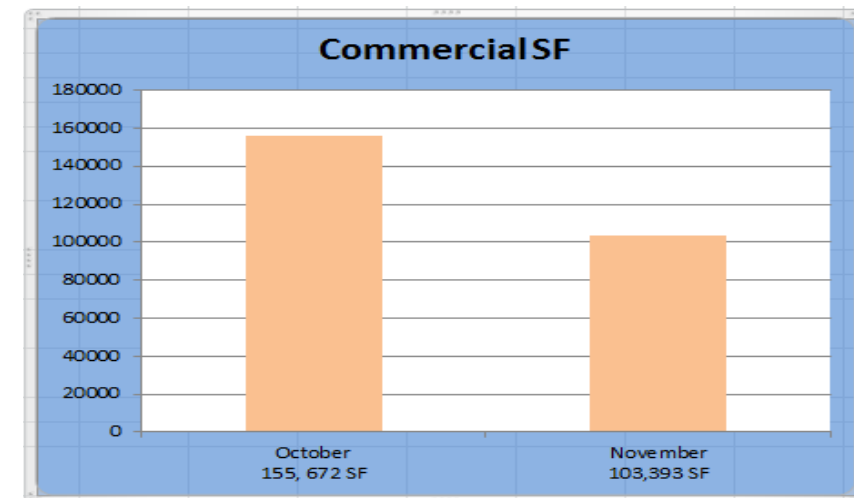
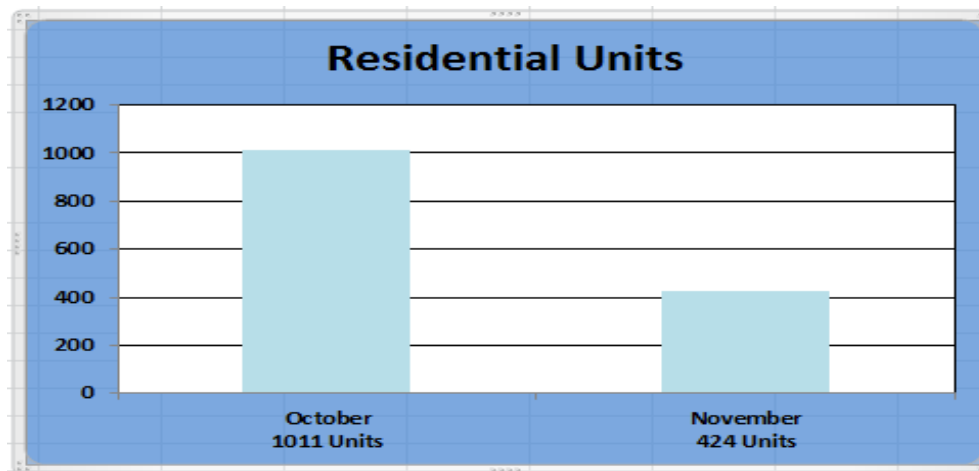
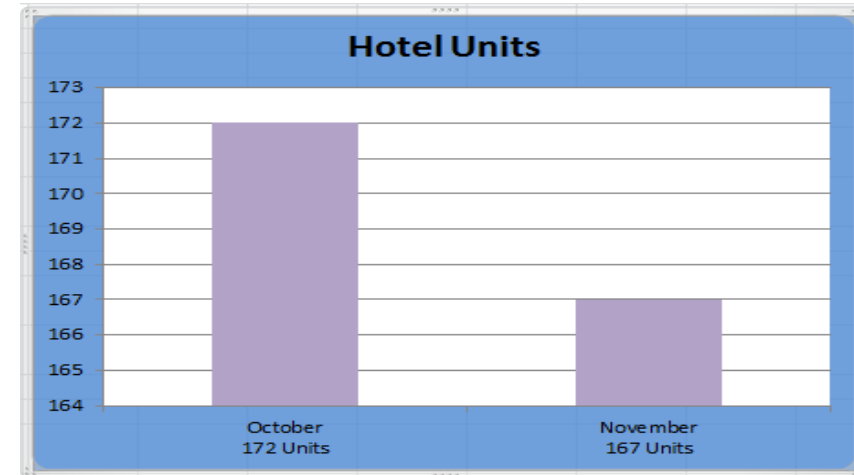
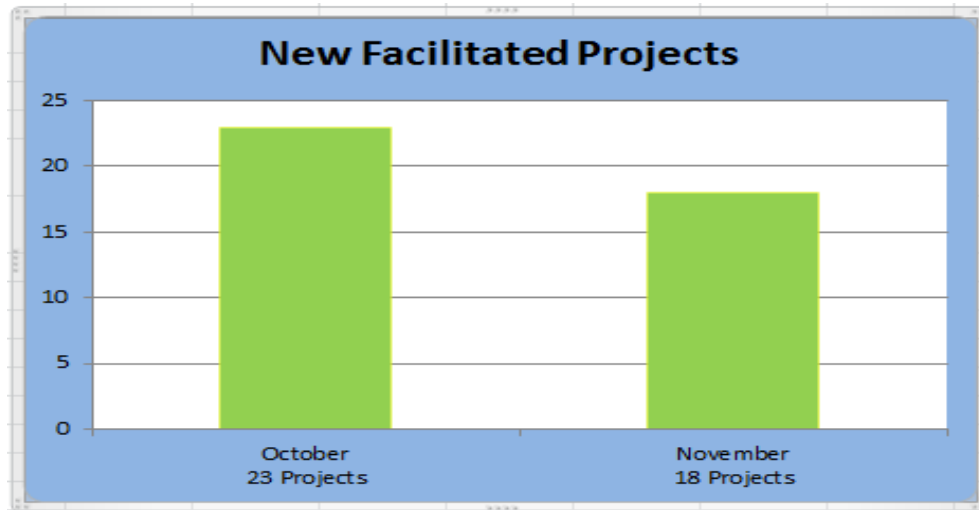
INSPECTIONS

Inspections Calls
(Oct 18th thru Nov 18th, 2019)



Construction Services

Facilitated Projects



Construction Services

In the Pipeline!

Springhill Suites Hotel

1105 N Tampa St
167 Units + Restaurant



Status: Application Review

Encore: Legacy Residence

1251 Ray Charles
223 Units



Status: Incremental Review (IRW)



Status: Application Review

Jade Apartments

608 Willow Ave
192 Units – Retail Space

Rocky Point Apartments

3015 N Rocky Point Dr
180 units



Status: Application Review



Status: Rezoning-Public Hearing

Moffitt Hospital

10901 McKinley
15 Stories Building with Parking Garage

Quality

Construction Services

Quality Control – Plan Review (Existing Programs)

- Plan Review Checklists (i.e., commercial site, building, signs, residential building/site, pools)
- Quality Assurance Meetings with Stormwater and Zoning
 - Review of specific projects with various divisional personnel
 - Staff comments and results are maintained in a cumulative fashion for future training/reference

Date	Address	Project Number	Quality Assurance Projects	Stormwater Comments	Zoning Comments	Result	Coc
11/4/2019	4115 W. Noyahar	BLD-19-0473477	N/A	N/A	No issues	Additional comment made on A/C unit location, stormwater, and driveway width	
11/4/2019	4421 N. Florida Ave	BLD-20-0473878	N/A	N/A	Correct Zoning to SH-CG, clarify comment for parking	Project corrected and approved	
11/4/2019	7510 N. 30th St	BLD-19-0456862	N/A	N/A	RF letter for collaboration required	Requesting RF letter and needs a TAC meeting	
11/7/2019	1900 N. Tampa St	BLD-19-0487915	N/A	N/A	N/A		
11/7/2019	1045 E. Cumberland Ave	BLD-19-0489521	N/A	N/A	Calculations provided on plumbing plan, easements are shown, erosion control is shown on plan. Check with ROW for buffer boxes		
11/7/2019	5014 W. Euclid Ave	BLD-19-0489529	N/A	N/A	Dimension shown on building plan		
11/16/2019	3000 W. Bay To Bay	BLD-19-0489762	N/A	N/A	No additional comments from zoning		
11/16/2019	16001 Highwoods Promenade	BLD-20-0473409	N/A	N/A	No additional comments from zoning		
11/16/2019	3088 N. Rocky Point Dr	BLD-19-0489549	N/A	N/A	Approved. No comments from zoning		
11/16/2019	2301 E. Fowler Ave	BLD-19-0489567	N/A	N/A	Need Peer Review in LDC, DLI, D. Bass and Team G letter		
11/16/2019	6014 Adorno Dr	BLD-19-0489555	N/A	N/A	Clear up comment for flow arrows to be more concise. add A/C pad comment		
11/20/2019	1015 W. Braddock	BLD-20-0473216	N/A	N/A	Comments not ready for QA from CSO staff		
11/20/2019	2119 W. Hibernough Ave	BLD-19-0489535	N/A	N/A	Right of way design for SF access not needed to be engineered. Treatment is not required.		
11/20/2019	2501 W. Price Ave	BLD-19-0489586	N/A	N/A	Can't read site plan or determine walls		
11/20/2019	1411 N. 17th St	BLD-20-0473754	N/A	N/A	Need TAC meeting		
11/20/2019	4035 W. San Rafael St	BLD-20-0473955	N/A	N/A	Need to review submittal, need key for elevations		

Record #	BLD-18-0450000	Date	06/25/18
Job Address:	1400 N Boulevard	Contact Person	Andre Mesa
SITE: Zoning Plan Review		Submission #	1
REVIEW ITEMS	Chapter 27	RESULT	COMMENTS
1 Zoning Compliance			
2 Change of Use			
3 Design Review District			
4 Setbacks			
5 Building Height			
6 Density			
7 Flood/Hazard Maps			
8 Required Parking/Loading Spaces			
9 Buffers			
10 Neighborhood			
11 School Impact Fees			
12 2040 Comprehensive Plan - Urban Village			
13 Other			
14 Other			
15 Other			
16 Other			
17 Other			
18 Other			
19 Other			
20 Other			
21 Other			
22 Other			
23 Other			
24 Other			
25 Other			
26 Other			
27 Other			
28 Other			
29 Other			
30 Other			
31 Other			
32 Other			
33 Other			
34 Other			
35 Other			
36 Other			



- Ongoing Training During Weekly Staff Meetings
 - Researched, prepared, and led by staff (rotational basis), specific topics are presented with visual aids (PPT) and discussed in detail (i.e., plumbing/grease trap requirements, townhouse wall openings, stormwater)
- Supervisor Review Accela Workflow Task
 - Allows for random quality control review prior to moving the plans into the Plans Coordination workflow task



Construction Services

Quality

Check Lists and Guide Sheets.

- Residential Check Lists are currently in production.
- We are working on implementation.

Inspector Leads Interaction.

- Provide Quality Assurance by reviewing completed inspections.
- Assisting inspectors during inspections.
- Full implementation expected once we backfill vacancies.

Standard Operating Procedures (SOP) and Policies.

- Need to be reviewed & updated.
- Need to be available to inspectors to provide consistency when conducting inspections.

Fire

- Keeping all Inspectors on same page by checklist and constant communication on special situations that may come up.
- Making sure Inspectors are up to date on the latest inspection trends for Fire Inspections around the State.
- Instilling that everyone from top level to bottom is responsible for the quality of what they do. With that being said, provide the opportunity for all employees to provide knowledge, tools and guidance to help everyone else play their part.

Courtesy

Planning, Design & Development Coordination

Important Courtesy “Rules”

- Talk with a “*smile*” - the client can hear your positive, negative, or ambivalent tone
- Treat the customer like you want be treated...*“if you wouldn’t say it to your mother, don’t say it here – to coworkers or clients.”*
- Leadership to give positive reinforcement to make sure the employees feel appreciated. Openly celebrate staff who receive ‘kudos’ emails & letters from clients. Confident & positive employees will better serve the public.
- If you have an unpleasant experience with a client, advise supervisor/manager. Contemporaneous documentation is wise & can help keep any follow up contact concise and focused.
- If you think a meeting or discussion will be controversial, have a coworker attend with you. Document the file as necessary.
- Office hours must be adequately covered
- Annual leave must be covered through staff redundancy, including work to be performed (i.e. reviews). Those out of office should leave of lists & notes of items due & discuss with staff/supervisors in advance of leave to avoid “surprises”
- Finally, if you err (and you will – you are human) OWN IT and move on.

Planning, Design & Development Coordination

Uniform, kind, helpful greetings & responses

- By phone
 - Return Phone Calls within 24 hours unless sick or emergency. Devote time at the end of the day to return of calls.
 - Check messages to make sure clients can leave a VM. At times, messages are lengthy, which can result in no extra time for others to be left.
 - Leave out of office message, on phone message, with appropriate staff noted to contact during absence
- By email
 - Keep up with emails & return responses within 24 hours. If you can't, advise the contact why & when you can.
 - Leave out of office message, on email, with appropriate staff noted to contact during absence
- In person
 - QFLOW should be handled within 10 minutes or less.
 - Greet unattended customers on the 2nd and 3rd Floor lobbies & ask if they are being assisted

Construction Services

Courtesy



Standardized Greetings and Voice Mails will be implemented once CSD has made a choice. We think they should be consistent.

“Good Morning/Afternoon... Inspections... This is _____. How may I help (or assist) you?”

Inspector’s Voicemail:

Option 1: *“You have reached the voicemail of _____ with the City of Tampa Construction Division, I am currently conducting an inspection or assisting another client. Please leave your name, number and a brief message and I will get back to you as soon as possible. Thank you and have a wonderful day.”*

Option 2 :

“You have reached the voicemail of _____ with the City of Tampa Inspections Services, I am currently conducting an inspection or assisting another client. Please leave your name, number and a brief message and I will get back to you as soon as possible. Thank you and have a wonderful day.”

Courtesy - Top 5 Proposed Programs

- **Standardize Method of Transferring Q-Flow Clients**
 - Updating subject lines; transferring in-lieu of closing ticket, which forces clients to sign in again at the back of the line.
- **Standardize Out-of-Office Protocol**
 - Pro-actively create redundancy to ensure clients always have an alternate person to contact.
- **Standardize Greeting for Lobby Clients**
 - CF Staff: After calling a client via Q-Flow, greeting clients at cubicle entrance would be more welcoming and help orient our patrons
- **Expand on Existing Informational 'Business' Card Program**
 - Create cards with office contact information for inspectional staff to provide to clients when appropriate
 - Create cards with contact information for specific inspection questions, so in-house staff can provide to clients when appropriate

Construction Services

INSPECTIONS

Items Performed

- 👷 Door Hangers for Homeowners
- 👷 Shoe Protectors (Booties), Re-Implemented
- 👷 Call Ahead Process
- 👷 Provide Estimated Time of Arrival.
- 👷 Inspector Leads for Face to Face Interaction.
- 👷 Designated Teams for Large Projects.
- 👷 After Hours Inspections Available (Additional Fee)

Training

- 👷 Attended ADA Annual Refresh Training Class
- 👷 Autism Awareness
- 👷 Weekly Inspector Meetings Include Training
- 👷 Participation With Professional Organizations

Ideas

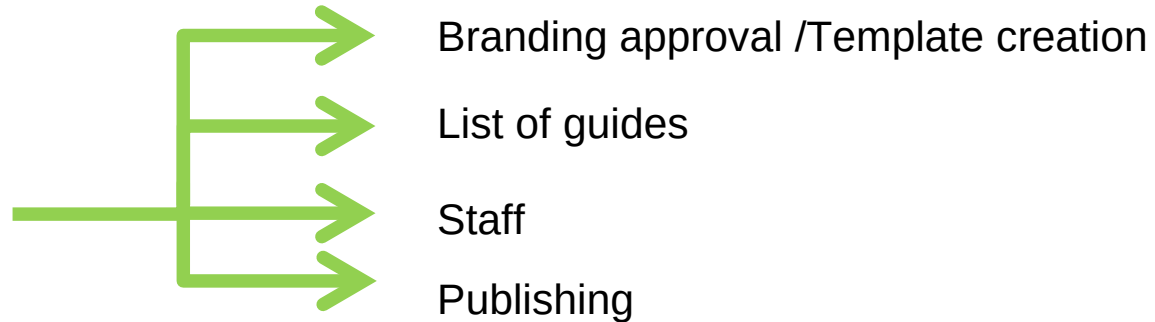
- 👷 Inspections by Affidavit. Trade Permits
- 👷 Video Inspections on Trade Permits
- 👷 Inspector's Name on Shirts
- 👷 Inspections by Appointment (Additional Fee)
- 👷 Convenience Shifts. Evenings/Weekends
- 👷 Positive Social Interactions

Construction Services

DEVELOPMENT SERVICES

Level of Efforts

- ✓ How To Guides



Priority

- ✓ Development Services Document Branding
- ✓ Develop a priority list of on line Self Help documents
- ✓ Re-Introduction of DSC services to clients and City staff

APPENDIX C: Draft Protocol



City of Tampa

Jane Castor, Mayor

Planning and Development
Development Services Center
Administrative Bulletin #1

Project Implementation Protocol

In order to transform the Tampa Planning and Development Department, the staff will engage in a series of projects to attain the goals set forth in the T3 Sessions. To do this effectively, the staff will need to plan and implement projects that will foster transparency, consistency and efficiency.

Following a project protocol is a recognized best practice and should be adopted moving forward. Continuing to follow the protocol for the department will demonstrate to its staff and external stakeholders that decisions are planned and implemented in a consistent and transparent fashion, therefore, building confidence with the community.

Note that projects will range in size and impact. The protocol can be flexible to allow the department to be nimble in its approach. However, instead of eliminating steps altogether for expediency, some steps can be reduced or made more informal to allow the department to continue to be consistent in its approach while balancing effort.

Project Charter

This document outlines the purpose of the project with the key expected results in order for an approval process to move forward for resource and time allocation.

- *Description of Issue:* Each project requires a project charter which will provide a short description of the problem the department wishes to address.
- *Priority:* List how important this project is to the sponsor and how it relates to the T3 advisory report.
- *Goal:* List the desired result
- *Current State:* Provide a short narrative of the current state process and units responsible

1
Draft V2
12.5.19

tampagov.net



City of Tampa

Jane Castor, Mayor

- *Stakeholders Affected:* List the external stakeholder and how they could benefit
- *Identify parameters or rules:* List guidelines to prevent scope creep.
- *Measurement:* Quantify the desired result. Identify if metrics are currently available.

Assessment

Once the charter is accepted, an initial project plan should be provided. The elements are below:

- *Assessment:* team is deployed to investigate and make its best assessment with information available. Include outside stakeholders to confirm issues that need to be addressed.
- *Metrics needed:* identify data needed and what is currently available to establish a baseline
- *Potential Solutions:* Provide a summary of solutions, potential workflow changes, with LOE and timeline
- *Recommendation:* Team should make a recommendation, with assumptions made and guidelines and scope clear.
- *Potential Impact:* Identify stakeholders affected and the potential benefits.

Project Implementation Plan

Once the assessment is concluded and a recommendation is adopted, a team is identified to come up with the project implementation plan.

- *Plan:* Create a step by step plan with tasks assigned to specific personnel with expected target dates
- *Feedback:* Form a stakeholder group that includes internal and external resources for feedback during planning process
- *Pilot Program:* Consider a pilot program or soft launch (this is a go/no go check in with sponsor)

2

Draft V2
12.5.19

tampagov.net



City of Tampa

Jane Castor, Mayor

- *Rollout*: Develop a high level roll out strategy
- *Final Plan*: Final edits on plan
- *Future Staff Narrative*: Provide high level narrative with flowcharts and metrics (this is a go/no go check in)

Implementation

Once the project plan is approved, the team should implement as described. This includes the following:

- Implement tasks that may include training, process reviews, changes to Accela,
- Develop detailed roll out strategy
- Develop a communication strategy
- Develop draft messaging documents that can be used both internally and externally; this includes any bulletins, workflows, web pages, FAQ, scripts for personnel
- Develop monitoring plan
- Review plan and messaging documents with Mayor's Office
- Final edits on plan
- Introduce stakeholders to plan using draft/final messaging documents
- Provide high level narrative with flowcharts and metrics (this is a go/no go check in)

Go Live / Monitoring:

Once the project has its final approval, the staff will select a Go Live Date and implement. This will kick off the monitoring stage:

- Go live with all messaging documents
- Provide special customer service support through call center, email or in person means

3
Draft V2
12.5.19

tampagov.net



City of Tampa

Jane Castor, Mayor

- Monitor daily the results and provide reporting weekly to sponsor
- Check in with external stakeholders to get real time, specific feedback
- Post metrics daily and weekly to affirm progress and make changes, if necessary
- Summarize on a basis determined by the sponsor to monitor success.
- Adjust plan based on monitoring results
- Finalize/Close project and publish results to public

***Standard:**

Specific standards once available should be employed. For instance, the following standards should be put in place to create a uniform process:

1. Standard organizations or committees to seek feedback
2. Publishing standards on documents such as bulletins, workflows
3. Bulletin and workflows should contemplate style, color and follow industry standards
4. Web interface and language
5. Standard reporting for each project online

4
Draft V2
12.5.19

tampagov.net