



Development Services

Continuous Improvement Update

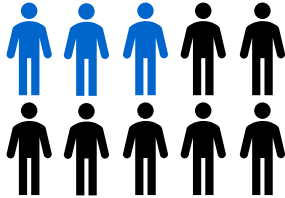
June 12, 2023



National Context



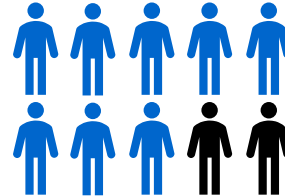
OPENGOV – STATE OF LOCAL GOVERNMENT SURVEY 2023



“Less than 1 in 3 residents are satisfied with the permitting and licensing process”

CITY OF GOODYEAR SURVEY

Customers range from highly sophisticated developers to homeowners to contractors



83% of customers said they would choose to do business again with DSD

- per COG customer survey, March 2023

National Survey Results



Internal Challenges

Top four internal challenges to starting development projects ranked by survey respondents.

- 01 Trying to complete projects on time with limited staff
- 02 Collaborating across departments and government entities
- 03 Attracting or educating developers on codes or what to build
- 04 Managing permitting with paper processes or outdated software

“Only 1 in 2 agencies allow online fee payment”
(OpenGov)

Development Services Strategic Approach & Alignment



Strategic Plan



INTEGRATED RELATIONSHIP TO DSD

FISCAL & RESOURCE MANAGEMENT



ORGANIZATIONAL ALIGNMENT

**TAKING CARE OF OUR
WORKFORCE**

MAINTAINING TRANSPARENCY

**NEVER STOP IMPROVING
SERVICES**

FOCUSING ON PROCESSES

KEEPING UP WITH TECHNOLOGY

SENSE OF COMMUNITY



**RESPECTING ALL
INDIVIDUALS**

ENGAGING OUR RESIDENTS

BUILDING PARTNERSHIPS

ECONOMIC VITALITY



**FOSTERING RELATIONSHIPS
WITH BUSINESSES**

**STRENGTHENING OUR LOCAL
ECONOMY**

**MAINTAINING AND
INVESTING IN
INFRASTRUCTURE**

**FOCUSING ON JOBS AND
QUALITY OF LIFE**

QUALITY OF LIFE



**KEEPING OUR COMMUNITY
SAFE**

**PROMOTING HEALTH AND
WELLNESS**

**TAKING CARE OF OUR
ENVIRONMENT**

Hello – To - CO

Collaborative Team



DSD's Philosophy

Customer Defines Value
Engaged Employees Deliver Excellent Service
To Accomplish This, The System Incorporates:

Predictability

Flexibility

Consistency



Who are our Customers?



Our Customers



2022 BREAKDOWN

~7,000 Projects and Permits



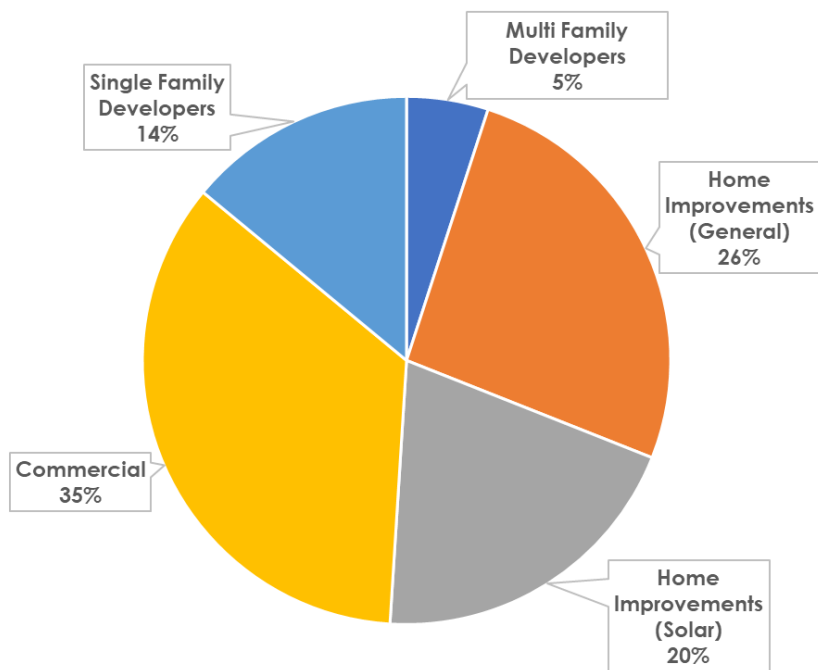
Council acts on less than 2% of applications

Residential & Commercial Development
54%



Home Improvements
46%

Our Customers



DSD Customer Survey Data



Customer Feedback



2023 SURVEY



Customer Survey Results

- 74% = experience was easy
- 67% = working with the DSD added value
- 79% = communication met their needs
- 83% = would choose to do business again with the DSD

Feedback for Improvement

- Simplify online submittal process
- Clarity of process
- Staff availability
- Online Payments

Continuous Improvement



Continuous Improvement (CI)

APPROACHES

System /Tool Improvement

Process Improvement

Policy/Council Driven

CI = Building Blocks

CULTURE

Psychological safety

+

Change how we work

+

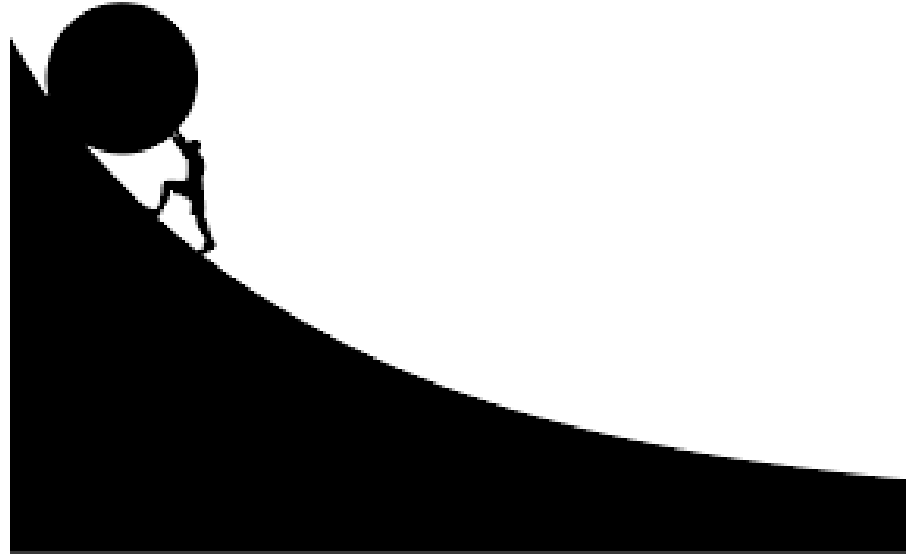
Implement Lean tools

+

Change behavior

A yellow ribbon graphic with a banner in the center containing the word "RESULTS".

RESULTS



ProjectDox Implementation

CI: SYSTEM / TOOL IMPROVEMENT – EXAMPLE 1

Goals of Project

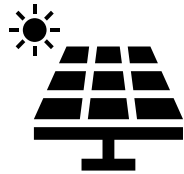
- Online Applications
- Improve Data Analytics
- Identify CI Opportunities



Express Lane

CI: PROCESS – EXAMPLE 2

- 55% reduction in time to permit



Express Lane Time to Permit
(95% predictability)



“Review times are by far much faster than any other city I’ve worked with to date. Over 10 years’ experience thru-out greater Maricopa.

The system is user friendly and makes turn around time amazingly fast. Even when additional information is need, it's a simple and quick Q&A.” -BB Living

“Incredibly fast. Permits are issued 1-2 days 99% of the time and email responses are prompt as well. The process is consistent which is really great.” –Our World Energy

“Working with your team as been very pleasant! Only a few jurisdictions have "Express" channels, but Goodyear is ahead of most of them. We'd just like to thank the City and the Development Service department, for the cooperation and support and for making Goodyear a leader in clean energy.” -Argent Solar Electric

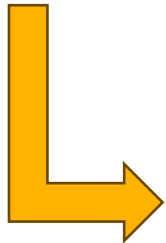
“Goodyear has one of the fastest turnaround times.” - Rider Permit Services

How we Work



CI: PROCESS IMPROVEMENT – EXAMPLE 3

- Use data to adjust
- Huddle 3X Daily
 - Goal of day and apps
 - Any problems / help
 - Get done what we thought



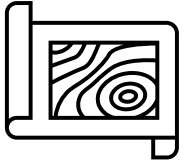
SOLVES PROBLEMS FOR CUSTOMERS IN REAL TIME



PRELIMINARY PLATS: <10 LOTS

CI: POLICY/COUNCIL DRIVEN – EXAMPLE 4

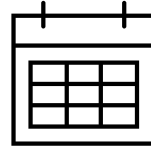
2022 Savings



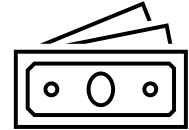
11 Pre-plats



~660 staff hours



~280 days

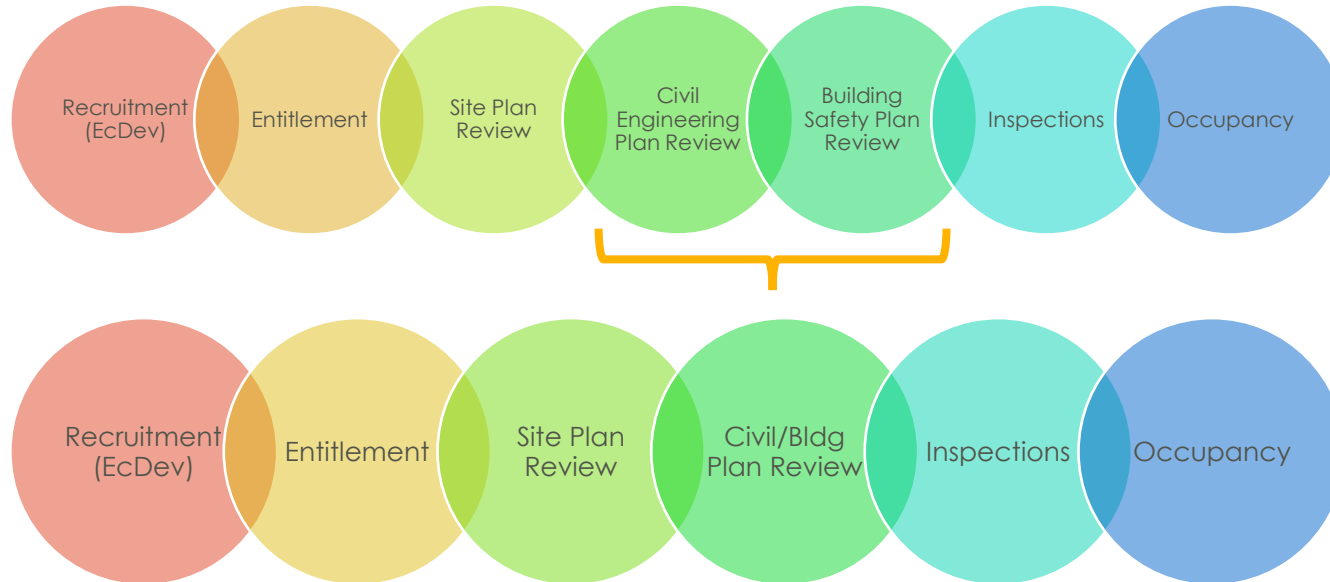


\$13,200
customer savings



Combined Permit

CI: SYSTEM IMPROVEMENT – EXAMPLE 5



Projects

- Denny's
- GSQ Pads
- FS 188
- EMR Starbucks
- 5 more with customer

~50 days
savings per
project

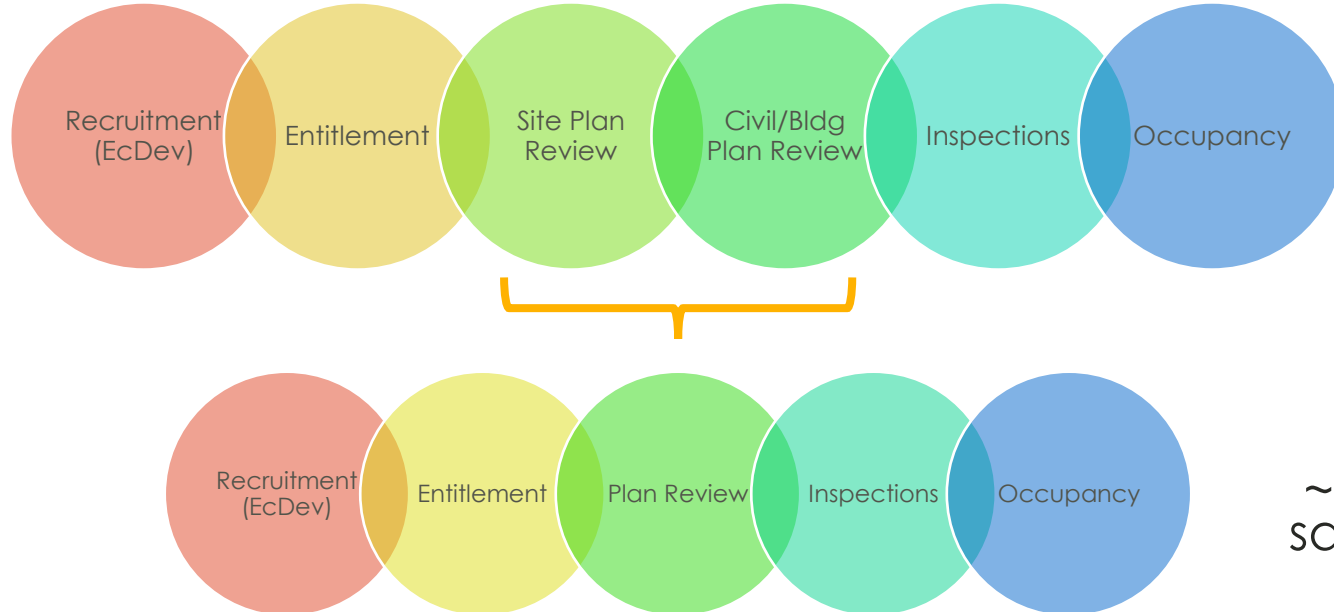
Upcoming



New Process



CI: COM, MF, IND GROUND UP – MAY 2023



~168 days
savings per
project

New Process



CI: NEW GROUND UP – MAY 2023

- Feedback VERY positive
- Published info to website
- Pre-apps
 - Leadership in pre-apps
 - Frees up staff

3 New
Projects

Guidance Documents >

Permits / Development & Impact Fees >

Payment Options >

Fire Sprinklers and Alarms >



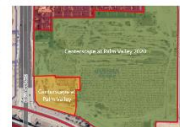
AIRPORT
COMMONS



BALLPARK
VILLAGE



CANYON TRAILS
TOWNE CENTER



CENTER SCAPE



CIVIC SQUARE



COTTON FLOWER



CP LAKIN PARK

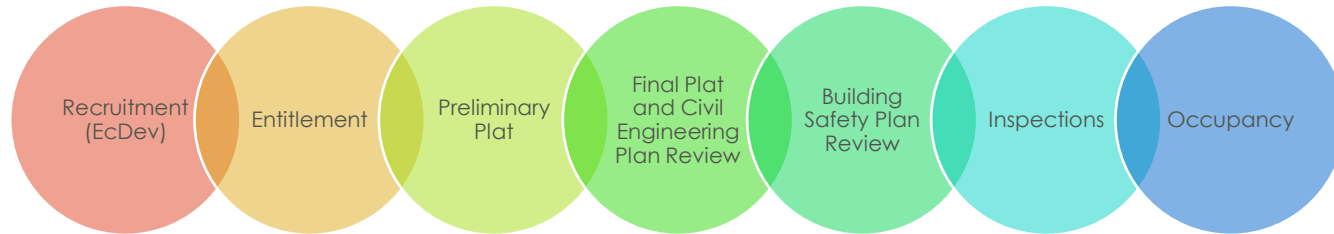


MARKET AT
ESTRELLA FALLS

Next Steps/Actions

CI: PROCESS IMPROVEMENT - SINGLE FAMILY RESIDENTIAL

- Fall – Single Family Residential Process



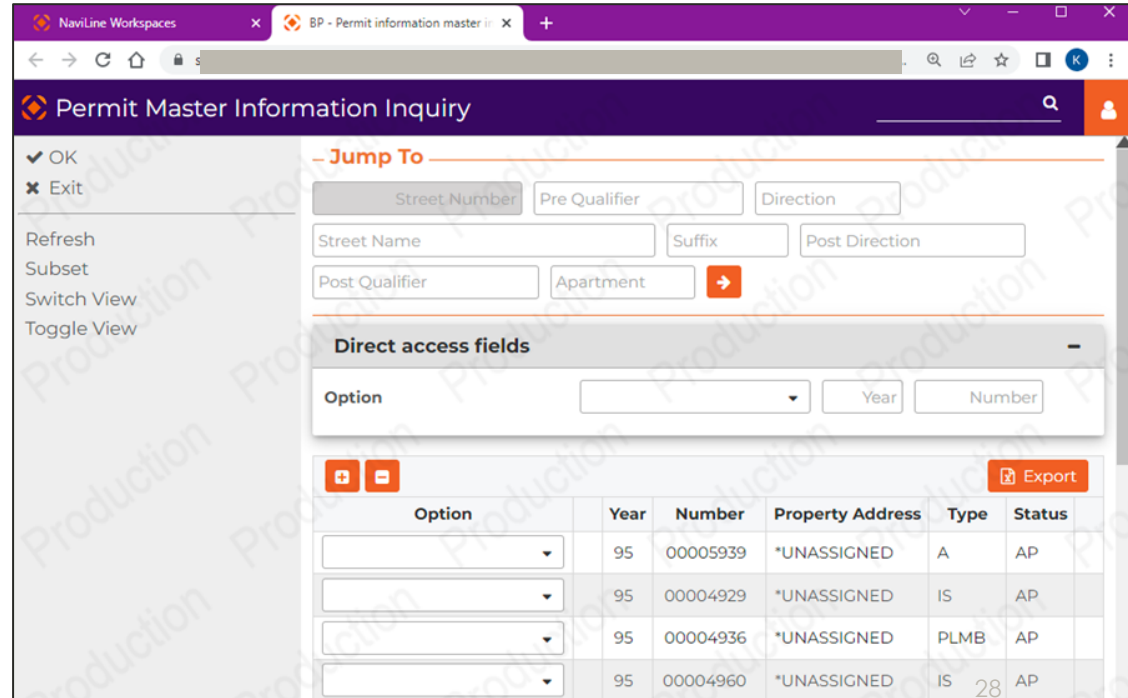
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Next Steps/Actions

CI: SYSTEM IMPROVEMENT – ACCELA IMPLEMENTATION

- Accela replaces 1998 permit system
- Customer Transparency
- Integrated with Plan Review and Finance Software
- Take Online Payments

Old HTE System



The screenshot shows a web application titled "Permit Master Information Inquiry". It features a sidebar with navigation options: OK, Exit, Refresh, Subset, Switch View, and Toggle View. The main content area includes a "Jump To" section with input fields for Street Number, Pre Qualifier, Direction, Street Name, Suffix, Post Direction, Post Qualifier, and Apartment. Below this is a "Direct access fields" section with a dropdown for Option, and Year and Number input fields. At the bottom is a table with columns: Option, Year, Number, Property Address, Type, and Status. The table contains four rows of data, all with "95" in the Year column and "*UNASSIGNED" in the Property Address column. An "Export" button is located in the top right corner of the table area.

Option	Year	Number	Property Address	Type	Status
[Dropdown]	95	00005939	*UNASSIGNED	A	AP
[Dropdown]	95	00004929	*UNASSIGNED	IS	AP
[Dropdown]	95	00004936	*UNASSIGNED	PLMB	AP
[Dropdown]	95	00004960	*UNASSIGNED	IS	AP

Next Steps/Actions

CI: PROCESS IMPROVEMENT - CUSTOMER SERVICE (PHONE CALLS)

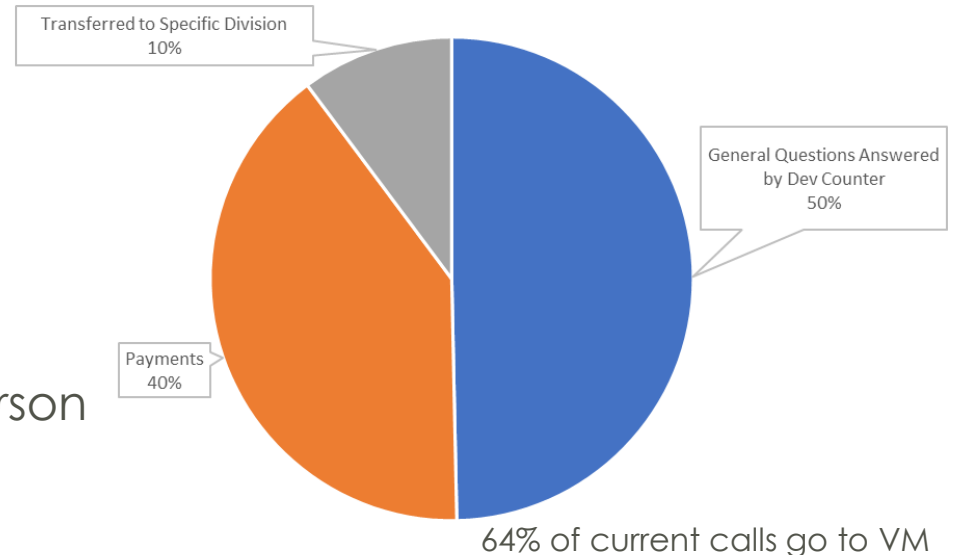
Feedback for Improvement

- Simplify online submittal process
- Staff availability
- Clarity of process
- Online Payments

GOAL:

- 90% of calls answered by live person
- All calls returned within 24 hours
- Implemented ASAP or July 5

Phone Calls Received Sept 1, 2022 - May 18, 2023



Next Steps/Actions

CI: POLICY/ COUNCIL DRIVEN – ZOTA

Text Amendments:

- Noise revision: Sept/ Oct
- Use Permits & Churches: Oct/ Nov
- Business Park: Dec/ Jan
- Mobile Overlay: Jan/ Feb



Summary/Q&A



Accomplished

- 74% of customer found our process easy
- Data driven decision making
- 55% reduction in time to permit on highest volume of permits
- 280 days & \$13k customer savings on Preliminary Plats <10 lots

Now

- New Ground Up Process expected to save 168 days
- Accela testing
- Customer Service / Phone Response
- ZOTA

Next

- Single Family Residential Process
- Accela Implementation



