

# Status Report on Backlog Reduction Effort

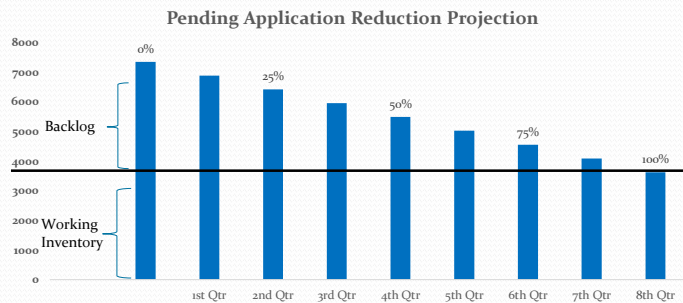
Permit Streamlining Task Force  
Subcommittee  
March 1, 2017

## Background

- Accumulated Backlog of Permit Applications
- 7,348 open permit applications as of June 2016 (51% backlog)
- Developed “Action Plan”
  - Reduce backlog expeditiously
  - Issue permits in a timely manner
  - Improve customer service/transparency
  - Keep the environment whole

## Action Plan

- Presented to Board in October 2016
  - Improve production rates/operational efficiency
  - More active supervision/management
  - Permit streamlining
  - Automation/modernization
  - Reduce backlog in 2 years

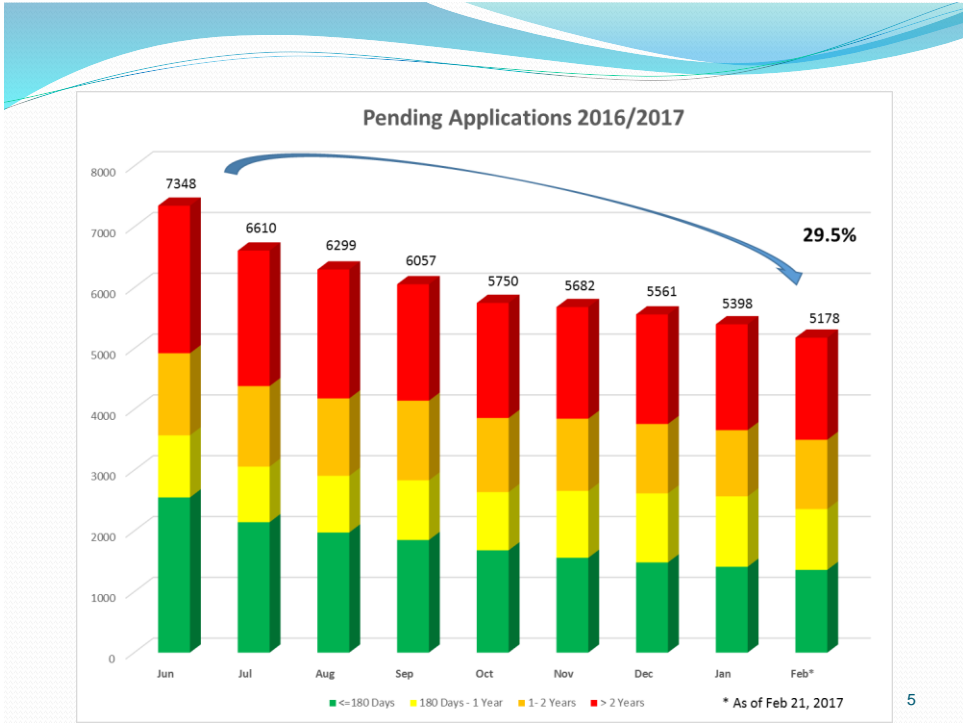


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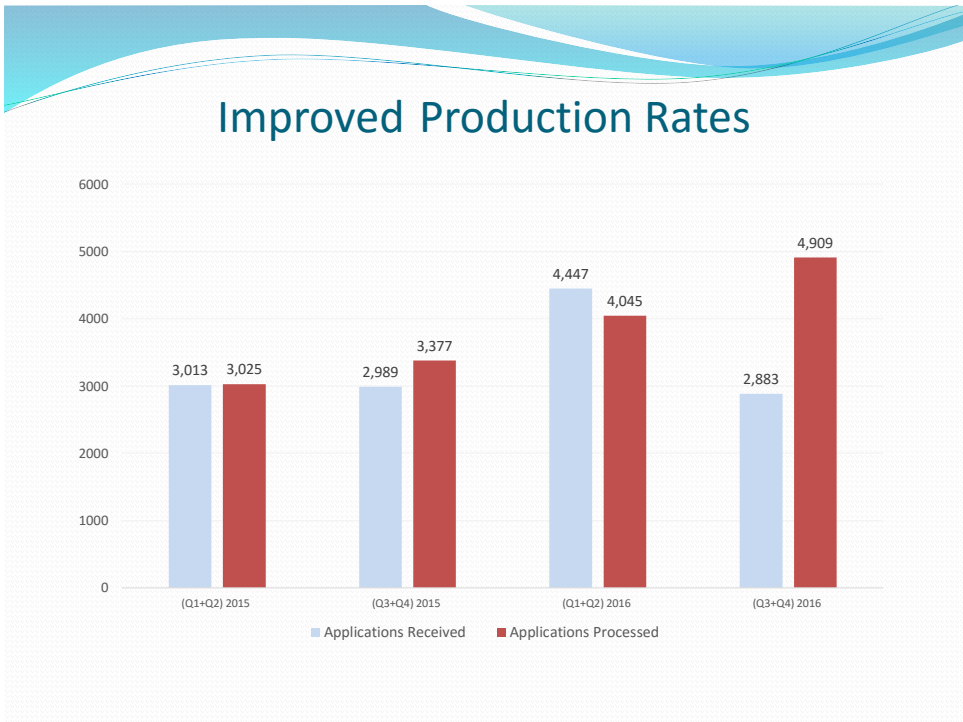
## Progress to Date

- Focused on optimizing productivity through improved use of current resources
- Reduced vacancy rate from 22% to 12%
- Training of new hires
- Reduced pending permit applications by 29.5% in 8 months

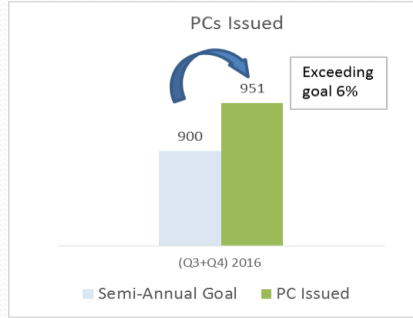
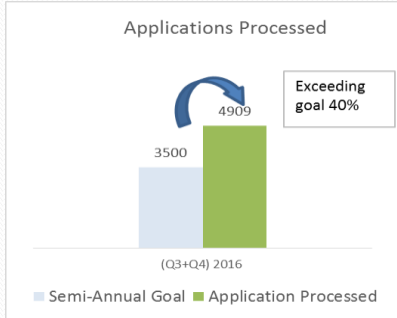
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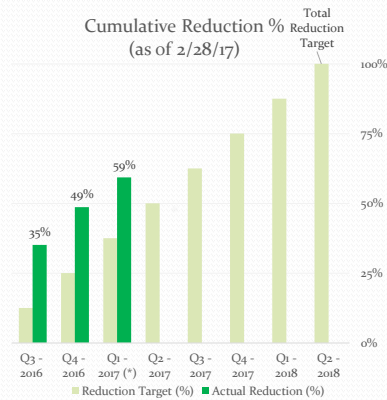
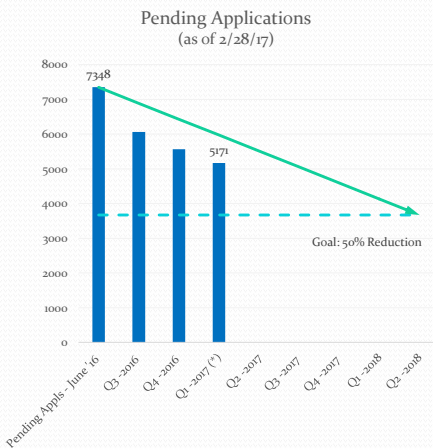
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## Application Processed Exceeding Goals & Objectives Targets



## Pending Applications Reductions Exceeding Targets



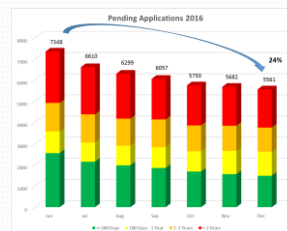
## Automation/Modernization

- Initiated development of on-line permitting tools
  - Focus on three simpler/high use process equipment
    - Dry Cleaners
    - Gas Stations
    - Automotive Spray Booths
  - Business Process definition work in progress
  - Expecting prototypes by 2<sup>nd</sup> Quarter 2017
  - Expected completion by June 2017
- Review of other District's efforts

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## Other Activities

- Developed Dash Board tool for tracking monthly pending applications count
  - Monthly progress
  - Online/interactive
- Seek stakeholder input
  - Individual company meetings
  - Permit Streamlining Subcommittee (two meetings held)
- Initiate program to recognize/acknowledge top performers from each of ten permitting teams
  - Quarterly recognition
  - Help keep morale high



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## Next Steps

- Continue backlog reduction efforts
- Utilize OT if production levels off
- Review of outdated policies/procedures
- Pursue formation of Ad-Hoc teams
- Focus on online permitting tool development
- Continue interacting with stakeholders