



The Latimore Company, LLC

Future State Workshop

Kitsap County Chambers

July 12-15, 2024



Welcome

- Thank you!
- Two full days
 - Feel free to walk about the room
 - Refreshments, restroom breaks
 - Breaks midmorning, lunchtime, midafternoon
 - We ask you do your best to remain engaged in the conversation
- Kurt moderator
- Notes and sidebars
 - Caitlin
 - Jessica
 - Peter



Future State Workshop

- The objective is to design the details of our future process
- Leave the workshop with:
 - A clear, shared understanding of the future process: we all know what it is
 - Collection of action items to resolve
 - The to-be map for our teams to create the pieces, beta test, and implement together
- Starting point is the workhorse model on the wall
 - Based on the recommended improvements
 - From prospective applicant's first exploratory idea through permit approval
 - Uses our terminology, specialties, systems, and introduces some new ones
 - A "workhorse" to cut/paste, edit, add, test, tweak together. Think through scenarios.
 - We'll mark this up and post a lot of sticky notes (actions, details, decisions, JDIs). Please add them.



Future State Workshop

- May set up some sidebar discussions along the way to hash out a particular area
- Have SmartGov and PBI to sample data and reports as needed
- Parking lot for good ideas for later or related topics
- The existing conditions map (today's process) is on the wall too
 - A reference for us to compare old/new, and check the new for completeness
- Two main workflows to design today and Monday
 - 2x6 (SDAP and 2x6 LU)
 - R/Y/G (Type 1)



Lean Principles

1. Value

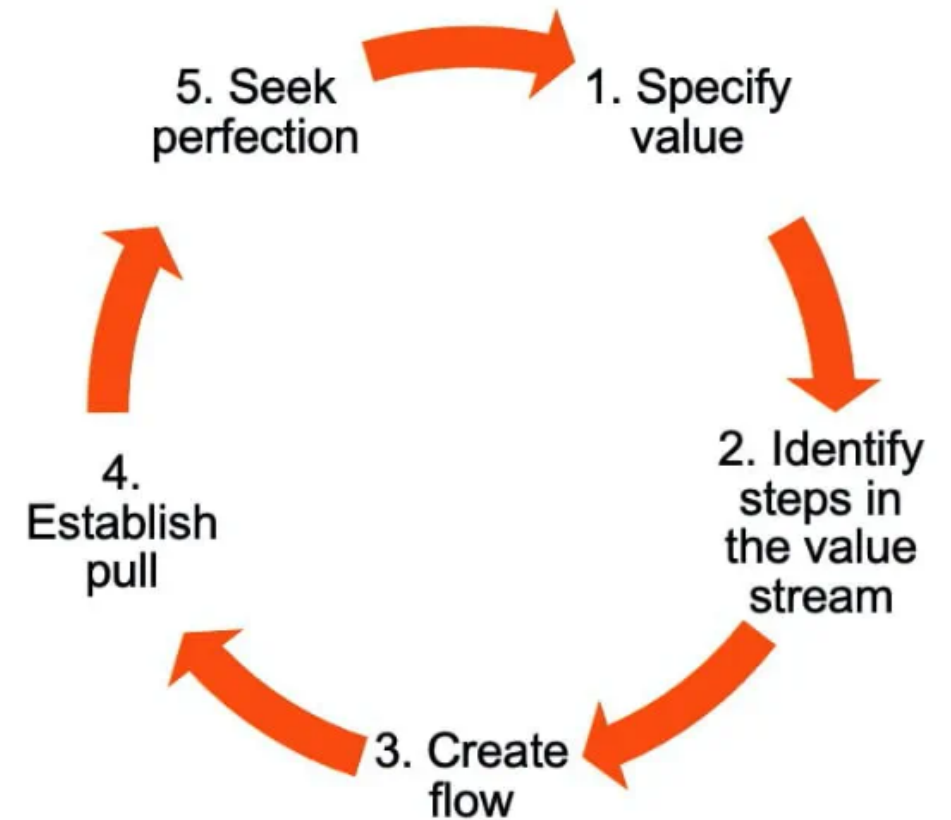
- Approval to proceed
- Compliance with our regulations
- Predictability
- Timeliness
- Efficiency
- Collaboration

2. Value stream: on the wall

3. Create flow: create synergies; remove bottlenecks, idle time, waste

4. Pull system: start whenever you're ready

5. Seek perfection: PDCA (plan, do, check, act)



© Project Management Institute. All rights reserved.

The five principles of lean are:

1. Specify value from the standpoint of the end customer.
2. Identify all the steps in the value stream, eliminating whenever possible those steps that do not create value.
3. Make the value-creating steps occur in tight sequence so the product will flow smoothly toward the customer.
4. As flow is introduced, let customers pull value from the next upstream activity.
5. As value is specified, value streams are identified, wasted steps are removed, and flow and pull are introduced, repeat this process again and continue it until a state of perfection is reached in which perfect value is created with no waste.



5290 – 1/1/25

SB 5290 – Intended to Modernize & Streamline Local Project Review

- Amends [Chapter 36.70B RCW](#). Mandated for GMA counties and cities. Effective Jan 1, 2025.
- New Permit Review Timelines – effective at time of Complete Application
- Time is DCD’s clock time in calendar days
- Amendment to Timelines
 - No public notice (Type 1)—decision within 65 calendar days
 - Public notice (Type 2)—decision within 100 days
 - Public notice and public hearing (Type 3 or 4)—decision within 170 days
- Timelines may be altered by adopting local ordinance to address consolidated review, larger projects or other differentiating factors
- Certain actions stop the clock, e.g., requests for information, and projects may be temporarily suspended by applicant
- Failure to comply with mandated timelines will result in pro-rated refunding of permit fees up to 20%, unless a local government adopts a minimum of three (3) of the identified streamline measures from RCW 36.70B.160(1)
- Effective March 1, 2025, DCD must post annual reports of permitting metrics to our website and Dept of Commerce



Agenda

Day 1 – Friday, July 12th

- 8:45 am Check-in
- 9:00 am Kick Off
- Agenda Review
- 9:30 am Current State Mapping Review
- 10:00 am Future State Mapping – 2x6 Land Use Permits
- 12:00 pm Lunch
- 12:30 pm Future State Mapping – 2x6 Land Use Permits
- 1:30 pm Future State Mapping – 2x6 Site Development Activity Permits
- 4:00 pm Wrap up



Agenda - Monday

Day 2 – Monday, July 15th

- 9:00 am Debrief from Friday
- 9:30 am Future State Mapping – Type 1 permits (R/Y/G)
- 11:00 am Building/Fire – Intake
- 12:00 pm Lunch
- 12:30 pm Building/Fire – BSA timing with KPHD
- 2:00 pm Waiver Process Prior to Submittal
- 4:00 pm Wrap up



2x6

1. Value

- Approval to proceed
- Compliance with our regulations (including SB5290)
- Predictability:
 - Two 6-week review cycles vs. inferring from place in line
 - Capacity reserved by appointment pair (and the dates)
 - Screening at each exchange to confirm receiver is equipped to succeed
 - Review checklists and SOPs
- Timeliness: 42 days vs. months
- Efficiency: intake checklist, customizable at kickoff, redlines
- Collaboration: kickoff, intake, department, internal, and debriefing meetings

2. Value stream: on the wall



2x6

3. Create flow

- Create synergies: PW/DE, BSA timing, smaller SDAPs into the building permit
- Remove bottlenecks: Planning multitasking from Y/G reviews
- Remove idle time: pre-booked capacity, defragmented and adjustable review block, sync of reviewers
- Remove waste: intake/resubmittal screening, intake checklists, info request checklist, debriefing, 3rd cycles, after land use decision

4. Pull system: start whenever you're ready

- 2x6 PBI tool to manage capacity, appointment pairs, review status
- Whitespace in reviewer calendars: exploit early completions, movable time blocks

5. Seek perfection: PDCA (plan, do, check, act)