The Latimore Company, LLC

Future State Workshop

Kitsap County Chambers

July 12-15, 2024

Welcome

- Thank you!
- A second full day
  - 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
- Mary has access to the data for us (though network is slow)

Friday

- We completed our 2x6 and 2x6LU future state models
- Great discussion and Q&A
- Lots of post-it notes
- Parking lot
- Sending our workhorse models and slides to all participants
- Compiling post-it notes. Coming soon.
- Used our afternoon break to walk the walls to find post-it notes that we wanted to talk about in the workshop
- Adjourned a bit early: R/Y/G today
- Suggestions? Feedback? Do anything different today?

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
  - Intake checklists and screening
  - Waivers
  - BSA sync
- 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
- Workflow for today
  - R/Y/G (Type 1) (Title 14)
  - Residential
  - Commercial (test for this scenario as we go)
  - Think about land use as we go (CUP, Shorelines, CABR, SEPA, etc.)
  - Code enforcement driven permitting

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
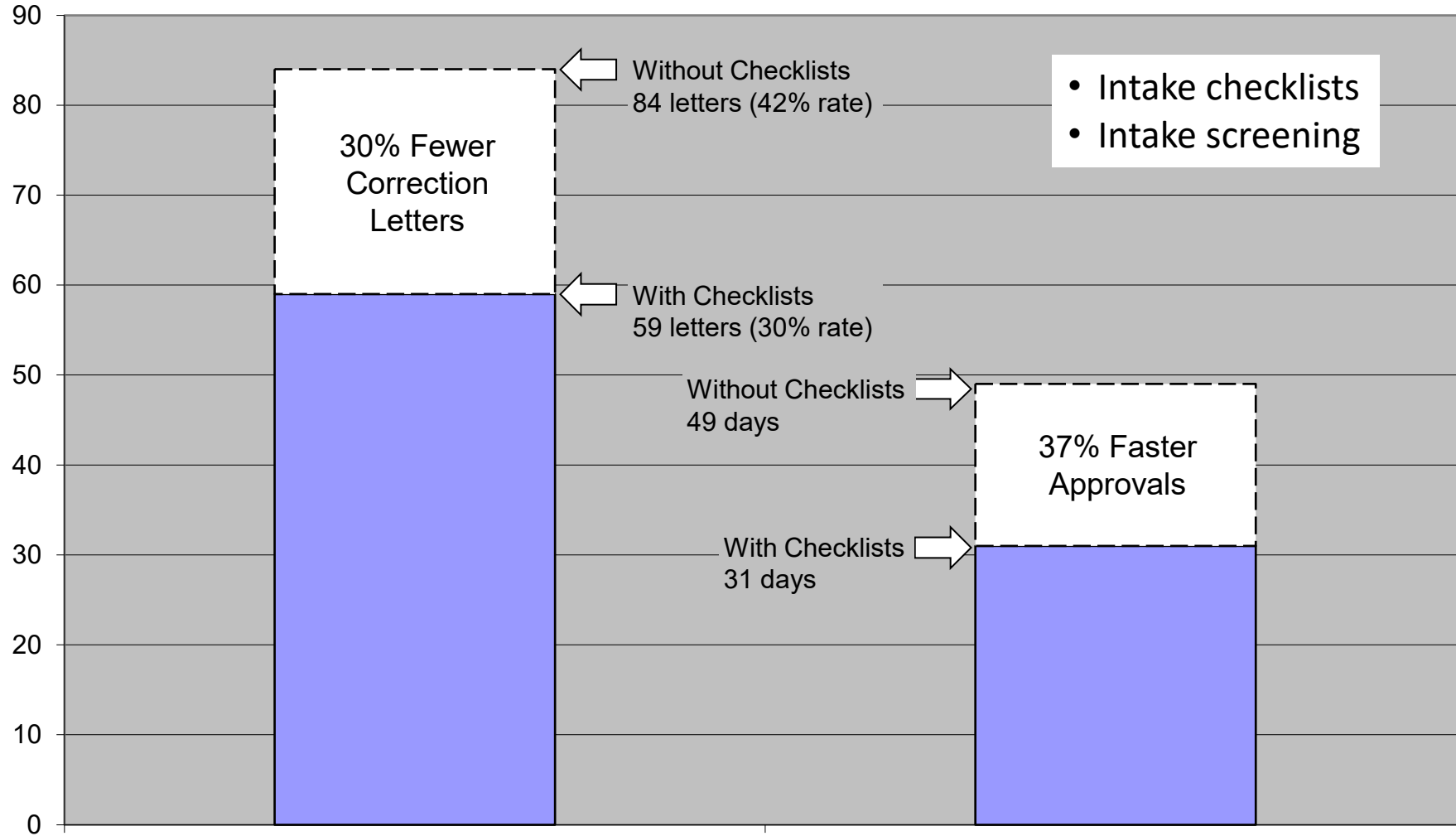
R/Y/G

1. Value
   - Approval to proceed
   - Compliance with our regulations (including SB5290)
   - Predictability:
     - Parcel report, Intake checklists
     - Application forms?
     - Waivers (before intake)
     - Review checklists and SOPs
     - Higher FPY through intake screening (and intake checklists)
   - Timeliness:
     - Higher FPY
     - Faster first reviews (via fewer resubmittal cycles)
   - Efficiency
     - Intake screening (complete applications)
     - R/Y/G routing/review
     - Redlines, particularly green parcels
   - Collaboration: ask-a-tech

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Effect of Intake Checklists

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- Intake checklists
- Intake screening

Without Checklists
84 letters (42% rate)

30% Fewer Correction Letters

With Checklists
59 letters (30% rate)

Without Checklists
49 days

37% Faster Approvals

With Checklists
31 days

Number of Letters

Number of Days

Number of Permits by Cycle Approved

Permit Type	C1	C1 FPY	C1 Days	C2	C2 FPY	C2 Days	C3	C3 FPY	C3 Days	C4	C4 FPY	C4 Days	C5+	C5+ FPY	C5+ Days
⊞ R-REROOF AND/OR RESIDING	1934	100%	16	2	0%	1730									
⊞ R-RET/WALL	58	33%	34	97	55%	16	15	9%	14	4	2.3%	7	2	1.1%	9
⊞ R-SFR	705	20%	42	1961	55%	17	705	20%	15	170	4.7%	24	53	1.5%	13

R/Y/G

2. Value stream: on the wall
3. Create flow
   - Create synergies:
     - PW/DE, BSA timing
     - Smaller SDAPs into the building permit
     - Green review at intake
     - Green/green
     - Redlines
   - Remove bottlenecks: Planning multitasking from Y/G reviews
   - Remove idle time: Proper capacity to maintain intake timelines, G/Y reviews, 5290
   - Remove waste:
     - Intake/resubmittal screening, intake checklists, info request checklist
     - 3rd cycles
4. Pull system: start whenever you're ready
5. Seek perfection: PDCA (plan, do, check, act)

Intake Checklists

- Consolidate the 211 current permit types into intake checklists
- Any prerequisites on the top
- Yellow and Red sections at the bottom
- The middle:
  - The submittal materials we will screen for at intake
  - Sufficient granularity for conclusive review
- Relationship to land use actions
  - ADU, CUP
  - Shorelines SDP, Exemption
  - CABR
- Relationship to SDAP (if not part of the building permit review)
- Develop these new intake checklists
- Refine as a team (Reviewers, DAG)

Relationship to SDAP

SDAP consolidated into the building permit

- Abbreviated drainage plans

- SDAP-SFR

- Grading 1

- SDAP Large Lots

- **2x6 SDAPs (those that follow a land use action or that trigger SEPA)**

- Grading 2, Grading 3

- SDAP Commercial

- SDAP Short Plats, SDAP Land Subdivision

- SDAP ROW Use/Improvement - Minor Development \ Combine these into 1?

- SDAP ROW Use/Improvement - Major Development /

Waiver

- Any waivers are requested before submittal
  - DCD inbox
  - Other methods?
  - Waiver intake checklist
- Evaluated by the Planner of the Day
  - Draw in other divisions as needed
- Tiebreakers: Lead Engineer/Principal Planner
- Develop criteria/scenarios
  - Some intake checklists have no yellow/red section
  - Legal non-conforming, similar footprint
  - Letters vs. Reports
- Waiver form provided to applicant
- Add a parcel tag
- Included in the submittal (in lieu of the normally required element)

Intake and Intake Screening

- Camino
  - Aligned with intake checklists
  - Applies R/Y/G for required submittal materials
- Permit techs screen incoming applications to the intake checklist
  - This is determination of completeness
  - Route complete applications once fee paid
  - Approved waivers count (refer to parcel tags as helpful)
  - Return incomplete applications, with guidance for success
- Capacity to perform this screening and maintain intake timelines