

BDS Strategic Plan

FROM CONCEPT TO CONSTRUCTION

Bureau of Development Services Strategic Plan

Background Information

Updated October 13, 2008

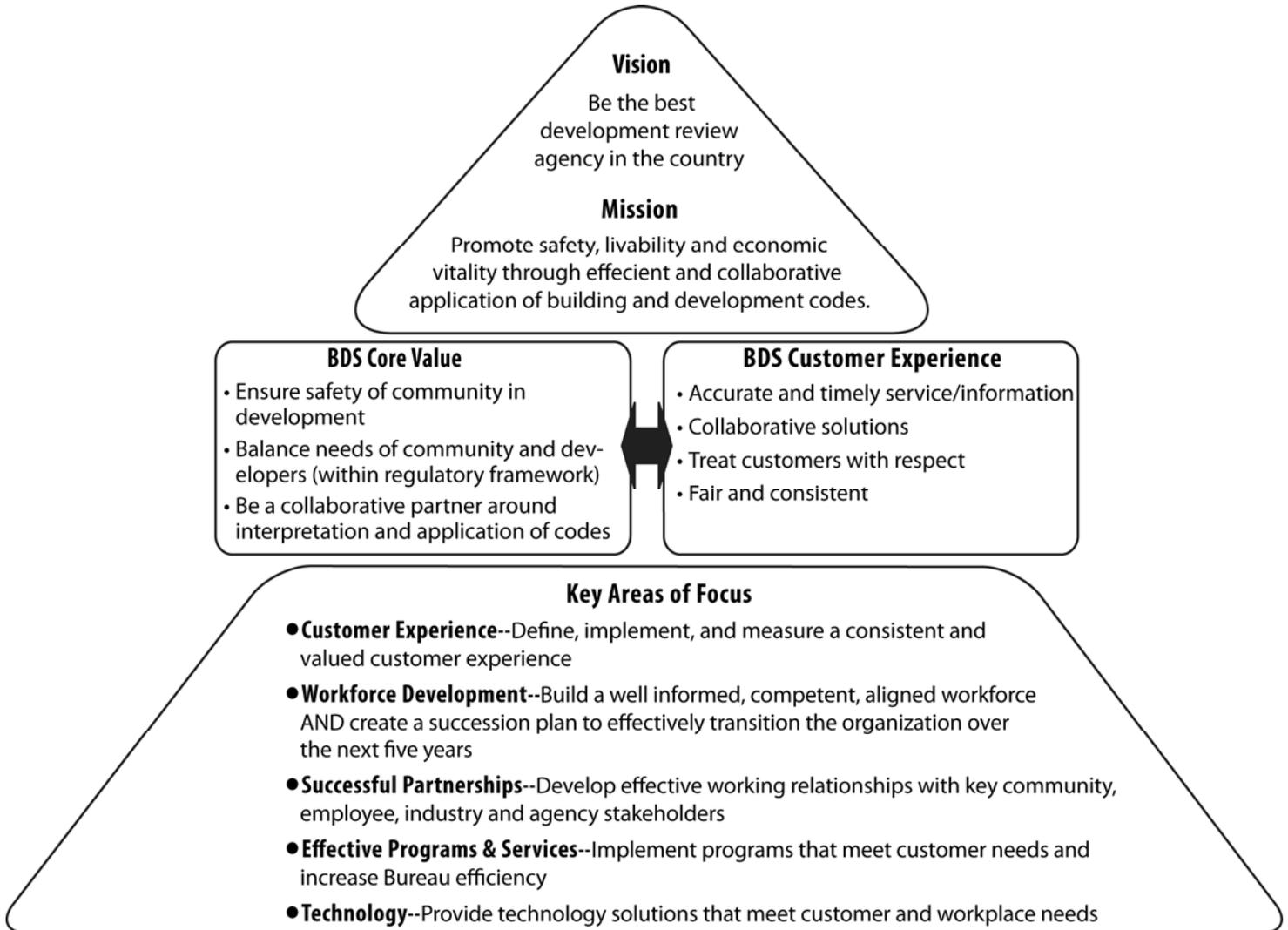


City of Portland, Oregon - Bureau of Development Services
1900 SW 4th Avenue, Suite 5000 • Portland, Oregon 97201
503-823-7300 • TTY 503-823-6868 • www.portlandonline.com/bds



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Strategic Plan Background

Beginning in September 2008, the Bureau of Development Services (BDS) is embarking on a five-year Strategic Planning process. This will be the bureau's first comprehensive strategic planning process since 2003, and will set the bureau's strategic direction and goals for the next several years.

For several years BDS has been pursuing the goal of being the best development review agency in the country. Much has been accomplished, and the bureau is proud of its successes, such as:

- Creating non-traditional programs and services targeted to specific customer needs, such as the Facility Permit Program, Major Projects Group, Get Legal, and the Field Issuance Remodel program.
- Living Smart – Providing creative solutions for infill development in residential neighborhoods.
- Expanding BDS's outreach to Portland's diverse community through participation in a wide variety of community and industry events.
- Creating a customer service culture through comprehensive customer service training for all staff.
- Using technology to meet customer needs through online permitting (for trade permits) and the mobile office project.
- Creating a comprehensive website to increase access and availability of bureau information and services.
- Building successful working relationships with a variety of stakeholders, including industry, government agencies, and community groups.

BDS is embarking on this strategic planning process in order to build on these successes and move the organization to the next level of performance.

Other motivations for engaging in this process include:

- The bureau's previous strategic plan is over five years old.
- BDS has grown considerably in the last several years.
- Periodically reassessing the bureau's direction and goals is good for overall health and effectiveness.
- The composition of the bureau's Senior Team has changed over the last 1-2 years.
- Keeping pace with changing customer needs and development processes.

Ultimately, the goal is to create a living, relevant plan that is fully integrated with the bureau's mission, goals, and budget.

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Strategic Planning Process

Building and implementing a successful strategic plan requires involvement from BDS management and staff and a broad array of stakeholders and interested parties. The bureau has identified several stakeholders to involve in the strategic planning process:

- BDS Leadership Team
- BDS LMC (Labor Management Committee)
- BDS staff
- Inter-agency staff
- Commissioner Leonard's office
- DRAC (Development Review Advisory Council)
- BDS Industry Council (an informal group of industry representatives that meets quarterly to discuss issues that concern them)
- Neighborhood Associations & Land Use Chairs
- Permit and land use customers

The bureau is providing a variety of ways for these stakeholders to provide input and be involved in the planning process.

1. Develop the Strategic Framework

The BDS Senior Management Team held four mini-retreats over the summer of 2008 to draft the framework for the strategic planning process. The strategic framework identifies several key concepts, including:

- The bureau's mission and vision
- BDS core values
- Customer experience goals
- Five key focus areas

The strategic framework provides the launching-off point for the strategic planning process, and will guide and direct the strategic plan as it is developed. The strategic framework appears at the end of this document.

2. Communicate with Stakeholders & Gather Input

To facilitate stakeholder input and involvement in the strategic planning process, the bureau will be making a concerted effort to get the word out and gather feedback through several means, including:

- Interactive presentations to several groups, such as LMC, the Commissioner's office, BDS Industry Council, and DRAC
- Bi-weekly e-mail updates
- Regular updates in the Checksheet and Plans Examiner newsletters
- An interactive website
- The annual BDS customer survey (completed in August)
- A survey of BDS staff regarding their perceptions of customers' experiences
- Focus group meetings with small groups of BDS customers
- A mass postcard mailer to BDS customers
- Informational posters in high-traffic locations in the building
- Monthly press releases

3. Establish Planning Teams & Develop Action Plans



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For each of the five focus areas identified in the strategic framework, a Planning Team of BDS employees will be established to draft an Action Plan. Each Planning Team will be led by a division manager and include 5-7 members, including:

- Non-represented employee
- COPPEA member
- DCTU member
- Section manager
- LMC member

The Action Plans will establish objectives and strategies for each focus area, and will include an implementation plan for each strategy. Plans will also identify needed resources and budget. The Planning Teams will begin meeting in September, and are scheduled to complete draft Action Plans by Monday, October 13.

4. Solicit Feedback on Full Draft Strategic Plan

Once the draft Action Plans have been completed, the bureau will circulate the full draft Strategic Plan (Strategic Framework plus Action Plans) to staff and stakeholders for comment. This comment period will extend from mid-October through mid-December.

5. Produce the Strategic Plan Document

After the comment period has ended and final edits have been made, the final Strategic Plan document will be produced in early 2009. As mentioned previously, the goal is to create a living, relevant plan that is fully integrated with the bureau's mission, goals, and budget.

6. Create Division Plans

In order to keep the Strategic Plan relevant to BDS staff and customers' needs, each division will develop its own division plan based on the Strategic Plan. The division plans will include specific goals, timelines and implementation plans.

7. Integrate the Strategic Plan With the Budget and Other Planning Processes

One of the goals of this process is to fully integrate the Strategic Plan with the bureau's budgeting process and other ongoing planning processes, such as workforce or technology plans. To help reach this goal, the Administrative Services Division will track the bureau's progress toward Strategic Plan goals and report results to the Director, LMC, and Senior Management Team. These groups will then ensure that the budget and other plans mesh with Strategic Plan goals and strategies.

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Planning Process Updates & Information

The next page of this document provides an estimated calendar of events for the strategic planning process. However, as with many strategic planning efforts, this process is iterative and will likely change and evolve over time. For the most current calendar and status updates, please go to the bureau's strategic planning web pages located at www.portlandonline/bds. The site will be regularly updated and will provide a way for interested parties to leave comments or ideas about the strategic plan.

Finally, thank you for your interest in BDS and this important planning process. The active participation of all stakeholders will help to ensure that the strategic plan will provide effective, relevant direction to the bureau in the coming years.



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BDS Strategic Planning Calendar

August 2008

- BDS Senior Management Team drafts Strategic Framework

September 2008

- Draft Strategic Framework presented to BDS staff and stakeholders
- Strategic Plan webpage goes live Sept. 15
- Planning Teams begin drafting Action Plans
- Annual BDS customer survey results released (mid-month)

October 2008

- Planning Teams complete draft Action Plans – Oct. 13
- Customer focus group meetings
- Draft full Strategic Plan circulated to staff and stakeholders for comment (2nd half of the month)

November 2008

- Comment period continues (through December)
- Mass postcard mailer to BDS customers

December 2008

- Comment period ends
- Final edits to plan

January 2009

- Final edits to plan
- Plan document produced

February 2009

- Final Strategic Plan released and implemented
- Division plans drafted & reviewed

March 2009

- Division plans implemented
- Progress tracking/monitoring begins

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Division Plans						
Customer Service / Public Information	<u>Admin Services</u> - Budget & Finance - Facilities - Training - HR - Admin Support - Special Projects - Technology Team	<u>Residential Inspections</u> - Residential Insp. - Focused Programs	<u>Commercial Inspections</u> - FPP - Electrical - Plumbing - Struct./Mech. - Special Insp. - Code Improvement	<u>Land Use Services</u> - LU Coord. - P & Z - Title 33 - Land Divisions & Env. Review - Design - Records Mgmt. - Zoning Insp.	<u>Plan Review / Perm. Services</u> - Perm. Services - Trade Permits / Records - Process Mgmt. / MPG - Plan Review - Engineering	<u>Site Services</u> - Site Dev. Plan Review - Compliance Services - Neighborhood Inspections



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