



City of  
**PORTLAND, OREGON**

Development Review Advisory Committee

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**DRAC Process Improvement and Technology Subcommittee**  
**MEETING NOTES**  
**August 20, 2020**

**Subcommittee Members Present:** Sean Green, Gabriela Frask, Kate Holmquist, Krista Bailey, Lauren Zimmerman, Wilfred Pinfeld, Josh Lighthipe

**City Staff Present:** Matt Wickstrom, Ross Caron, Angie Tomlinson

**Consultant:** Lisa Dennis and Chris Dennis, Delaris Technical Consulting

**Agenda:**

1. Introductions and welcome Gabriela Frask
2. Subcommittee Charter Discussion
3. Review and discuss revised Customer Suggestion Form
4. BPI commercial new construction permit customer recommendations update:
  - 1) Input from subcommittee members on outcome of recommendations received;
  - 2) Input on customer work session approach; and
  - 3) BPI commercial new construction permit process suggestion form
5. Discussion about subcommittee meetings – what is working/what improvements can be made (Plus/Delta)

**Next Steps**

- Action Items
- Items for next agenda

**Summary of Topics Discussed:**

1. Introductions and welcome to Gabriele Frask.
2. Subcommittee Charter Discussion. Sean introduced the origins of the subcommittee and the charter.
  - 2.1. Wilfred asked if metrics had been established by DRAC and if they are publicly accessible. Sean responded that DRAC is revisiting its purpose and how DRAC members spend their meeting time. The changes are related to having DRAC become more active in reviewing and developing policy.
  - 2.2. Wilfred responded that the City needs a way to say what an ideal permitting process looks like and that should be built into metrics and reflected in the subcommittee charter.
  - 2.3. Sean asked Ross about review timeline goals and whether BDS has established metrics. Ross

stated that there are permit review goals focusing on how long it takes reviewers to issue checksheets; however, the overall timeline for permit review is not tracked as a metric because it is dependent on applicant responses.

- 2.4. Wilfred asked if the metrics related to those goals are publicly available, stating that they should be easily accessible on the BDS website. Ross stated that he could look into whether the metrics are kept online and if not he and Matt can see about working with the BDS Communications Team to have them posted online.
  - 2.5. Lauren stated that the subcommittee often struggles to understand the structure of BDS and it would be appropriate for the charter to mention transparency and the involvement with documentation of processes and timelines.
  - 2.6. Sean reviewed the charter with the subcommittee and members suggested improvements.
  - 2.7. Wilfred stated that a subcommittee objective should be to review and provide feedback on development review goals and metrics.
  - 2.8. Kate stated that the charter should also include a reference to the equity of BDS processes and goals including how that effectiveness is evaluated, mentioning the importance to consider racial justice and how the users of BDS services are being served equitably. Wilfred agreed that a goal should be to ensure that BDS processes don't disadvantage certain populations including BIPOC users of BDS services.
  - 2.9. Lauren stated that the equitability of BDS processes and services is also about equitable access to technology. Kate agreed and asked if considering the diversity of users of BDS services should be included in the charter to make sure the subcommittee is focused on the full-range of users of BDS services.
  - 2.10. Sean asked the subcommittee to review the charter over the next 2 weeks adding that it can be placed in Google Docs or a similar platform so suggested changes can be viewed. Ross added that the charter can be re-reviewed at the September subcommittee meeting.
3. Review and discuss revised Customer Suggestion Form. Matt discussed the differences between the general [customer suggestion form](#) and the [Customer Process Improvement Suggestion Form for the Commercial New Construction Permit Process](#). The general customer suggestion form was worked on by the subcommittee (who also submitted entries) earlier in our meetings. The Customer Process Improvement Suggestion Form for the Commercial New Construction Permit Process is for the current focus of the BPI project - commercial new construction. The general customer suggestion form is on hold, for now. Any entries related to commercial new construction have been moved to the current suggestion form. Work is not lost. Delaris Consulting noted that creating a general customer suggestion form for process and technology improvements would have been a recommendation.
    - 3.1. Lauren suggestion that a link to the general customer suggestion form should be linked at the bottom of the agenda so subcommittee members can continue to make suggestions, even if the non-commercial new construction suggestions aren't being addressed right now. Lisa suggested sending a link to both suggestion forms to the subcommittee (see link above).
4. BPI commercial new construction permit customer recommendations update:
    - 1) Input from subcommittee members on outcome of recommendations received;
    - 2) Input on customer work session approach; and
    - 3) BPI commercial new construction permit process participant suggestion form.Ross stated that so far 61 participants had been suggested for the customer work sessions. The BPI Team will reach out to see if those participants are interested and at that point the team will begin to gather information to make sure the work sessions are representative. Sean

asked if additional participants can be added if underrepresentation is found. Ross responded that yes, more targeted outreach can be done.

- 4.1. Ross discussed the process envisioned for BIPOC engagement which would identify existing groups to share information with and get feedback.
- 4.2. Ross mentioned that a work session would be taped so there is video to show other customers who aren't involved in the work sessions how to submit information.
- 4.3. Sean stated that it would be helpful to see the list of suggested participants. Ross said that information can be shared.
- 4.4. Chris shared a slide titled Customers Value Survey Demo including a sample outreach agenda. Chris also shared the five major themes found in the 2018 customer survey. In work sessions customers will be asked to rank the five values based on what they feel is most important. Wilfred stated that all the five major themes are important and the ranking could change daily for some customers. Wilfred added that since all themes are important, it would be more useful to ask customers to prioritize what is reasonable to expect. Chris agreed but stated it is important to see what is currently viewed as the most or more important values.
- 4.5. Kate suggested that the theme titled "Red Tape" be changed to "Administration of Processes". Lisa responded that customers are aware that the nature of BDS's work is complex. Sean agreed with Kate's suggestion, adding that "Red Tape" phrases the value in the negative. Kate stated that "Efficiency" is a more positive term.
- 4.6. Krista stated that it will be important to mention that rules and processes are in place and a lack of flexibility to alter those can defeat efficiency. Christ stated that "efficiency" may be too broad of a term, but agreed that the current language can be revisited to see if a different term can be found.
- 4.7. Chris shared a slide Participate in Ranking with a QR code. Subcommittee members electronically voted to rank the customer values. The ranking was: #1 Consistency, #2 Timelines, #3 Red Tape, #4 Communication, and #5 Customer Service.
- 4.8. Krista stated that opinions on the values could fluctuate based on current experiences, adding that she sees little differentiation between each item.
- 4.9. Wilfred stated that developers are likely most concerned with the bottom line and money wasted due to the process, adding that prioritization may cause BDS staff to put effort into the wrong suggestion. Chris stated that there is a need to be responsive to customer needs and their perspective, and that no one assumes the prioritization is static and it is acknowledged it will change over time. Wilfred stated that it would be interesting to see how customers' prioritization changes over time.
- 4.10. Krista stated that a lot of staff share the same values and frustrations as customers and therefore need to work together on solutions. Chris agreed that there could be hundreds of suggestions and weighing suggestions would need to occur. Krista added that some suggestions may relate to multiple values, stating that values like consistency and customer service could be related. Chris stated that continuous improvement also shows how different values are interrelated.
- 4.11. Lisa shared the Customer Process Improvement Suggestion Form for the Commercial New Construction Permit Process, adding that its development was intended to extract actionable suggestions rather than just complaints. Krista asked if the suggestion form is available. Lisa responded that it is available but sharing it is not prioritized right now because it will be necessary to explain how to use it in the work sessions, adding that a video of those

instructions will also be made available. Ross stated that the BPI Team would get a new link to the suggestion form out to the subcommittee.

- 4.12. Lisa recommended trying the suggestion form and if the suggestion is only a test, to add the word “test” in the suggestion.
- 4.13. Krista asked if people would be encouraged to share the suggestion form with those who are not part of the work sessions. Ross replied that yes, it will be possible to share the form.
- 4.14. Chris summarized the information that was presented as part of the Customer Value Demo presentation:
  - 1) Provide customers with a better idea of the Business Process Improvement Project;
  - 2) Prioritization of the customer values; and
  - 3) Train customers how to provide actionable suggestions and then to share the suggestion form with colleagues.
5. Discussion about subcommittee meetings – what is working/what improvements can be made (Plus/Delta). Sean introduced the final agenda item.
  - 5.1. Sean asked Chris if he was aware of a City framework for process improvement. Chris responded that he is not aware of such a document. Ross stated that the BPI project will begin to introduce employees to business process improvement and the continuous improvement approach.
  - 5.2. Sean stated that the lean concept is about a commitment to continuous improvement and respect, as well as, encouraging employees to think from the perspective of the customer. He shared a slide titled “8 Deadly Sins of Waste”. Sean asked subcommittee members to think of one example of the 8 types of waste in order to develop a shared knowledge.
  - 5.3. Sean shared the concept of “Plus/Delta” asking subcommittee members what they like and what could be changed so that the subcommittee also adopts a continuous improvement approach. He asked subcommittee members to share what they think has been working well.
  - 5.4. Sean started the session by stating that a positive he sees regarding the subcommittee is that it is made up of great and thoughtful customers as well as City staff and the consultant team. Chris added that he likes the approach Plus/Delta provides as a positive.
  - 5.5. Sean asked subcommittee members what could be done differently.
  - 5.6. Lauren stated that she appreciates the methodology that is applied to the BPI project and would like to see presenters “sign off” on their presentation since discussions often get into the weeds, similar to the summary Chris gave at the end of the Customer Value Demo presentation. She added that this may make getting through the meeting agenda more efficient. Chris stated that Zoom has a yes/no feature that could assist with getting through the meeting agenda.
6. Next steps. Sean moved on to the final agenda item about next steps and action items. He stated that he would send out the “8 Deadly Sins of Waste” document. Ross added that he would send the charter and general suggestion form to the subcommittee (a link is shown above under item #3). Ross also stated that he would contact David Kuhnhausen about metrics, see about getting the metrics posted online and then sending it to the group.
  - 6.1. Ross listed potential agenda items for the September subcommittee meeting including:
    - Introductions
    - Discus Subcommittee Charter

- Updates on the Business Process Improvement Project and review of the list of customers suggested for the work sessions
- Revisit 8 Deadly Sins of Waste
- Next steps:  
Action items  
Items for next meeting agenda
  
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