

# Outline for Council Work Session

## April 23, 2014

---

### **Overview of the Strengths Weaknesses Opportunities and Threats Analysis**

#### **Scope:**

The SWOT is one part of the strategic assessment of the department's programs, operations, and services.

To be used in conjunction with the business process study to formulate a work plan/strategic plan.

Study Included direct input from a broad cross section of stakeholders

Major organizational changes: continuing merger of three departments, resource challenges, new leadership

#### **Themes/Recommendations:**

##### **Workplace Integration**

1. Create a cohesive vision and mission that emphasizes quality customer service and the coordination of the department across all units, functions and divisions.
2. Communicate this vision and mission to all staff members, customers, stakeholders, partners and the elected officials.
3. Create a comparison matrix of all of the individual services provided by the department. An example was provided for reference purposes.
4. Develop performance metrics that track and measure the department's progress in achieving its mission.
5. Create opportunities to allow staff to get to know the department director first hand (visibility) and use this engagement to change the culture of the department consistent with the department's mission and commitment to service.
6. Develop a consistent, streamlined high quality service model that can be effectively navigated by all and meets the timelines set forth in the ordinances or needed by the customers.

##### **Workforce Issues**

1. Determine staffing level needs and secure the necessary resources to hire additional staff as determined through the analysis.
2. Hire the right staff that have the values and attributes that will help transform the culture to the desired model and provide the training needed to build their skills in the areas needed by the department. Discuss with city officials how the "prom rule" affects the department's ability to hire the right people in the right positions.
3. Begin succession planning to address the most effective way to replace the institutional knowledge that will be lost as experienced and expert staff members retire or leave the department for other opportunities.
4. Communicate leadership expectations of supervisors and managers and provide leadership training and development opportunities to increase the leadership skills of those expected to lead the transformation of the department to the desired model.
5. Develop performance evaluations, accountability standards, and measures to assure that the work of the department is being conducted in the manner and at the level expected.

6. Partner with other departments who are key in helping address the workforce and workload issues identified in the DSI business process analyses, e.g., Information Technology and Human Resources.

#### Tools and resources

1. Consult with staff and others to identify technology tools that would allow staff to do their work from the field without needing to find a public Wi-Fi connection to access their files or log in and out of the timecard system. Field staff believe that these tools would result in significant improvements in their efficiency in doing their work.
2. Technology should be explored to assist in improving telephone and online access to inspectors, reviewers, licensors, etc. in a way that is more effective than the 7:30 to 9:00 a.m. window that is the current practice.
3. Develop standardized methodologies and approaches that eventually will result in a consistent application of a business process.
4. Business processes should be reviewed and analyzed to develop more efficient processes that meet and exceed the expectation of customers and improve the productivity of staff members in providing the critical services that are required by city ordinances, state statutes and rules. There are many processes that are under review; based on the interviews, the department is encouraged to review its approach and strategy toward incoming information and complaint calls.

#### Expected Outcomes:

- Build a more unified and integrated department using standardized and efficient processes
- Change the workplace culture
- Implement a web based operational system
- Improve customer service and satisfaction
- Establish performance measures

### **Overview of the Development Mapping Study**

#### Scope:

To assist DSI leadership and staff in identifying ways to improve existing development review processes by increasing transparency, predictability, and efficiency.

#### Deliverables:

1. Document existing workflow processes and recommend improvements associated with four important processes, including commercial and residential development applications, Class N licensing (without petition) and vacant building rehabilitation and demolition.
2. Create a DSI Handbook and training guide that documents in a user-friendly manner the major process steps associated with commercial and residential development applications, Class N licensing and vacant building rehabilitation and demolition. Workflow process maps for these four review and permitting functions will be included as an attachment to the DSI Handbook.
3. Prepare a draft Implementation Action Plan for the recommendations

The Study yields 47 recommendations for improving the department in the areas of:

- Organizational culture
- Customer service
- Performance standards

- Process improvements and
- Staffing

See report for complete list of recommendations and supporting comments.  
See List of A Priority recommendations

## **Overview of the AMANDA Project**

### **Why are we moving to a Web-Based AMANDA System?**

- Our current AMANDA Client version will no longer be supported by the vendor after 2014
- OneStopGov portal upgrade to Public Portal 2 (look up property info, online permits, TISH reports) will allow us to expand and enhance our online services
- Web-Based systems provide potential to integrate with other web-based applications such as COMET allowing us to consider enhancements to other service lines.

### **New Features of the software:**

- Improved user interface
- My Office – user customizable elements for standard queries (find a folder, find a property, find a person, take a payment all on 1 tab)
- My Links –
  - Internal: bookmarks to folders / properties that are a user's high priority
  - External: user customizable internet links to frequently used sites; like bookmarks in internet explorer. E.g.: link to Saint Paul Legislative Code, State Building Codes needed for inspections; State Contractor license look up

### **Portal Upgrade Will Be Our Next Phase in 2014:**

- The portal upgrade (online Permits/Tish reports) will give us a face lift and also allow us to expand our online services to include C of O inspection payments, license renewals, complaints (citizens will be able to submit complaints online that feed directly into AMANDA), and allow attachments to be submitted during the application process. The first phase will be to migrate our existing online Permits/Tish reports into the new AMANDA Public Portal 2 environment.
- Public Portal 2 is anticipated to enhance the user experience and provide additional innovative opportunities for DSI.

### **AMANDA Mobile:**

The mobile inspection bridge phase of the project is in flight. The bridge phase of the mobile program is being upgraded to the latest release which is compatible with Windows 7. In regard to AMANDA live in the field, part of the additional research will include return on investment and feedback from other AMANDA customers.

## **AMANDA Software Long Range Improvement Summary**

During the week of October 22nd - 25<sup>th</sup>, 2013 CSDC met with various City of St. Paul staff to determine the scope of upcoming AMANDA projects for DSI. There are 3 main components to this scoping; Public Portal II upgrade, replacement of the ECLIPS licensing system, and Expansion of AMANDA use for all divisions in DSI (i.e. Animal Control, Complaints, and Online applications and processes). In addition to this scope several other functional areas were discussed. All modules and implementations discussed in this report are considered optional, but the report is meant to comprehensively capture the interview discussions.

### **Public Portal 2**

This engagement has several levels of scope. The first will be the replacement of the current Public Portal that is live (stpaulonestop.com). This includes the following workflows:

- Building
- Mechanical
- Warm Air
- Plumbing
- Electrical
- Stucco
- Fire
- TISH

These workflows will have the following capabilities:

- Folder and Property searches with the same parameters that are available currently
- Registration
- Application for the permit types listed above
- Integration with Payment gateway
- Upload of documents

Expanding the scope of the current portal to encompass additional folder types and workflows will need to be identified and can be done as subsequent phases

### **Business and Professional Licensure**

The goal of this portion of the project is to replace the current ECLIPS system with the Business and Professional Licensing modules in AMANDA. The scope includes the following license types:

- Class R
- Class N
- Class T
- Taxi Cab Drivers
- Specialty Contractors
- Certificate of Competency - Trade Contractors
- Dog Licenses

- Alarm permits
- Animal permits
- Temporary Gambling
- Permanent Gambling

Depending on the type of license, different data elements, and workflows, steps will be automated (tbd during the analysis and fit/gap portions of the implementation). Application, Review, Background Check, Public Notification, Inspection, Fees, Renewal, Certification (testing), were all steps that were discussed that pertain to different types of licenses.

### **Other Recommendations for AMANDA Expansion and Continued Maintenance**

There are several general best practices for the administration of any enterprise software solution. Listed below, are the recommendations that are relevant for the proper maintenance of AMANDA.

- A. Create an AMANDA Oversight Committee with representatives from all business units that use AMANDA. The Oversight Committee will play the lead role in adopting and implementing best practices across all common aspects of AMANDA.
- B. Designate ‘AMANDA Champions’ for each distinct business unit. These Champions will identify and ensure accurate data entry of key fields that affect inter-division communication. A coordinated effort is required to ensure accurate and timely information to enhance business efficiencies and information sharing across the corporation.
- C. Prepare AMANDA Standard Operating Policy documentation for each Folder Type to provide a consistent understanding of all Folders and how to interpret the data values. This will be the key in making data more understandable and accessible for inter-division usage.
- D. Conduct AMANDA training sessions and maintain a record of users and their attendance in AMANDA introduction, refresher, and Folder Type specific courses. This record will help identify and re-train users on a regular basis. Create an intranet web page which contains all AMANDA Folder Type usage and training manuals. This site should be developed over time to provide a forum where all AMANDA users can share their ideas and techniques on AMANDA usage.
- E. Train and certify AMANDA administrators to provide consistent and reliable AMANDA services. AMANDA 6 training for Administrators will be critical for the AMANDA 6 upgrade. City AMANDA administrators have demonstrated core knowledge and experience in implementing AMANDA products. The certification process will document their professional skills. CSDC offers three levels of certification: AMANDA Product Professional, AMANDA Business Analyst and AMANDA Configuration Specialist. The AMANDA Certification Program tests the individual’s system knowledge with detailed scenarios and hands-on tests. Certified professionals will also gain exclusive access to future training sessions.
- F. Continued participation of business users and AMANDA administrators in CSDC’s Annual CTAC Conference and User Groups will provide an opportunity for the City to participate in the evolution of the AMANDA product. CTAC and User Groups are a great venue for business users to discuss their

business needs with their counterparts in other jurisdictions and learn from other similar AMANDA implementations.

- G. Consult with CSDC and other AMANDA jurisdictions before and during any AMANDA implementation. AMANDA is used by many jurisdictions in the same business areas as the City. The City can review existing Folder design and configurations standards from other jurisdictions for design ideas and faster implementation.
- H. Prepare AMANDA Implementation Standards documentation which should be followed for each new initiative in AMANDA. These standards should define the steps that should be followed during analysis, documentation, development, testing, training and roll-out. Standards should include templates that will be used for documentation of analysis, sign-offs, training and user reference manuals. A Change Management program template should be created to effectively manage changes after the initial implementation.
- I. Create a Continuous Quality Improvement Program. Invest in continuous development and enhancement of existing Folder Types to make the system relevant to changing business needs. AMANDA business workflow automation needs to be a constant and progressive effort to effectively involve and engage end users in system acceptability and usage.