

# Permit Reform: What are the major problems to solve?

1. The public has made its dissatisfaction clear over decades.
  - a. Multiple locations, sometimes competing guidance, limited coordination.
2. Staff work hard in a broken system.
3. The City needs to speak with one voice.
4. Clear inefficiencies need to be corrected (ex. “time of sale”)
5. An independent evaluation recommended a reorganization into a “one-stop shop” with a single point of accountability, merging Zoning, Code, and ISD.

# Principles Driving Reorganization

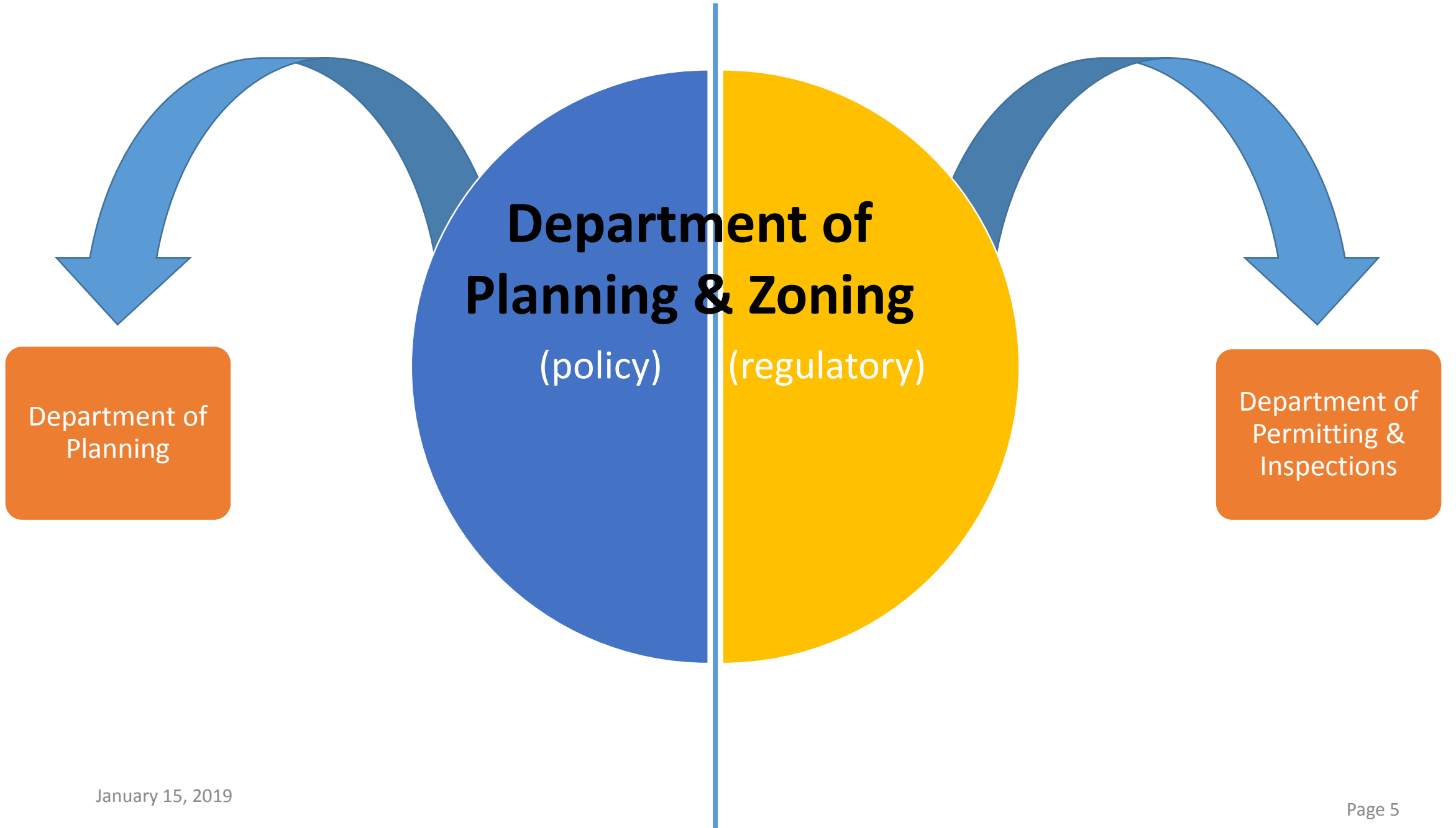
- **Better customer service**
- **Improved public process and resident oversight**
- **Accountability & consistency across the permitting process**
- **Collaboration among different Departments involved**
- **Resolving issues at lowest level possible for applicant**
- **Listen to public feedback gathered over prior decades**

# Where Are We in the Process

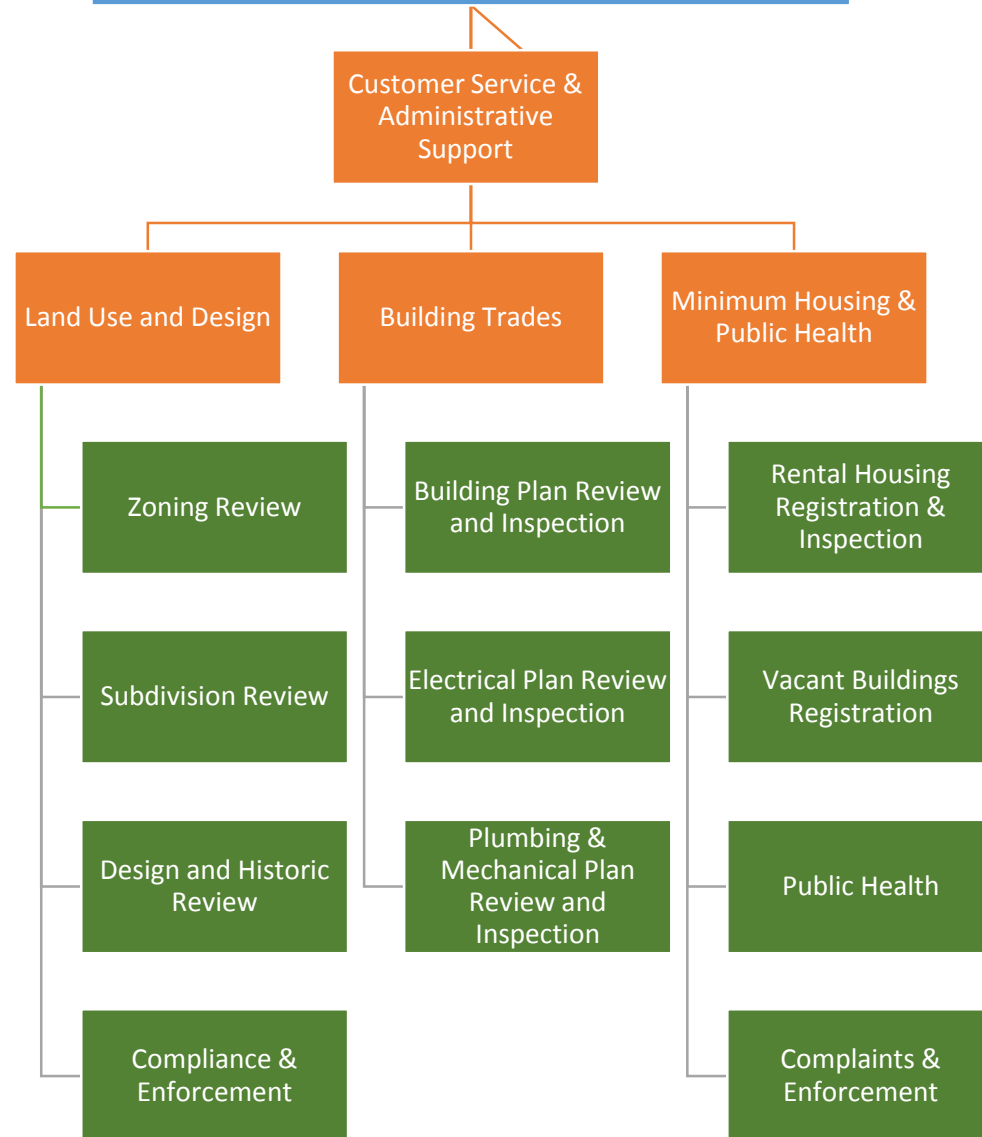
- 2014 Council Resolution charges reform of permitting system “from soup to nuts.”
- Consultant engaged, Planning Commission reviews report (2016-2017)
- Permit Reform Advisory Committee Created
- August 2017 Council accepted Permit Reform Project Team work-plan
- Phase 1: Shared office hours, online scheduling,
- October 2018 Planning Commission discussion and initial feedback around one-stop shop and associated implications
- December 2018 City Council gave initial approval for Charter Change

# Charter Change (March 2019)

- Creation of new Permitting & Inspections Department
- Appointment of new Director of Permitting & Inspections by Mayor
- Appointment of Zoning Administrative Officer by Mayor
- Appointment of Planning Director by Mayor



# Department of Permitting & Inspections



**Discretionary Review and Appeals**

**DRB**  
Zoning & Subdivision Decisions

**Conservation Board**  
**Design Advisory Board**

**Public Works Commission**  
Trades Decisions

**Board of Health**  
Health Officer Decisions

**Housing Board of Review**  
Minimum Housing Decisions

**Commissioner of Public Safety**  
State buildings, Federal Certifications, Boilers and Pressure Vessels, and Variances

**Department of Permitting & Inspections**

Customer Service & Administrative Support

Land Use and Design

Building Trades

Minimum Housing & Public Health

Zoning Review

Subdivision Review

Design and Historic Review

Compliance & Enforcement

Building Plan Review and Inspection

Electrical Plan Review and Inspection

Plumbing & Mechanical Plan Review and Inspection

Rental Housing Registration & Inspection

Vacant Buildings Registration

Public Health

Complaints & Enforcement

**Other City Reviews**

**Right-of-Way & Excavation** Plan Review & Inspection

**Stormwater** Review & Inspection

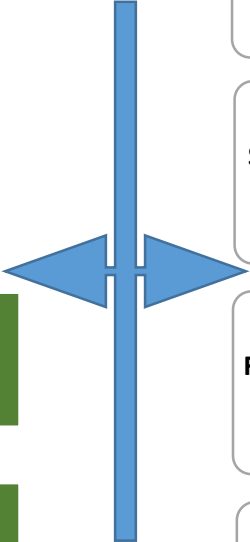
**Fire Marshal** Review & Inspection

**Energy** Review & Inspection

**Transportation Plan** Review & Inspection

**Water/Wastewater** Review & Inspection

**Urban Forestry** Review & Inspection



# What is happening now?

- City Council will have a public hearing on Tuesday January 22, 2019 and a vote on January 28, 2019 about the Charter Change
- Town meeting day vote March 5, 2019

## Ongoing work

- Involved Department Heads meet with the Mayor weekly
- Staff transition team meets about every two weeks
- Permit Reform Citizen Advisory Committee will continue to meet
- Permitting and Inspections team has participated in LEAN training (January 10 and 11)
  - Small teams will continue this LEAN work