

DCD Improvements Since 2007

Improvement	Details/Staff Comments	Division
Archiving	Archiving costs down	Admin Services
Archiving	State agency archive retrieval	Policy & Planning
BRB	BRB staffing	Policy & Planning
Charges	Cleaned up excess user charges from IS	Admin Services
Code Compliance	Code compliance complaints are now prioritized based upon their potential for life loss, property damage, and risk to critical areas and protected species and permit requirements.	FM & CC
Code Revision	Title 12 - stormwater manual and private road standards	Building & Engineering
Code Revision	Working on Boundary Line Adjustment ordinance and Legal Lot definition for inclusion in Title 16	Building & Engineering
Code Revision	Re-write Title 16 for consistency and updating	Building & Engineering
Code Revision	Proposed changes and migration to a hearing examiner based verses a court based system of code compliance.	FM & CC
Code Revision	Adopted changes to local firework laws making stand and show permitting easier for applicants.	FM & CC
Code Revision	Implemented current ad modern building and fire codes.	FM & CC
Code Revision	Proposed new regulations for large special event regulation across the county.	FM & CC
Code Revision	Code revisions / T 17 Use Table major revision	Policy & Planning
Code Revision	Departmental Capital Facilities Programs adopted in Comp Plan omnibus ord—new feature of annual comp planning	Policy & Planning
Communication	COMMUNICATION COMMUNICATION COMMUNICATION	Admin Services
Communication	Proactive communication/follow-up on project progress, both internally & externally	Building & Engineering
Communication	Scheduling personal time with individual employees and groups within division for Director and Deputy Director to meet with staff members and do ride-alongs with inspectors	Executive
Communication	Communication and collaboration between departments/divisions has improved	Policy & Planning
Cross-training	Admin team-cross-training and communication	Admin Services
Cross-training	More coordination/assistance in inspection types	Building & Engineering
Cross-training	Engineering assisting with addressing inspections	Building & Engineering
Cross-training	Building inspectors share dispatching task	Building & Engineering
Cross-training	We are using/training our Building and DE inspectors to ensure Critical Areas conditions are me	Environmental Programs
Cross-training	We have improved and are improving the Code Compliance Processing/interaction for environmental code violations	Environmental Programs
Cross-training	Initiated a program using inspection staff in DE, Building and other divisions to verify code compliance conditions rather than to have CE staff make separate trips resulting in closure of hundreds of historic code compliance cases.	FM & CC
Cross-training	Job duty cross-over and updated training	Permit Center
Cross-training	Address Tech in office - CE, DE or Bldg Inspector conducts Address field checks when in area	Permit Center
Database	Designed and implemented an electronic database for fire investigation and fire report tracking.	FM & CC
Director Involvement	Director's direct involvement in community group open houses in subarea plan processes	Executive
Director Involvement	Recognition for individual successes when letters, emails, verbal compliments received from customers	Executive
Division Re-Org	Expanded admin team to make process improvement and fee analysis possible	Admin Services
Division Re-Org	We merged Natural Resources with Environmental Review; Becoming one group sharing talents, skills and abilities	Environmental Programs
Division Re-Org	We now have GIS (Dave Nash) working directly with us; Improves process to get mapped environmental information	Environmental Programs
Division Re-Org	Combining logical, like groups together under one manager thus eliminating at least 3 management positions and creating a more team oriented attitude within divisions.	Executive
Division Re-Org	Integration w/in P&P between land use and long range planning	Policy & Planning
Drainage Review	Re-focused preliminary drainage review on project feasibility.	Building & Engineering
Earning Calculator	Created earnings calculator and q&a used by personnel	Admin Services

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Electronic	We are e-mailing NOA, NPH & NOD to everyone that we have e-mail addresses for, i.e. applicants, representatives and even Interested Parties	Executive
Electronic	All Staff Calendar	Permit Center
Electronic Routing	Internal routing changed from paper to electronic	Admin Services
Electronic Use	Working toward a more paperless inspection reporting system, through better use of computer input.	Building & Engineering
Expanded Job Duties	Specific Permit Tech for Point of Contact when Permits submitted	Permit Center
FAQ'S	Including exhaustive research to compile good information	Admin Services
Fees	Credit card fees passed on to public-\$60,000 reduced from budget	Admin Services
Fees	Ability to justify fee increases	Admin Services
Fees	We have developed a fee-based process for approving initial land clearing activities for SFR proposals to assure that there are no critical area buffer impacts, or clearing and grading violations from the initial site work.	Environmental Programs
Fees	Requesting the public to pay our hourly rate	Executive
Fees	Requesting the public to pay for Legal Ads (when they request a postponement of a hearing)	Executive
Fees	Went to 3rd Party Credit Card company	Permit Center
Fees	Default fees updated in LIS	Permit Center
Fees	Credit card payment program	Policy & Planning
FM Call out Procedure	Developed and adopted a uniform callout criterion for fire investigations implemented throughout all fire districts.	FM & CC
FM loss estimation method	Developed and implemented a uniform fire loss estimation method for determining direct property loss in fires, implemented throughout all jurisdictions.	FM & CC
Food	More food at potlucks-we're participating!	Admin Services
Food	Morale boosting events sponsored by both management and individual staff members	Executive
Grants	CTED Grant acquisitions	Policy & Planning
HE	Hired a new Hearing Examiner for less money	Executive
HE	Are receiving the HE decisions within 14 days of the hearings	Executive
HE	The HE Rules of Procedure Resolution was adopted by the Board on 6/22/09	Executive
HE	HE Rules of Procedures (unmet requirement since at least early 90s)	Policy & Planning
HE	Receiving HE Decisions with in 14 days of hearing	Policy & Planning
HE	Uncontested Hearings	Policy & Planning
Hours of Operation	Doors open at 10 instead of 8 to allow small crew of Permit Techs to get paperwork completed before assisting public	Executive
Independence from Auditor's	Greater independence from Auditor's office for reports and budget info	Admin Services
Information Sharing	Greater utilization of WasteWise	Admin Services
Information Sharing	We share expertise and cut costs and time in doing so during projects such as: Chico Creek Restoration, Sterling Homes Subdivision Review, Woodbridge Crossing and Shoreline development review	Environmental Programs
Information Sharing	We have met the need to inform ourselves and in turn inform DCD clients/citizens about the nearshore	Environmental Programs
Information Sharing	We have improved our working relationships with area Ports, Marinas, Tribes, bulkhead builder	Environmental Programs
Inspections	Overtime Inspections	Admin Services
Inspections	Inspectors connect directly to lisp and network drives while in the field via virtual private network client	Admin Services
Inspections	Inspection results sent directly to lisp from the field instead of next day	Admin Services
Inspections	Wallboard and insulation certificate process	Building & Engineering
Inspections	Once per week building inspection meeting	Building & Engineering
Inspections	Streamline inspection report process	Building & Engineering
Inspections	Instituted "Your Way in Two Days" program to assure inspections occur within two business days of receiving an inspection request or as scheduled.	FM & CC
Inspections	Combined inspections	Policy & Planning
Interlocal Agreement	Developed an interlocal agreement with Fire District #18 – Poulsbo Fire where the district will accomplish ongoing, regular fire inspections of commercial uses within the county in their district and the county will accomplish fire investigations for the city of Poulsbo.	FM & CC
Intranet	DCD intranet-centralized information	Admin Services
Inventory clean-up	Inventory clean-up - computer sharing	

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Job Duties	Take on extra tasks, due to RIF (example: Candy now the lead for Large Lots, Ellen now doing all permit intake except building permits)	Building & Engineering
Job Duties	Eliminated a manager by combining Building & Engineering	Building & Engineering
Job Duties	Consolidated fire marshal and code compliance program specialist position to create a one stop information point for scheduling complaint actions, inspection requests and plan review inquiries.	FM & CC
Job Duties	Absorbed SWMM enforcement activities now occurring with a 100% compliance rate without any additional resources or finding.	FM & CC
Kitsap One	Transition to	Admin Services
Kitsap One	CRM	Permit Center
Kitsap One	Kitsap One, CRM	Policy & Planning
KRONOS	Successful transition back to Kronos	Admin Services
KRONOS	E-Stubs/Kronos	Policy & Planning
Leadership	Established the county fire marshal office as the leadership position throughout the county for fire prevention and fire marshal related activities.	FM & CC
Leased Equipment	New leases for scanner maintenance and new copier-reducing personal printers and using lease	Admin Services
LIS	LIS training with Paladin	Admin Services
LIS	LIS Change Request Form	Admin Services
LIS	Ability to extract meaningful data from LIS	Admin Services
LIS	LIS Super Users group-database clean-up!	Admin Services
LIS	Participation in LIS Super User Team	Building & Engineering
LIS	Better consistency in LIS usage	Building & Engineering
LIS	We use LIS and LIS has become a better tool across-the-board\LIS is now the one-stop place for all project details	Environmental Programs
LIS	We use LIS and maintain much better dialog with other DCD divisions on project/permit review	Environmental Programs
LIS	Plan review time is regularly reported in LIS.	FM & CC
LIS	Inspection related time for applications is regularly entered in LIS.	FM & CC
LIS	Worked jointly with Paladin to design and ultimately implement a LIS module for code compliance tracking.	FM & CC
LIS	Created "Road Name" permit type to better track time	Permit Center
LIS	Cleaning up LIS information	Permit Center
LIS	Training, better use, entry and tracking of time	Policy & Planning
LIS	Super User, program deficiencies review	Policy & Planning
LIS	Document retrieval	Policy & Planning
Location	Consolidated staff location geographically within the building	FM & CC
Mailing	We are using "Click to Mail" in conjunction with the US Post Office - saving paper & employee time & effort	Executive
Mailing	Initiated a program of post card noticing instead of drafting and mailing letters to initiate contact between staff and potential violators – reducing staff and mailing costs.	FM & CC
Mailing	Email vs. Mail	Permit Center
Mailing	Jurisdictional mailing support	Policy & Planning
Outreach	Participated jointly with other fire districts in developing and implement a juvenile firesetter intervention program for fires caused due to juvenile fireplay significantly reducing future fire sets and time required by juvenile prosecutors.	FM & CC
PDR	PDR's streamlined + single point of contact	Admin Services
PDR	PDR improvements (contributes to Kitsap's most efficient PDR retrieval in state, I recall reading recently)	Policy & Planning
Performance Measures	Developed, implement and track performance measures for plan review, inspection code compliance initial contact and subsequent follow up.	FM & CC
Permit	PSE Addressing	Permit Center
Permit Cleanup	Closing out expired, inactive, returned SDAPs.	Building & Engineering
Permit Cleanup	We moved dormant projects from no action to action and/or completed: Time/Oil Parcel, Chico Creek, Carpenter Creek, Nearshore Assessment	Environmental Programs
Permit Cleanup	We have addressed/processed/reduced/eliminated the permit backlog on shoreline developments	Environmental Programs
Permit Intake	Require appointments for permit submittals	Building & Engineering
Permit Intake	Counter Completeness / triage improvements	Policy & Planning
Permit Review	We have vastly improved the process to review and process Forest Practices permits	Environmental Programs

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Permit Review	Eliminated initial plan review letters for applications submitted for review. Initial and almost all correspondence now occurs via telephone and through email significantly reducing turnaround time for applicants.	FM & CC
Permit Review	Instituted "Ten Days on the Clock" program to review plans submitted for applications within ten days of receiving them.	FM & CC
Permit Review	Drafted and adopted more than fifty checklists and review procedures and aids for plan reviews and inspections.	FM & CC
Permit Review	Improved Permit Activities: Submittals, 30-day letters, Hourly billing	Policy & Planning
Permit Review	Consultations vs. pre-applications (time-savings)	Policy & Planning
Permit Review	Expedited review	Policy & Planning
Permit Review	Water Plans review with DOE/H has systematically improved	Policy & Planning
Permit Submittal	Developed a program adopted throughout the county of uniform plan submittal requirements for fire alarm systems – reducing the time needed to review plans because information required is both submitted and expected at the time of application.	FM & CC
Permit Tracking	Better tracking on 2nd-plus SDAP and subdivision submittals	Building & Engineering
Permitting envelopes	Permitting envelopes made in-house	Admin Services
Phones	Creation of a dedicated phone line (7181) and centralized call answering.	Admin Services
Phones	Internal phone extensions	Admin Services
Phones	Tracking voice mail messages and phone calls to the Director	Executive
Phones	Returning all phone calls for confirmation of receipt	Executive
Phones	Assisting callers by routing calls to appropriate manager or staff to get quick response and free up Director's time by not having him return the calls.	Executive
Phones	We eliminated direct phone lines to most of the Department's phones	Executive
Phones	Phone messages being returned faster	Permit Center
Phones	Unnecessary phone lines eliminated	Policy & Planning
Policy and Procedures	documentation-creating one department by standardizing processes to apply to all divisions	Admin Services
Policy and Procedures	In/Out Board	Permit Center
Policy and Procedures	Centralized Departmental Policies and Procedures location	Policy & Planning
Postcard Noticing	Click To Mail-Utilizing USPS for Production of Large Mailings	Admin Services
Postcard Noticing	Begin sending notices out on postcards - postcard site launched	Admin Services
Postcard Noticing	On 6/22/09 the Board approved the use of Post Card mailings for Notice of Application, Notice of Public Hearing & Notice of Hearing Examiner Decision - this will be a huge cost savings for mailings	Executive
Postcard Noticing	Initiated a program of post card noticing instead of drafting and mailing letters to initiate contact between staff and potential violators – reducing staff and mailing costs.	FM & CC
Postcard Noticing	Post Card and other Noticing efficiencies—Using USPS / Click-to- Mail for NOA, NPH, NOD	Policy & Planning
Process efficiency	All inspectors on the cell network	Building & Engineering
Process efficiency	Update prescriptive flow criteria	Building & Engineering
Process efficiency	Doing limited partial bond releases - not working as well as we had hoped; this needs more work in order to be effective	Building & Engineering
Process efficiency	Standardizing forms	Building & Engineering
Process Efficiency	Continual process improvements: on-line pay stubs, Kitsap One, In 'n Out Board, electronic leave slips, electronic payroll, rumor control/blog, department policies continually evolving and posted on Intranet, Intranet weekly updates, statistical data reports improvements	Executive
Process Efficiency	We are working with less staff in a more efficient manner and still meeting the requests of the public the majority of the time.	Executive
Process Efficiency	Task Due lists are utilized regularly to remain current on work that is due for both code compliance and fire marshal activities.	FM & CC
Process Efficiency	Provide customers with "only" the forms they need	Permit Center
Process Efficiency	Updating File Scanning Process	Permit Center
Process Efficiency	Staff efficiencies and meeting deadlines; layoffs have forced efficiencies	Policy & Planning
Process Efficiency	Scanning	Policy & Planning
Process Efficiency	POD improvements have sourced inquiries to most cost effective staff	Policy & Planning
Process Efficiency	Current Docket-processing improvements, site specific amendments review processes are becoming institutionalized	Policy & Planning

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Projects	We took on SMP limited amendment for Seabeck Marina And got it done	Environmental Programs
Projects	Sub-area plan development or improvement: Illahee/Manchester/Keyport/Kingston	Policy & Planning
Projects	CAC development and support	Policy & Planning
Projects	Proposed Docket adopted months earlier, enabling earlier discussion and actions	Policy & Planning
Projects	GMA-related work activity has improved resulting in little post-2006 GMA appeal activity	Policy & Planning
Projects	Buildable Lands Report completed timely, not appealed, creating indisputable process	Policy & Planning
Projects	Waaga Way Connector Roads – Special Projects	Policy & Planning
Projects	Wastewater Infrastructure – Special Projects	Policy & Planning
Projects	Illahee Community Plan – Long Range Planning	Policy & Planning
Projects	Suquamish Community (Park Road) – Long Range Planning	Policy & Planning
Projects	Hansville Community Plan – Long Range Planning	Policy & Planning
Projects	Downtown Kingston Master Plan – Long Range Planning	Policy & Planning
Projects	Rural Wooded incentive program – Long Range Planning	Policy & Planning
Projects	Legacy Lots – Long Range Planning	Policy & Planning
Projects	2009 Site Specifics – Long Range Planning	Policy & Planning
Projects	Commissioner mapping and analysis support:	Policy & Planning
Projects	Gorst mud plumes and flooding photos – Bauer (BKAT)	Policy & Planning
Projects	Average family income by District – Garrido	Policy & Planning
Projects	Blaisdell Road property – Garrido	Policy & Planning
Projects	District Zoning maps – Garrido	Policy & Planning
Projects	Dwelling unit capacity Kingston – Bauer	Policy & Planning
Projects	Map legacy lots – Garrido	Policy & Planning
Projects	Port Gamble Bay – Bauer	Policy & Planning
Projects	Monthly permit activity mapping for each commissioner	Policy & Planning
Radios	Eliminated hand-held portable le radios and migrated the department to push to talk Verizon phone technology for emergency and regular communication resulting in significant savings by eliminating the need for band-width rental on a private radio system.	FM & CC
Reasonable Measure Reports:	First phase of Reasonable Measure report	Policy & Planning
Reasonable Measure Reports:	Analysis on programmatic deficiencies in LIS	Policy & Planning
Reasonable Measure Reports:	Working with staff and Information Services to improve system	Policy & Planning
Reasonable Measure Reports:	Annexation:	Policy & Planning
Reasonable Measure Reports:	Complete annexation analysis, case-by-case	Policy & Planning
Reasonable Measure Reports:	Valuations for approved and pending annexations	Policy & Planning
Reasonable Measure Reports:	Mapping updates to zoning maps	Policy & Planning
Reasonable Measure Reports:	Created new annexation web site	Policy & Planning
Reasonable Measure Reports:	Wastewater Infrastructure Taskforce (WIT):	Policy & Planning
Reasonable Measure Reports:	GIS analysis and mapping	Policy & Planning
Reasonable Measure Reports:	Complied all sewer providers data into one dataset	Policy & Planning
Recognition Reports:	Value recognition of admin support staff as vital to department operations	Executive
Recognition Reports:	District Reports for quarterly updates	Policy & Planning
Reputation	Better reputation - setting the standard!	Admin Services
Reputation	Culture of overall DCD improvement is indisputable; better reputation has created more trust; more confidence has enabled everyone touched by DCD, including DCD staff and BCC (e.g., much less complaint activity to BCC)	Policy & Planning
Safety	Developed and implemented a departmental evacuation plan for building related emergencies.	FM & CC
Save Money	Employees personally purchasing supplies to save county money	Building & Engineering
Save Money	No longer provide color maps to staff for permit review	Permit Center
Save Money	Charge public for color maps	Permit Center

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Save Money	Copy in Black & White, instead of color	Permit Center
Save Money	More cost effective Application bags	Permit Center
Save Money	Less expensive file numbers	Permit Center
Save Money	Only copy forms and brochures as needed vs stockpiling	Permit Center
Save Money	Cost-conscious culture has been created	Policy & Planning
Save Money	Cost savings for new HE	Policy & Planning
Staff Consultations	Creation of Staff Consultations	Permit Center
Staff Reduction	One third of the authorized staff positions in the department are vacant.	FM & CC
Staff Reduction	Staff hours are significantly cut back.	FM & CC
Teamwork	Teamwork on projects, policies and countywide environmental issues is working well	Environmental Programs
Teamwork	Regrouping as a team after major lay offs since Oct of 2008	Executive
Teamwork	People helping people in this climate of less staff and shorter work week	Executive
Teamwork	Sharing office supplies vs. Ordering new supplies	Permit Center
Teamwork	Staff working better as a Team	Permit Center
Teamwork	Administrative improvements, facilitative abilities have increased	Policy & Planning
Training	LIS Training	Permit Center
Training	PC training and development	Policy & Planning
Training	CTED Orientation short course	Policy & Planning
Vehicles	Eliminated 9 (?) vehicles in the Department	Building & Engineering
Vehicles	Engineering inspectors used to take vehicles home; this was efficient for inspections, but has been discontinued.	Building & Engineering
Vehicles	We are using the Department's vehicles in a more efficient way	Executive
Vehicles	Vehicles are not typically driven home by staff.	FM & CC
Vehicles	Vehicle usage—rotation and use/mileage efficiencies	Policy & Planning
Web	Posting inspections on website	Building & Engineering
Web Development	We have created the West Sound Watersheds Council website	Environmental Programs
Web Development	Website overhaul (plans, permitting), mapping and documents availability	Policy & Planning
Web Development	Website features for HE (Rules, staff reports, decisions)	Policy & Planning
Web Development	CAC pilot of anonymous web site with minimal oversight by county	Policy & Planning
Web Development	Redesign of Community Planning web page; created new pages designed for easier access to information	Policy & Planning
X - Improvement Needed	Building on our first Retreat	Environmental Programs
X - Improvement Needed	Re-energizing planning by watersheds	Environmental Programs
X - Improvement Needed	Improving the use/utility of WSWC for broader natural resources goals	Environmental Programs
X - Improvement Needed	Being more assertive and working with other departments as Task Force members: Parls. Public Works-Water/Stormwater, Roads	Environmental Programs
X - Improvement Needed	Re-instituting the Consultant Lists like every other county government	Environmental Programs
X - Improvement Needed	Raising awareness/acceptance/capacity for Restoration work	Environmental Programs
X - Improvement Needed	The division no longer has staff to dedicate to developing programs like the universal plan review submittal programs and leadership activities within the fire prevention communities.	FM & CC
X - Improvement Needed	Staffing levels are insufficient to regularly shepherd KNAT activities as we have in the past	FM & CC
		Admin Services
	We have instituted programmatic exemptions for certain shoreline maintenance work	Environmental Programs
	E-Appraisal requires Managers to be accountable	Permit Center
	More compliments for Permit Center staff	Permit Center
	Code Enforcement	Policy & Planning