



TOWN OF GREENWICH

Town Hall
101 Field Point Road
Greenwich, CT 06830

Permit Process Improvement Initiative **Quarter 2 Update**

Date: December 27, 2018

INTRODUCTION

As follow-up to the Town's July 16th Permit Process Improvement presentation, below is our Quarter 2 update on our initiative's progress. A full copy of the report, presentation, and previous quarterly reports can be found online at <https://www.greenwichct.gov/1408/Permit-Process-Improvement>.

QUARTER 2 STATUS

Customer Service Training

All employees that interact with customers in the permitting departments receive Customer Service Training, administered by the Human Resources Department. New employees to each department will receive training at the next available offering. The Office of the First Selectman is working with the Human Resources Department to develop a follow-up, ongoing customer service training program.

Queueing System

Building Inspection and Zoning Enforcement Divisions have developed formal protocol for que management. When line reaches a specified length, additional support staff are added to the counter. In addition, staff are trained on how to manage line when one customer has a lengthy question or situation. Both departments may allow customers to go to other required departments and return after 1:00pm closing time, if necessary for line management.

Customer Service Fastlane

Customer lines have new labeling and Building Inspection and Zoning Enforcement Divisions have added a line for "General Questions." This line is designed to answer quick questions or direct customers unsure of which department they need to see.

Website

As noted in Q1 update, Town launched a new website on August 8, 2018. All departments continue to make coordinated enhancements to permitting web pages. A new search engine has been installed on the website that utilizes Google's technology and has produced significantly enhanced search results. Departments are near completion on online digital guides designed for residential permitting customers for installing a pool, replacing a deck, or making a minor home addition.

ADDITIONAL IMPROVEMENTS TO Q1 PROJECTS

Unify Counter Hours

In addition to Q1 update, all primary permitting departments have coincident public counter hours, Monday-Friday, 8:00 a.m.-1:00 p.m. To help plan your visit, all permitting hours have been posted

to a single guide online, and have been posted on each department webpage. Town Administration is now working with related departments to ensure their hours are coincident with primary permitting departments.

Improve Signage

In addition to Q1 update, new signage template has been improved and will be installed by DPW. Interior signage within Building Inspection and Zoning Enforcement has been completely redone to provide enhanced customer experience. DPW is developing a building-wide numbering system for easy navigation at Town Hall.

OTHER NOTABLE ACTIVITY

- Municipality is working with Town team to configure software to fulfill Town’s needs. Software integration must be versatile enough to ultimately work in a coordinated manner across a variety of departments. Configuration is going well and once complete, Town and Municipality engineers will undertake rigorous testing program to ensure quality and dependability. Once testing is complete, training and implementation will begin. Project was originally set to start in January (see Our Plan), but Town has head start. First features set to roll out in Spring 2019.
- Permitting departments are working with the Tax Collector to have capability to verify certain tax payments within each department, reducing number of physical trips required to the Tax Collector’s Office on the first floor.
- Paper forms and applications have been collected by a joint team of staff from multiple departments currently exploring options to consolidate the number and reduce variation in forms.

OUR PLAN

Q1	July to September	Accept Credit Card (3) Unify Counter Hours (8) Improve Signage (10)	Website
Q2	October to December	Customer Service Training (7) Queueing System (11) Customer Fast-lane (12)	Website
Q3	January to March	Online Application-trade permits (4) Online Records Access (5) Review Paper Forms (2)	Municipality & Website
Q4	April to June	Ongoing Assessment Tool	Municipality & Website
Y2	Year 2	Video Tutorials (6) Customer Concierge (9)-explore elements earlier	Municipality & Website

###

For more information, contact Blaize Levitan, Senior Management Analyst at blaize.levitan@greenwichct.org.