



TOWN OF GREENWICH

Town Hall
101 Field Point Road
Greenwich, CT 06830

Permit Process Improvement Initiative **Quarter 5 Update**

Date: November 22, 2019

INTRODUCTION

As follow-up to the Town's July 16th, 2018 Permit Process Improvement presentation, below is our Quarter 5 (Year 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 5 STATUS

Customer Concierge Concept

The Board of Estimate and Taxation (BET) published their annual Budget Guidelines in October, which call for an operating budget increase for the Town no higher than 1.75%. This does not leave any room for increasing levels of service, such as the permit concierge that was laid out in our original report. However, we are incorporating the concept of concierge service throughout our customer service program. Frontline employees will receive customer service refreshers that include how to properly transition employees from one department to the next. Permitting employees specifically are being trained or refreshed on how to help move the customer along through the process.

Video Tutorials

This option will be explored throughout the fiscal year, as indicated in our original report. While there is no area with a major value add at this time, there may be opportunity with the implementation of the Muncicity software and online permitting.

Website

Over the course of the previous year, departments uploaded an [Overview of the Permit Application Process](#) (8,000+ views), and two online guides for common permitting areas: [Pool Permits Guide](#) (370+ views) and [New Deck/Addition to Existing Deck Guide](#) (190+ views). The pool guide was launched in March and the deck guide was launched in June. All traffic is organic so far. The next permit guide near completion is for residential renovations and minor additions. Any feedback on these guides is greatly appreciated.

ADDITIONAL IMPROVEMENTS TO PRIOR PROJECTS

Ongoing Assessment Tool

At the end of August, the Town implemented a survey allowing customers to provide ongoing feedback to each permitting department. Tablets were placed in each permitting department so a customer can simply submit quick feedback on their way out. Customers can also request a follow-up from department leadership. Each department has been receiving "live"

feedback from customers so they can make constant improvements and identify what works well. The Town is exploring how to increase participation and may have an opportunity to expand survey responses with the rollout of Muncicity.

Improve Signage

Since the Q4 update, the Department of Public Works (DPW) installed temporary versions of the new signage, including a numbering system and added directional signs along pathways. Much feedback was provided, and the next test version will be rolled out by the end of November for continued testing. This is a critical step before spending the funds to fabricate the final ADA compliant signs. In addition, the outdated push-pin directory in the Town Hall lobby has already been removed in anticipation of installation of a modern, digital directory. A test directory that provides direction either by department name or by service (e.g. dog license, birth certificates) is in place, and supports the trial of the new numbering system and temporary signs. The equipment and software required have been ordered and will be installed as it comes in. The expected completion is now February 2020 because DPW staff are coordinating this work with the upgrade of the Channel 79 equipment, which occupies the same location.

Muncicity (and Online Application for Trade Permits)

This project is delayed for important reasons. First is the need to maintain and upgrade the current inspection scheduling tool. Second is to ensure that the software is fully tested and functional so thousands of open building permits transfer intact to the new system. Muncicity has developed a customized tool to allow customers to book inspections online and the project team is busy ensuring this tool functions and is easy to use. Expected initial implementation is now January 2020 for the Building Inspection Division, with a rollout of initial Muncicity features in other permitting departments throughout 2020. Additional features, including online permitting, will be implemented on a rolling basis for all permitting departments over the next two years.

Online Records Access

Planning and Zoning and the Department of Public Works have not been able to make any progress since the Q4 Update as they are coordinating this effort with the implementation of Muncicity software. Once implemented, a person who has an actual permit will be able to access their detailed information online. Individuals in general will be able to view if other properties have permit records.

Review Paper Forms

Since our Quarter 4 update, the revised format for all paper applications has been implemented in the Inland Wetlands and Watercourses Agency, the Building Inspection Division, and Planning and Zoning (70% complete). The other permitting departments have not yet finished incorporating the revised formatting into their applications, but expected completion for all departments is February 2020. This effort is being coordinated simultaneously with the implementation of online permit application technology.

Customer Service Training

The Town is expanding its customer service program. Currently, frontline staff and customer service representatives (CSR) attend a one-time training series on the basic principles and best practices in customer service. Going forward, the Town has developed a refresher course on providing high-quality customer service that includes elements on incorporating changing communications technology and queue management. This training will initially be provided to all frontline permitting staff and CSRs by December 31, 2019, and then delivered throughout the Town. The refresher training will be mandatory for all CSRs every three years. In addition, the Town has a [Customer Service Policy](#) and we always encourage review of it.

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

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