



The Development Review Process Efficiency Analysis



Summary of Findings from the
Kirchhoff Report
James Nichols, Deputy City Manager

History

- Two decades of high growth and little time for changing the way things are done
- Development related departments reported to different deputy city managers
- Building and Safety Director requests a departmental study
- Study expanded to a study of the entire development review process
- Contracted with Kirchhoff & Associates to conduct the efficiency analysis.

Departments Involved in the Development Review Process

- Building & Safety
- Finance & Business Services (Licensing)
- Fire & Rescue (Fire Inspections)
- Planning & Development
- Public Works (Land Use)

Study Methodologies

- Systems analysis approach
- Staff involvement
- Development community outreach (five focus groups and AIA Las Vegas input)
- Review of other jurisdiction's models (Las Vegas Valley, best practices cities, etc.)

Assessment

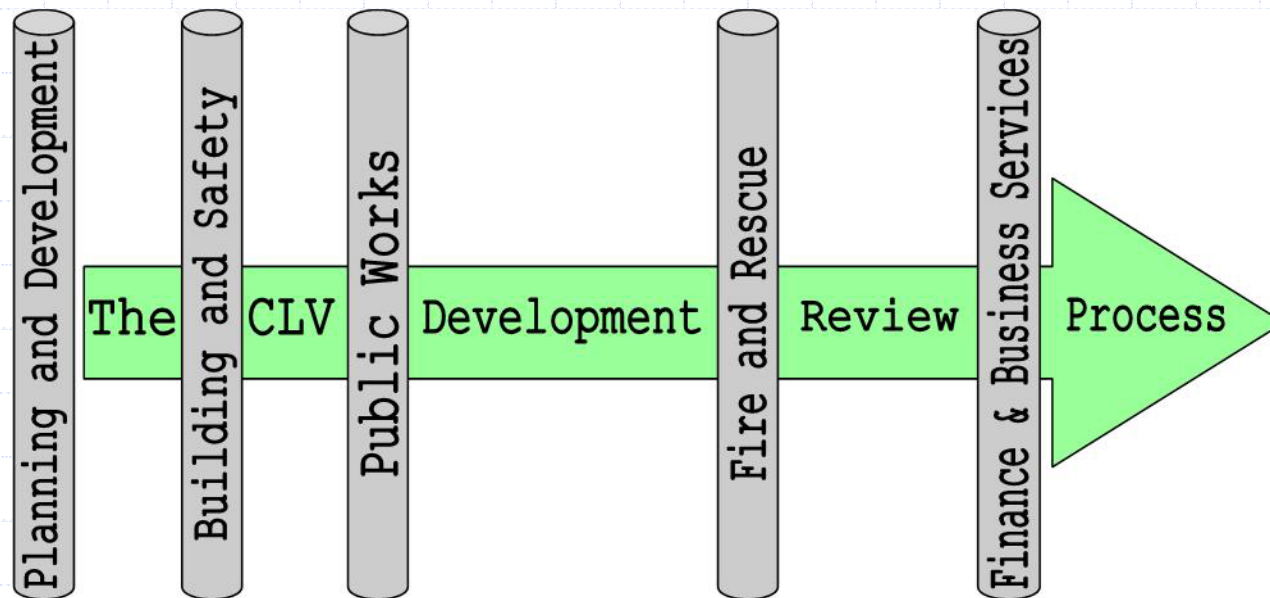
- The Development Review Process (DRP) is broken – 95 findings
- CLV cannot successfully compete for future land development until the process is fixed
- Downtown cannot develop without code and process changes
- Current fee structure does not provide sufficient revenues for operations
- The entitlement process used by the City impedes development

Findings Summary

- 47 Findings under Process & Process Management
- 24 Findings under Organizational Structure, Supervision, & Management
- 9 Findings under Technology, Business Systems, & Performance Measures
- 15 Findings under Organizational Culture & Customer Service

Core Problems Identified

- Siloed departments in DRP (different missions, different priorities, etc.)



Goals

- Change from an enforcement mode to a customer enablement mode
- Make the process more efficient (faster and predictable)
- Effectively compete for future development opportunities

What Can the Mayor and City Council Do?

- Recognize that there will be fierce competition amongst jurisdictions for future development opportunities
- Understand that CLV is currently in a competitive disadvantage
- Telegraph to the organization the absolute need to fix the DRP ASAP
- Support the code approach shift from prescriptive to performance-based
- Re-evaluate the entitlement process

Next Steps

- Develop an internal implementation committee to review/prioritize report findings
- Aggressively implement study recommendations
- Change the culture from enforcement to customer service
- Use time and predictability as the primary DRP performance metrics

Questions?

