

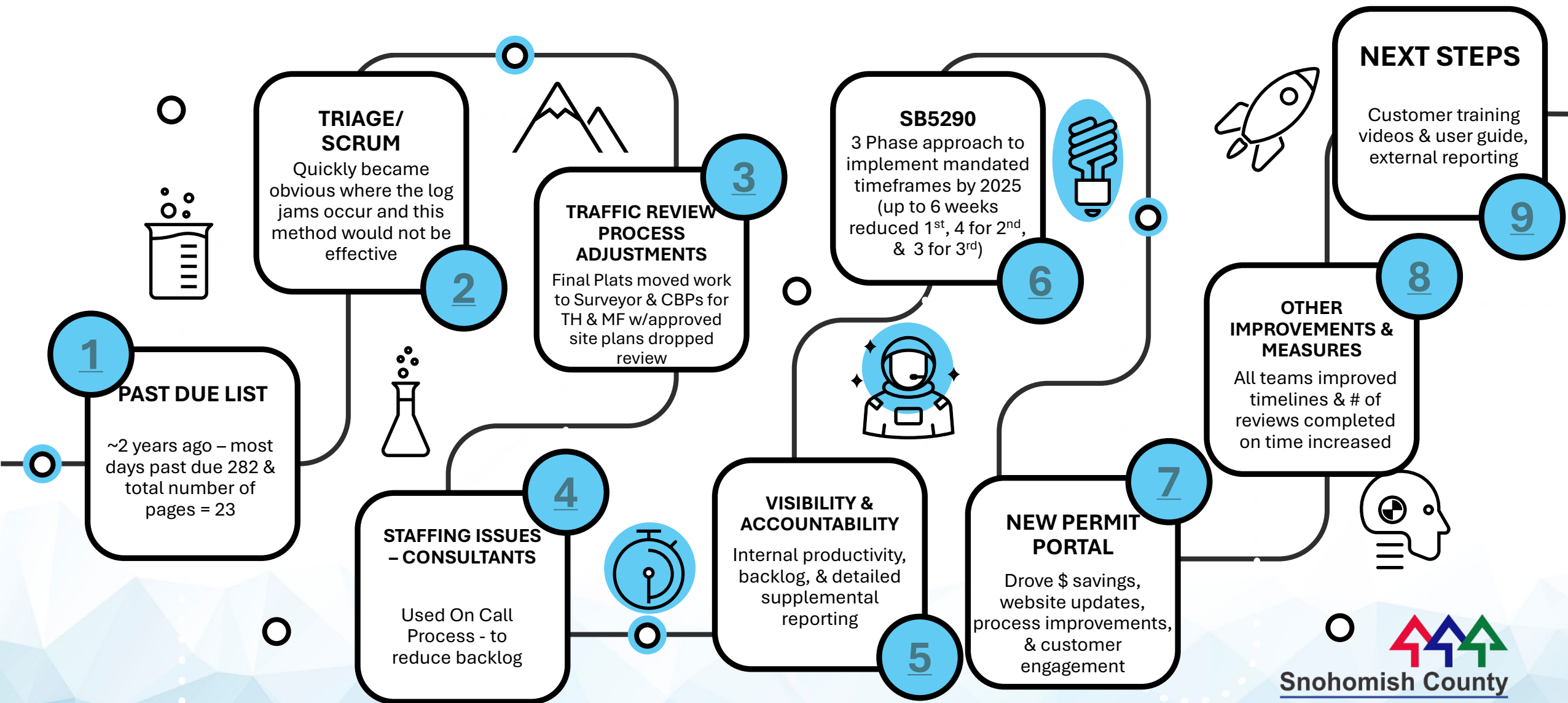
PDS Productivity Journey

October 2025



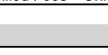
Snohomish County

PRODUCTIVITY JOURNEY





Snohomish County
Planning and Development Services



Projects Due Today or Past Due

Folder Name	Submittal	Project Manager	Days Late	Unpaid Bills	Unbilled Fees	Unit#
<div style="text-align: right; padding-right: 20px;"> Unpaid Bills Unbilled Fees </div> <div style="text-align: center; padding-top: 10px;"> <p>Column Totals:</p> <p>Combined Total:</p> </div>						

7/11/2025

1

1

- Then (~2 years ago) – most days past due 282 & total number of pages = 23
- Current – most days past due = 10 & total number of projects = 3
 - With shorter due dates implemented in 2025



Triage Criterion

Importance

1 2 3 4 5

Complexity

1 2 3 4 5

Urgency

1 2 3 4 5



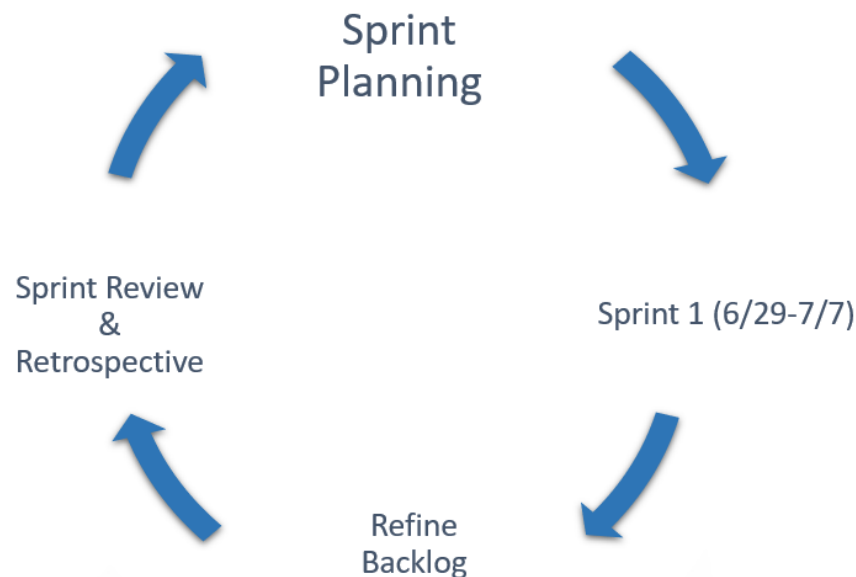
Triage Goals

Ensure you & your team are:

- ✓ Doing the **Right Work**
- ✓ Getting then **Right Result**
- ✓ Working Together in the **Right Way**
- ✓ Ensure **resources** are aligned with priorities.



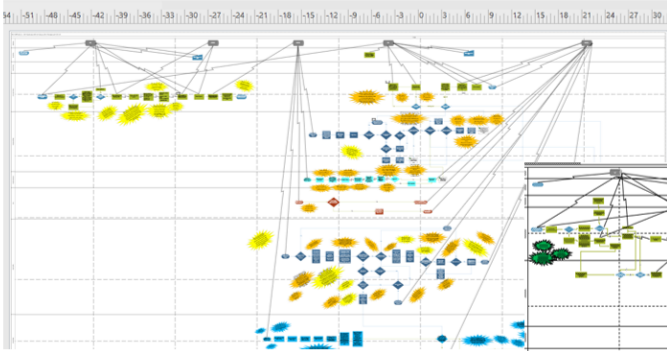
Sprint Cycle
Example – sprints
are a set of tasks to
be completed within
a set timeframe



Traffic Review Improvements

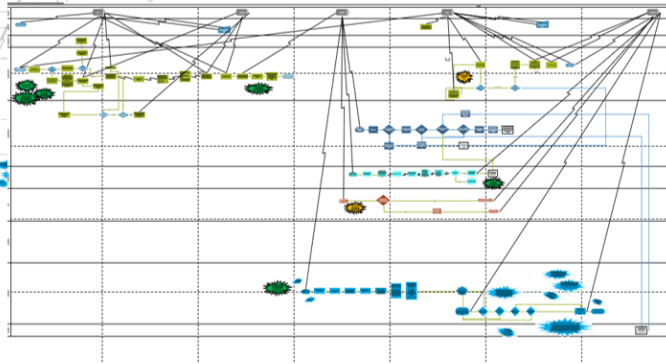


CBP TH & MF W/APPROVED SITE PLANS - FUTURE STATE



- Removed the majority of our 48 wastes/opportunities
- Significantly reduced steps
- Removed Transportation review so they can focus on more critical applications
- Developed 10 recommended solutions

- Planner review prior to Reviewer assignment, like Resubmittal Process
- Should increase 1st pass quality for reviewer times



- Planner/PM reviews materials prior to any Reviewer to ensure all required materials to perform reviews are present
- Traffic Review was completely eliminated as they have already reviewed the site plans

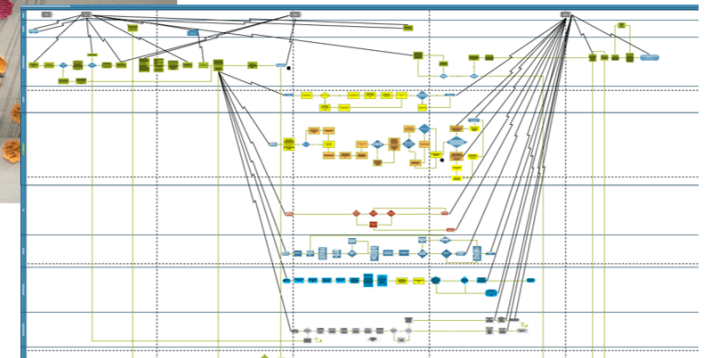
- Significantly reduced Traffic Review statement of work & aligned it to Survey
- Created process lines to eliminate emails
- Standardized Amanda documents & templates

FINAL PLAT - FUTURE STATE



- Emails to process lines
- Amanda documents & templates (e.g. RCL, punch list, etc...)
- Integrate Health Dept Reviewers into Amanda
- As built pulled into FSD at intake
- Recording chain of custody/electronic filing
- Reviewer routing stamp on documents
- DPW ROW redundancy elimination
- Transfer workload from Transportation to Survey/PM (clarify roles and responsibilities for all)

- MBP supplemental (site inspection questionnaire)
- As BUILTS submitted during 1st review to eliminate 3rd reviews
- Upload Punch List to MBP instead of emails to applicant
- Maintain enhanced consistency of Planner oversight
- Reviewer Checklist Template



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Staffing Issues – On Call Process

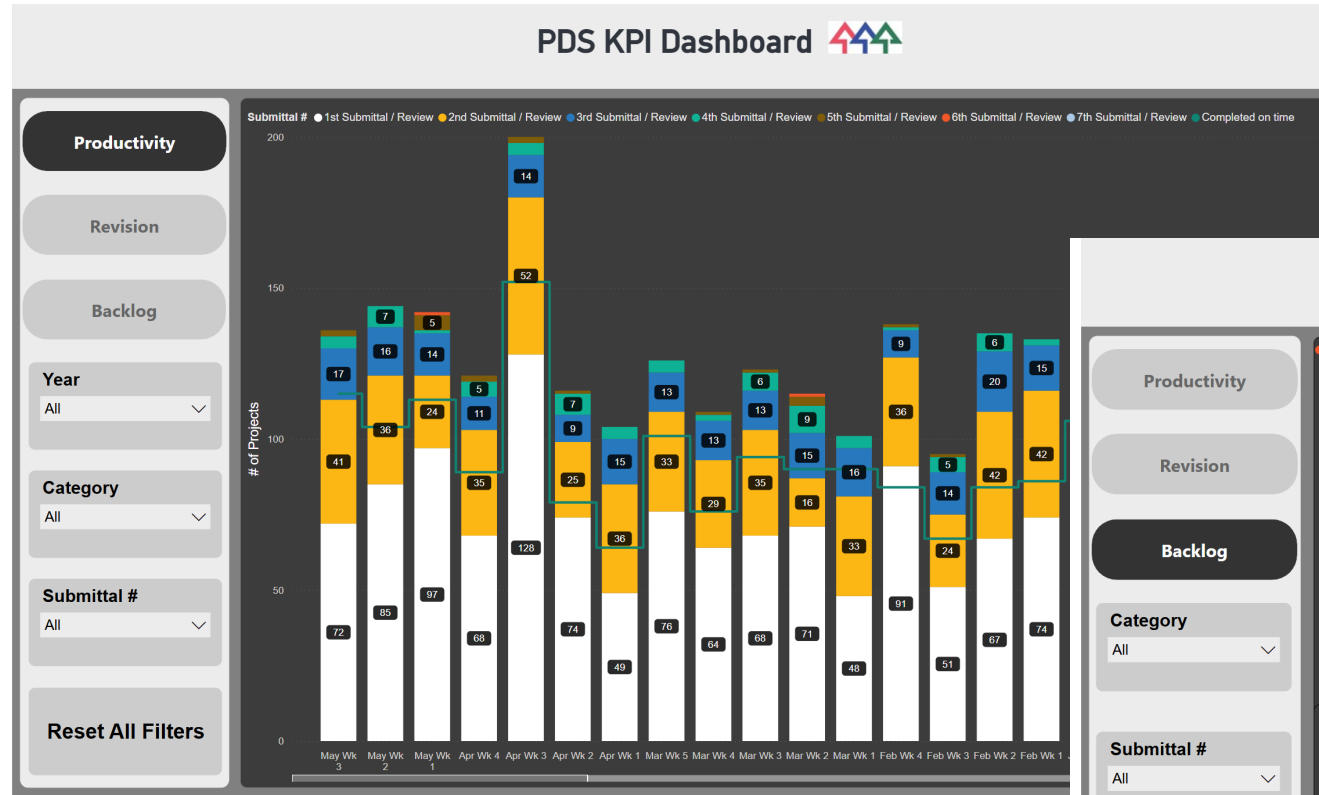


Position	Vacated By	Status	Date
Fire Investigator	Stephanie Lyon	Finalizing	
Engineer III	Paul Dragoo	Finalizing	
Land Development Specialist	Bev Raymond	Interview	1/11/24
Engineer II - traffic	Jessica Tran	Posted	
Engineer II - traffic	Caleb Duhnke	Posted	
Engineer III	Tom Sage	Posted	
Engineer IV	Peter Landry	Posted	
Senior Env Planner	Emily Swaim	Posted	
Supervisor, Engineering	Matt Ojala	Posted	
Technology Support Specialist	New	Posted	
Building Inspector (underfill)	Scott Williams	Preparing to post	
Engineer II - drainage	New	Preparing to post	
Intern - Engineer	New	Preparing to post	
Plans Examiner	Temporary	Preparing to post	
Code Enforcement Officer	Jeff Lambier	On Hold	
Division Manager	Rebecca Samy	On Hold	
Planner-PDS	New	On Hold	
Plans Examiner, Commercial	Jesse Smith	On Hold	
Zoning Specialist	New	On Hold	

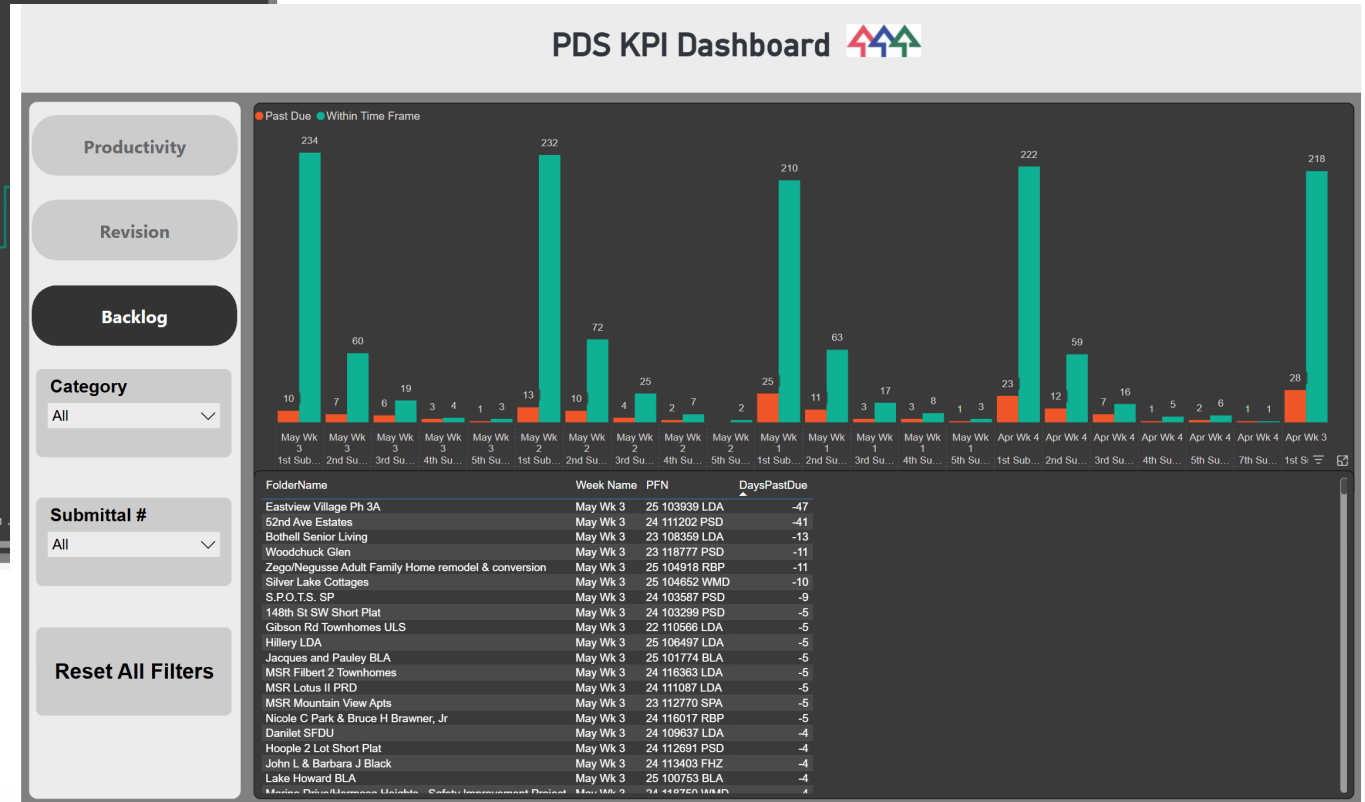
- Engineering Vacancies – No Way to Process Backlog
- Most Past Due - 282 Days
- 23 Pages of Past Due Projects
- On Call Process for Consultants



Visibility & Accountability – KPI Dashboard

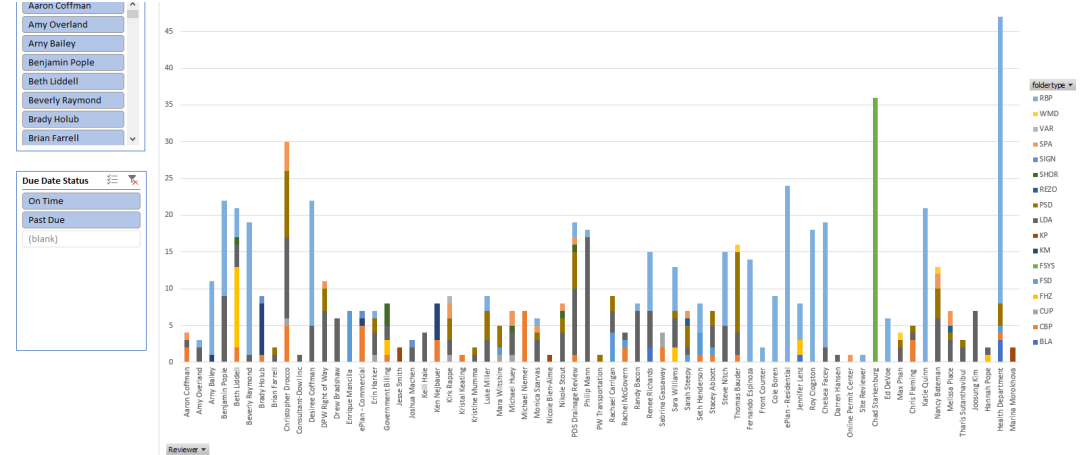
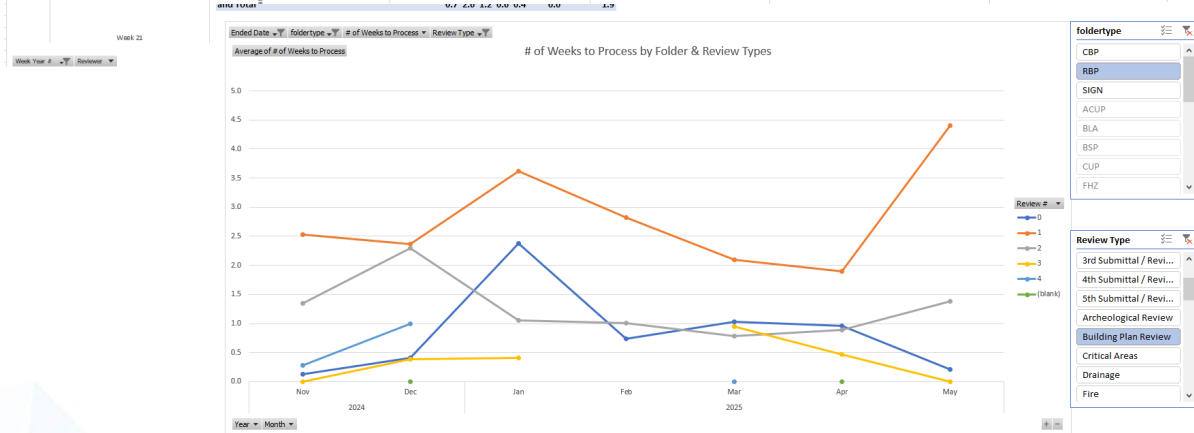
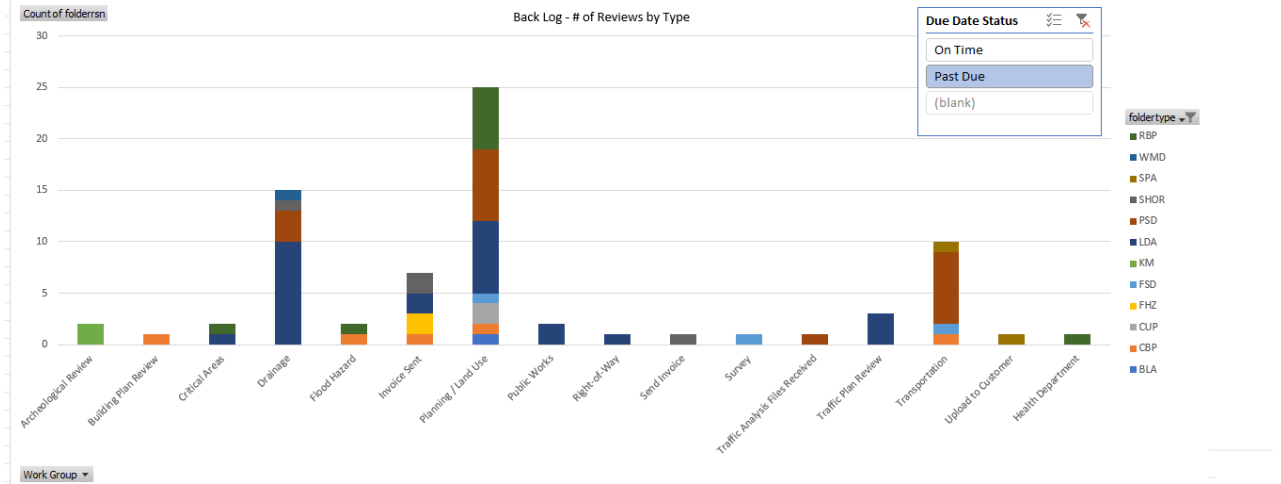
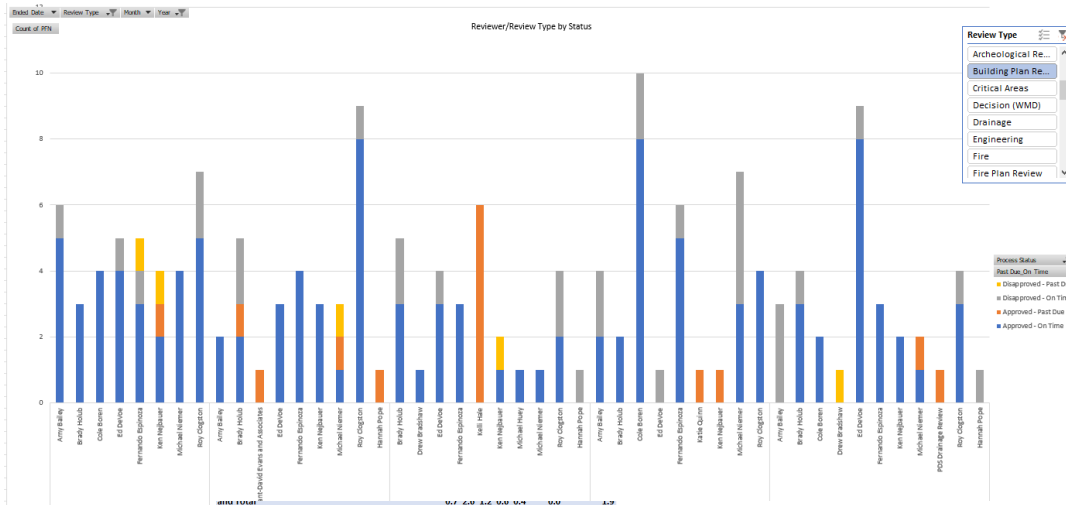


- [Microsoft Power BI](#)
- Weekly productivity and backlog trend visibility
- Provides high level insights to potential issues



- Allows leaders to be more proactive
- Additional supplemental reports provided to dive into the details

Visibility & Accountability – Supplemental Reports



Productivity

- Quick assessment of weekly review completion trends
 - By name and type
- Easily assess monthly completion timeframes

Pipeline

- Rapid understanding of areas driving past due
- Quick assessment of reviewer total workloads
- Identifies unassigned/potential issues



Snohomish County

Then & Now...SB5290 (Land Use)

Land Use Timeframes by Type			2019			Phase 1			Phase 2			Phase 3			Delta		
LAND USE (45, 100 or 170 days)			Submittal/Review Lines			Submittal/Review Lines			Submittal/Review Lines			Submittal/Review Lines			Submittal/Review Lines		
Folder Type	Sub Type	Work Type	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd
ACUP	All	New	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
ACUP	All	Major Revision	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
ACUP	All	Minor Revision	8	5	2	4	3	2	4	3	2	4	3	2	4	2	0
BLA	All	New	7	3	3	5	3	2	5	3	2	5	3	2	2	0	1
BSP	All	New	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
BSP	All	Major Revision	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
BSP	All	Minor Revision	8	5	2	4	3	2	4	3	2	4	3	2	4	2	0
CUP	All	New	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
CUP	All	Major Revision	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
CUP	All	Minor Revision	8	5	2	4	3	2	4	3	2	4	3	2	4	2	0
FSD	All	All	3	2	2	4	3	2	4	3	2	4	3	2	-1	-1	0
PSD	All	New	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
PSD	All	New-Concurrent w/ Rezone	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
PSD	All	New-Concurrent w/PRD	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
PSD	All	Major Revision	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
PSD	All	Minor Revision	8	5	2	4	3	2	4	3	2	4	3	2	4	2	0
PSD	All	Alteration	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
PSD	All	Alteration (Hearing Req'd)	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
REZO	All	All	12	8	5	10	8	2	8	6	2	4	3	2	8	5	3
SHOR	Conditional Use Permit	All	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
SHOR	Substantial Dev. Permit	New	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
SHOR	Substantial Dev. PermitSub	New - Type 2	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
SHOR	Variance	All	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
SHOR	Variance-SFR	All	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
SPA	All	New	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
SPA	All	New-Concurrent w/ Rezone	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
SPA	All	Major Revision	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3
SPA	All	Minor Revision	8	5	2	4	3	2	4	3	2	4	3	2	4	2	0
VAR	All	New	12	8	5	10	8	2	8	6	2	6	4	2	6	4	3

Average reduction of ~6 weeks for 1st Submittal/Reviews, ~4 weeks for 2nd Submittal/Reviews, & ~3 weeks for 3rd Submittal/Reviews

Then & Now...SB5290 (Commercial)

Commercial Timeframes by Type			2019			Phase 1			Phase 2			Phase 3			Delta		
CONSTRUCTION PERMITS (65 or 100 days)			Submittal/Review Lines			Submittal/Review Lines			Submittal/Review Lines			Submittal/Review Lines			Submittal/Review Lines		
Folder Type	Sub Type	Work Type	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd
CBP	PWTF Antenna(S)	All	4	3	3	4	2	2	4	2	2	4	2	2	0	1	1
CBP	PWTF Equipment Building	All	4	3	3	4	2	2	4	2	2	4	2	2	0	1	1
CBP	PWTF Tower	All	4	3	3	4	2	2	4	2	2	4	2	2	0	1	1
CBP	Tenant Improvement	All	4	3	3	3	2	1	3	2	1	3	2	1	1	1	2
CBP	Commercial Coach	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
CBP	Mixed Use	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
CBP	Multifamily Residential	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
CBP	Non-Occupied Structure	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
CBP	Occupied Building	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
CBP	Townhouse	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
FHZ	ALL	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
FPA	Class IV	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
FSYS	ALL	All	2	2	1	2	2	1	2	2	1	2	2	1	0	0	0
LDA	Residential	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
LDA	Commercial / Multi-Unit	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
LDA	Other	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
LDA	Right of Way	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
LDA	Short Subdivision	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
LDA	Stand Alone	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
LDA	Subdivision	All	10	6	5	8	7	2	6	5	2	4	3	2	6	3	3
SIGN	Billboard	All	5	3	2	8	7	2	6	5	2	4	3	2	1	0	0
SIGN	Commercial	All	3	3	2	4	3	1	4	3	1	3	2	1	0	1	1
SIGN	Residential	All	3	3	2	4	3	1	4	3	1	3	2	1	0	1	1
WMD	ALL	ALL	8	4	2	4	3	1	4	3	1	3	2	1	5	2	1

Average reduction of ~4 weeks for 1st Submittal/Reviews, ~2 weeks for 2nd Submittal/Reviews, & ~2 weeks for 3rd Submittal/Reviews



Then & Now...SB5290 (Residential)

Residential Timeframes by Type			2021-2024			Phase 1			Phase 2			Phase 3			Delta		
Residential Building Permit (65 or 100 days)			Submittal/Review Lines			Submittal/Review Lines			Submittal/Review Lines			Submittal/Review Lines			Submittal/Review Lines		
Folder Type	Sub Type	Work Type	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd	PM-1st	PM-2nd	PM-3rd
RBP	AB-Basic	New	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Attached	Addition	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Attached	Addition/Alteration	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Attached	Alteration	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Attached	Complete Work	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Attached	Conversion	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Attached	New	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Attached	Repair	11	6	2	4	3	1	4	3	1	2	2	1	9	4	1
RBP	Accessory Apt Detached	Addition	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Detached	Addition/Alteration	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Detached	Alteration	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Detached	Conversion	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Detached	New	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Apt Detached	Repair	11	6	2	4	3	1	4	3	1	2	2	1	9	4	1
RBP	Accessory Building	Addition	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Building	Addition/Alteration	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Building	Alteration	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Building	Conversion	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Accessory Building	New	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Ag Bldg	Addition	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Ag Bldg	Addition/Alteration	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Ag Bldg	Alteration	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Ag Bldg	New	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Ag Bldg	Repair	11	6	2	4	3	1	4	3	1	2	2	1	9	4	1
RBP	Bridge	New	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Bridge	Repair	11	6	2	4	3	1	4	3	1	2	2	1	9	4	1
RBP	Carport	Addition	11	6	2	8	7	1	6	5	1	4	3	1	7	3	1
RBP	Carport	New	11	6	2	8	7	1	6	5	1	4	3	1	6	4	2
RBP	Carport	Repair	11	6	2	4	3	1	4	3	1	2	2	1	3	2	2

Average reduction of ~7 weeks for 1st Submittal/Reviews, ~3 weeks for 2nd Submittal/Reviews, & ~1 week for 3rd Submittal/Reviews



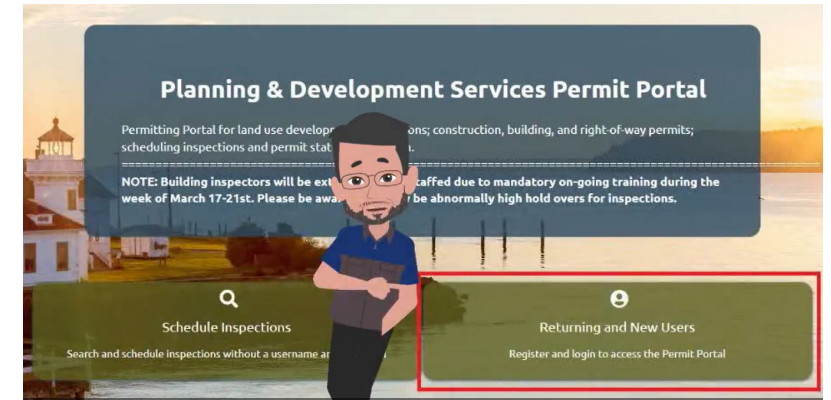
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Permit Portal Status & Measurable Successes

Status:

- Overall, Portal is working well
- Customers are happy – have received multiple compliments
- Revamped website to enhance customer experience
- Mini training videos to assist applicants - [Permit Portal Account Set Up](#)
- Time-saver for staff



Measurable Successes:

- Estimated \$250,000 in savings per year as compared to previous online permit service
- Significant and immediate improvements, including processing times and quality of submittals

Hours Saved Per Year	
Accepting Applications	487
Processing Payments	233
Issuing Permits	997
Uploading Documents	194
Grand Total	1911



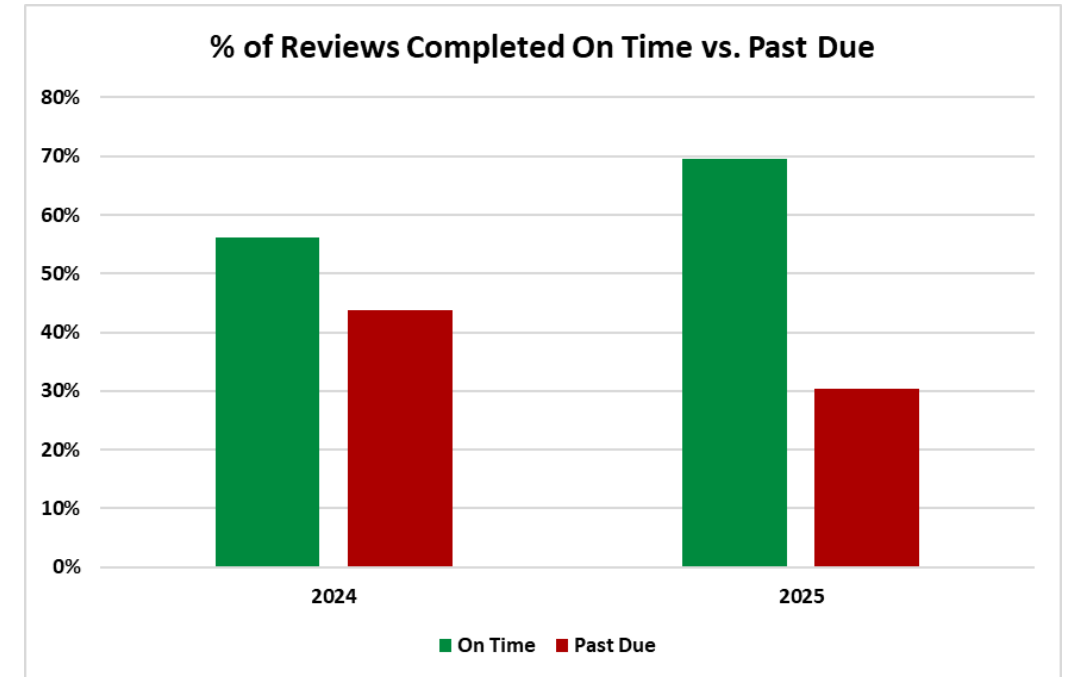
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Timeframes: Tracking and Accomplishments

	Q1 2024	Q1 2025	Improvement
Planners	33	-5	38
Env. Planners	2	-3	5
Front Counter	19	-4	23
Fire	25	-3	28
Commercial Plan Review	50	5	45
Residential Plan Review	16	-2	18
Drainage	65	31	34
Traffic	170	31	139

	Q1 2024	Q1 2025
Number of lots recorded	248	266
Pre-submittals	25	43
Ask Permit Tech Received	715	829



- All groups improved timeframes – some very significantly - even with shorter due dates implemented in 2025
- Number of on-time reviews has increased, again, even with shorter due dates
- Increased number of lots recorded, pre-submittals, and Ask Permit Tech questions in 1Q 2025
 - Pre-submittals are an indicator of potential new applications
- Engineering had 9 openings in 1Q 2024
 - Wage increases helped hire engineers
 - Hired 4 engineers in 2024 & 5 engineers in 2025
 - Hired Engineering Supervisor (vacant since March 2022)
 - Fully staffed as of June 2025





Next Steps

- Complete customer training videos
- Complete user guide
- External reporting
- Maintain staffing levels
- Develop succession plans

