

An aerial photograph of a city, likely New York City, showing a large river and extensive waterways. The city is densely packed with buildings and infrastructure, with green spaces interspersed. The water is dark blue, and the surrounding land is a mix of grey and green.

BLUEPRINT

NYC PLANNING Business Process Reform

OUR AMBITION

Our ambition calls for a Department of City Planning that better supports the economy of New York City.

Meeting our ambition requires a predictable and clear land use process.

To achieve this, we need to be innovative, efficient, and business-minded while maintaining transparency and the highest standards.

PROJECT BLUEPRINT



Diagnosis

Recommendations

Develop Plans

Implementation

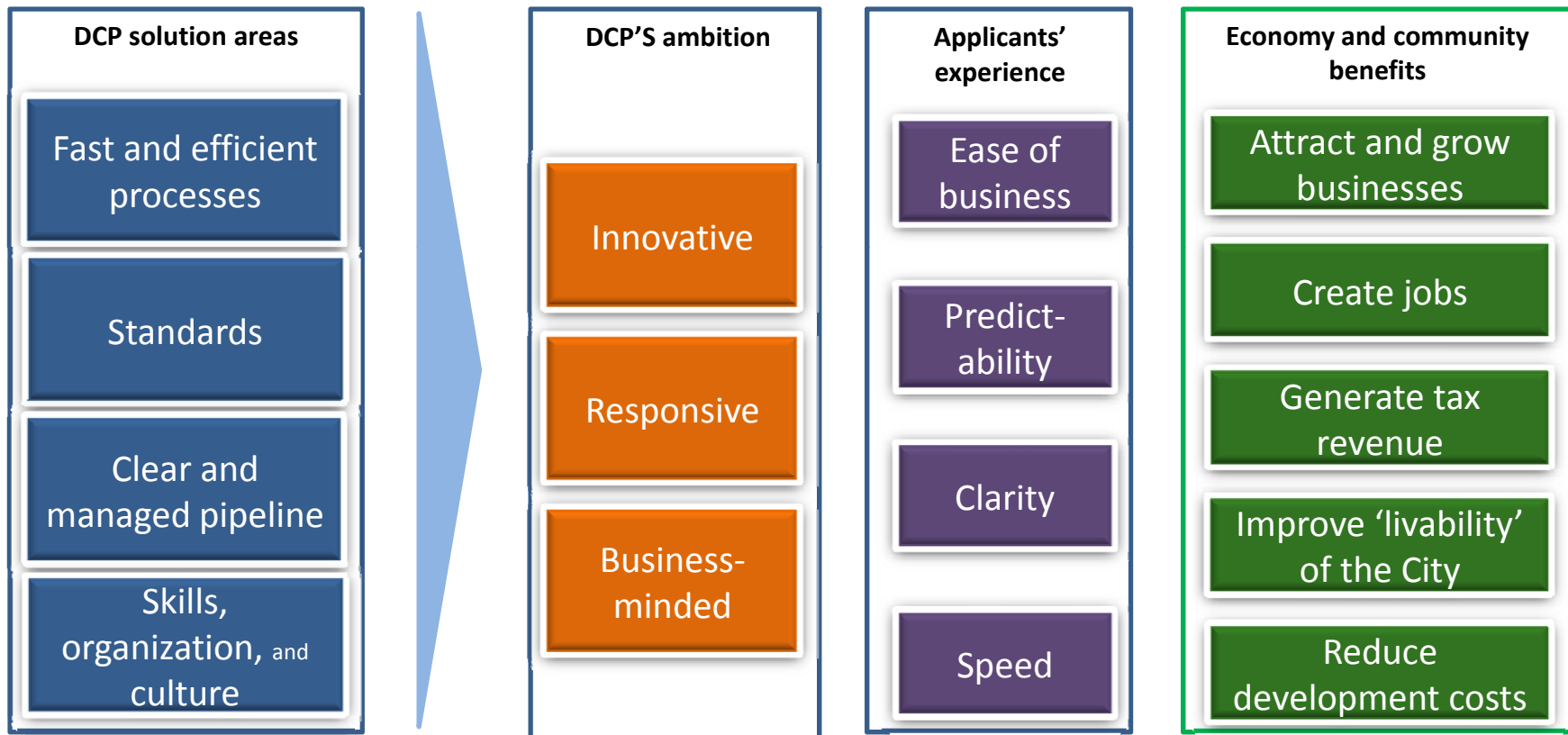
Jan-Feb 2011

March 2011

April 2011

May 2011 – 2013

CASCADING BENEFITS



Are we becoming faster, more efficient, and predictable?

AMBITION:

- **New process with half** the number of steps as current process
- Starting point: **Pre-Application Statement (PAS)** to share basic information at start
- **Interdivisional Meeting** to launch coordinated review across divisions (Borough, Technical, Environmental)
- Create **formal application standards** to guide applicants and DCP (create application standards for 2/3 of top twenty most common application types by 2013)
- **Streamline** review for simple projects
- **Complementary Actions:** TYPE II list expansion, Amend Zoning Resolution

ACHIEVEMENTS to DATE:

- Filled **Pre-Certification Manager** and **Standards Coordinator** – new positions – Aug 2011
- Launched regular **Standards Forum** with practitioners - Oct 2011
- Created **standards** for 10 core application components - 26+ application standards planned or under development – Aug-Dec 2011
- Launched **pilot** of new review process and associated standards with 4 small rezoning applications – Nov 2011-Jan 2012
- **EARD cross-training:** 4 planners for one year part time at EARD; structured training and supervision - March 2012

Are we becoming faster, more efficient, and predictable?



STANDARDS FORUMS WITH APPLICANTS:

- Launched October 2011; 10 to date; now monthly
- Provide DCP with valuable practitioner insight on the clarity and impact of new and existing standards and practices
- Provide practitioners with a venue to advise DCP early in the process on the creation of new standards and practices

Are we becoming faster, more efficient, and predictable?

Key NEW Milestones in New Review Process:

- **Pre-Application Statement** (form to share site and project info) (*new*)
- **Hold Interdivisional Meeting with applicant** (early coordinated guidance) (*new*)
- **Hold “Reasonable Worst Case” Environmental Review Meeting** (early coordinated guidance) (*new*)
- **Standards for land use application core components** (*new*)

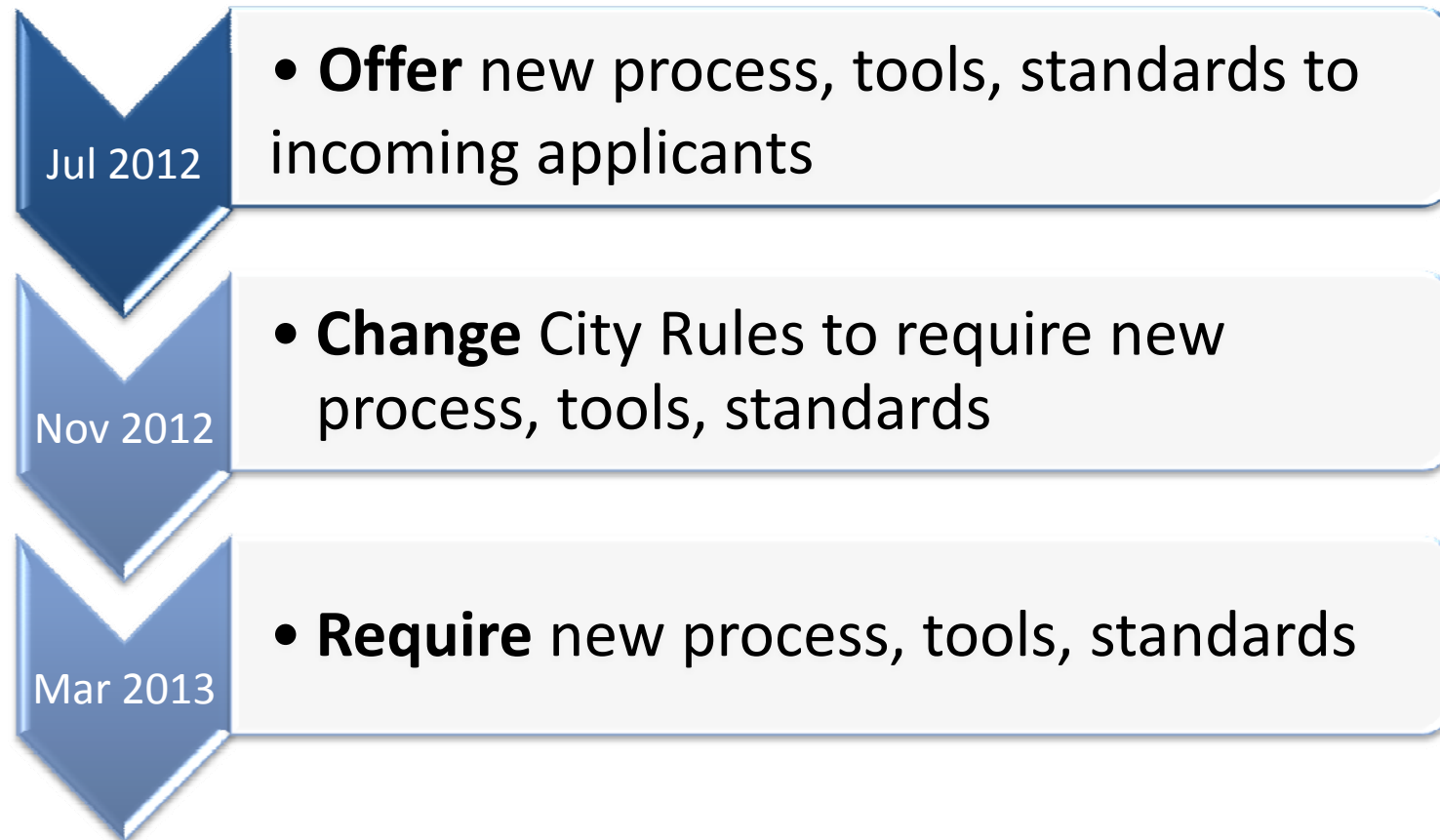
Formal Agency Standard Operating Procedures (SOPs):

Adopted for the new review process to ensure clear roles and consistent action across the agency.

RESULTS OF THE PILOT PROCESS :

- *Easier to do business with DCP (90% agree or strongly agree)*
- *Clear, predictable, timely (70-80% agree)*
- *New Process is catching issues earlier (75%)*
- *Pre-Application Statement* is easy/moderately easy to complete (90%)
took 1-7 hours to complete (88%)*
- *Staff: Procedures are clear and easy to follow (92%)*

Roll Out: July 2 Go Live





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- Waterfront Access Map
- Zoning Map Finder
- Map & Bookstore
- Job Opportunities

Applicant Portal

Printable Version


APPLICANT PORTAL



APPLICANT PORTAL

- ▶ Process Overview
- ▶ Step 1: Understand what is allowed on my property
- ▶ **Step 2: Begin the Application Process**
 - Informational Meeting
 - Pre Application Statement
 - Interdivisional Meeting
 - RWCDs Meeting
 - Environmental Review Process
- ▶ Step 3: Preparation of Land Use and Environmental Applications
- ▶ Step 4: Filing of Application & Paying Fees
- ▶ Step 5: ULURP Process

BEGIN THE APPLICATION PROCESS

The goals of the beginning of the process are to gather key basic information about the site and the proposed development so that City Planning can advise the applicant on the  type of land use application and the level of environmental analysis that will be necessary as part of the review. To begin the review process, you should follow the below steps:

1. Schedule an Informational Meeting with the relevant Borough Office

As a first step in the application process, prior to the submission of the PAS, you should contact the appropriate Borough or Office staff to discuss your property and proposal at a

Are we better managing the pipeline of applications?

AMBITION:

- **Actively manage the pipeline of projects** to control competing needs for resources/attention
- Use **information technology** to track projects, coordinate across divisions, and manage pipeline
- Long-term: Create a single tracking system that covers the life of a project, can be accessed by applicants, and permits electronic filing
- Determine **service-level targets** by application type
- Create robust set of **measures for performance** and use metrics to manage the agency and our work on the pipeline



ACHIEVEMENTS to DATE:

- Filled Pre-Certification Manager – new position – Aug 2011
- Launched **imPACT database system** to track projects from day one – Jan 2012
- Identified 22 priority performance metrics that will help us manage the agency – Dec 2011
- Issued request for services to start work on long-term IT system – May 2012

Are we better managing the pipeline of applications?

We have identified 22 priority performance metrics that will help us manage the agency.



NEXT STEPS:

- Launch pipeline reporting routines; examples:
 - Where projects are in the process and how long they've been there.
 - Database usage and errors
- Launch Applicant Satisfaction Survey in summer.
- Select vendor to start work on long-term IT system (first phase of work)

Are we moving towards improved skills and culture?

AMBITION:

- Create robust and structured **staff and manager training and performance evaluation system** to support and embed the new process and overall staff professionalism
- Create and provide **educational opportunities** and **clear career paths** within the agency to support staff retention
- Develop a system to allow us to **employ staff talents** across the agency

ACHIEVEMENTS to DATE:

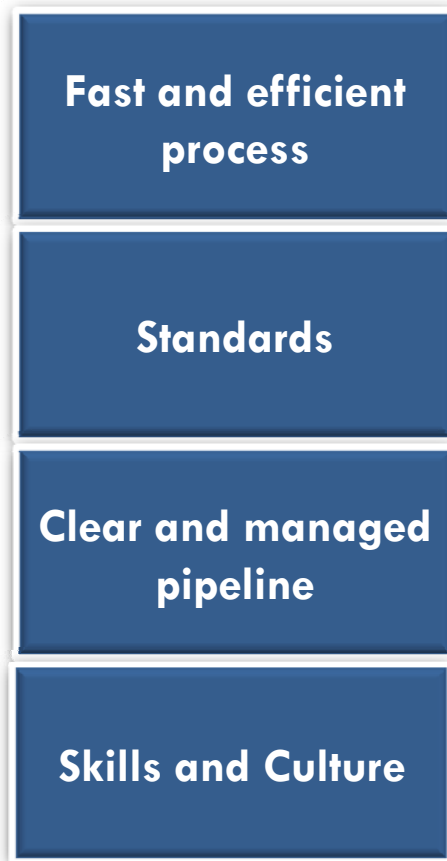
- Secured pro bono HR assistance from MetLife - Oct 2011-May 2012
- Held Directors' Retreat to focus on cultural changes at the agency – Oct 2011
- Managers completed management training focused on leading change – March 2012
- Conducted skills inventory to analyze training needs and support interdivisional training
- Hired new HR Training and Development Manager (June 2012)

NEXT STEPS:

- Project managers to receive project management training

Benefits to the economy of the city

Areas of improvement



Outcomes

DCP benefits

- Reduce application backlog
- Deliver projects more quickly
- Allocate resources to other high priority efforts

Applicants

Savings from speed:

We will save applicants ~\$10M to \$100M total every year in soft costs

Other:

- Broader set of viable projects; less risk; better decisions

Community and Economy

Benefits from projects approved sooner:

- We will bring benefit to City of ~\$100M (NPV 2011-2040) due to earlier capture of tax revenue

Other:

- More projects beyond “as of right” limitations
- Social, community benefits; tourism, and talent

Information Sessions
Learn Details of the New Process
August 17, 9am, 22 Reade
September 14, 9am, 22 Reade



Web Site – RSS Feed – E-mail Blast



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