

## SECTION 6 - RECOMMENDATIONS

### 6.1 Business Process Recommendations

#### *6.1.1 Specific Business Recommendation for Addressing Procedures:*

##### **1. Building Permit Approval Procedure:**

The building permit approval procedure takes approximately one hour per person to review if the required information is complete. Around 75 requests per week are received in Addressing. It was observed that 50% of the time spent could be reduced by improving the process. An example of an improvement would be to replace manual reviews of a site plan with digital submissions. If the customer cannot submit digitally, then the plans should be scanned upon initial receipt and distributed to the appropriate personnel.

Old maps for the subject property should be replaced with GIS, so that Addressing and Addressing-trained Building Division personnel can search for properties.

Addressing currently determines address ranges by using paper maps with address grids. These should be replaced by using scanned maps until new GIS layers can be created.

Updating multiple databases could be eliminated to streamline the process. There are four different databases and when updates are filed, the information needs to be entered four separate times. The new process would eliminate duplicate entries and eliminate the possibility of different addresses being assigned to the same place.

##### **2. Addressing Procedure for Development Review for Cities:**

Seminole County Addressing is responsible for addressing the cities of Lake Mary, Casselberry, and Longwood. The City's Development Review Process can take more than 6 months to complete. Each time any reviewer in the project rejects any part of the plan, another submittal must occur. The Addressing part of that process takes 30 minutes per submittal.

It was observed that 50% of the time spent could be reduced by improving the process. Steps such as reviewing for 911 compliance, sending memos to the City's Project Manager, scanning plats, and manual distribution of new address data to multiple parties could be eliminated if projects began in digital format. Distribution of digital addressing data should be accomplished through the use of routing software.

The passing of information between various participants in the entire Development Review process should also be accomplished through routing software. This issue and the digital submission recommendation should be discussed with the various city authorities for resolution.

Updating multiple databases could be eliminated which would streamline the process. The new process will use one geo-database and all users of address data within the County will view that database.

### **3. Addressing Procedure for Development Review for Seminole County:**

The County's Development Review process can take more than 6 months to complete. Each time any reviewer in the project rejects any part of the plan, another submittal will occur. The Addressing part of that process takes 30 minutes per submittal.

It was observed that around 50% of the time spent could be reduced by improving the process. Improvements would include eliminating reviews of 911 compliance, scanning plats, sending hard copies to the water and sewer office, and manual distribution of new address data to multiple parties.

Distribution of digital Addressing data, sending copies of plats to the Water and Sewer Division, and the passing of information between various participants in the entire Development Review process should be accomplished through the use of routing software.

Updating four databases (as mentioned in Sections 1 and 2 above) that include Addressing records could be eliminated, thus streamlining the process.

**4. Private Street Name:**

The private street name procedure takes typically eight hours per address. It was observed that 35% of the time spent could be reduced by improving the process. Certain steps such as working with copies of the plats and sending hard copies. could be eliminated

**5. Public Street Name Change:**

The Public Street Name Change Procedure takes approximately 10 hours per address, because a BCC hearing is necessary to the complete the process. The process could be improved by 45%. Submitting hard copies to the Community Resources Manager, Planning and Development Director, and County Manager could be eliminated streamlining the process.

**6. Readdressing for Seminole County:**

The Readdressing Procedure for Seminole County takes typically eight hours per address. Improving the process would save time by 30%. Sending hard copies and updating multiple databases could be eliminated.

**7. Variance:**

The Variance Procedure takes typically 16 hours per address. Improving the process would save time by 35%. Finding back up information in multiple databases could be improved by locating the data in one place.

**8. New Address Updating Procedure for 911:**

This Procedure can be improved if the 911 database for new addresses and Addressing records can be linked together to avoid the double entry of the information. This would require replacing the County's MSAG database with the GIS Addressing database (Situs). If that cannot happen, then the process of communicating address concerns from Public Safety

and the Sheriff's Department needs to be streamlined with on-line forms and routed to Addressing who would in turn research the problem and send any corrections directly to the Bell South MSAG.

### **9. On Base:**

This procedure will be eliminated if the Addressing Section works from the beginning with digital files.

### **10. Scanning Letters:**

This procedure will be eliminated if the Addressing Section works with digital files for letters, utilizes electronic submitting, and can scan Certified Mail receipts.

### ***6.1.2 General Business Recommendations:***

#### **1. Internal Process Assessment**

It is recommended that P&D standardize the procedures for the Addressing Section with a set of consistent goals; and uses a set of measures that can determine the success of these goals. These should be written in a tangible format and reviewed on a regular basis.

#### **2. Communication System Improvements**

The communication system tools needs to undergo improvement. This can be achieved by implementing a system to provide inter-Division feedback and a set of office policies that require inter-Division communication. The primary purpose of this new communication system is to insure that data flows efficiently.

#### **3. Training**

Employees involved with the Addressing data should undergo training to develop an understanding of the new standardized procedures. This training should be delivered by the P&D Department and the Addressing Section. Metrics will be measured on an annual basis

to insure the new system is working correctly. Training should be mandatory for all employees in Addressing Section.

County employees who use address data in their daily work should also receive training to insure that they are able to understand the Addressing data, how to access it, what Addressing's role is in their process, and what Addressing's role is NOT.

#### **4. Re-locate the data**

The current system has multiple databases that are not linked together. The data should be re-located into a master database and should be feed by the Addressing Section. The existing database system requires a high level of redundancy with four duplicates of the current information. A single point of contact should maintain the master addressing database. This database should be accessible to all Seminole County employees, however all entries should be controlled by addressing.

#### **5. Feedback**

This system must incorporate continuous tracking to give the status of any project related to the Addressing Section. Where applicable, a reminder system that provides feedback directly to employees should be developed. This reminder system should provide warnings of impending deadlines.

The process should also provide for feedback of employee performance, based on the measures developed for the assessment. This feedback should be provided to the employees and management as a learning tool. A policy should also be developed to insure that all involved employees follow these requirements.

#### **6. Processes using mailings**

The mail-merge procedures that are currently in place could be assigned to an administrative person in the Department, allowing the Addressing staff to concentrate on

Addressing issues. If that is not possible, the mailing processes could be improved by using GIS to select the parcels that need to be contacted and exporting that list of addresses to a database for mail-merging. This process, when joined with PAO data, can also be used to get the owner address of a property when the owner is not the resident of that address. When the card for Certified Mailings is returned, it should be scanned and stored with a link to its letter.

## **7. Control of the Addressing Database**

Addressing employees currently maintain control of the Addressing database. Only addressing employees are allowed to enter information into the database. The system needs to be modified to prevent bad data from being entered, and a simple check of basic entry rules needs to be performed. A training program for those employees should be implemented.

## **8. Building Permits**

Addressing employees have to research building permits applications submitted with incomplete data. To solve this issue, Building employees need to have access to the Addressing database and all scanned data. An integrated system is necessary in this section. All data needs to be digital and easily queried in order to eliminate unnecessary research. The Building Division should develop the query screens so that it is simple for them to get the information that they need. The Building Division and Addressing Section will design codes for the different building permits that need to be routed to Addressing to verify the addresses. A training level is also necessary.

## **9. Property Appraiser's Office**

The Property Appraiser's Office splits and combines parcels on a daily basis, which can render Situs information invalid. During the current weekly conversion process in HTE, some property appraiser parcels will not sync with the existing Situs Addressing information. To solve this issue, the current HTE system needs to be replaced with a new system that can identify changes in either database in real time. The system put into implementation should be sufficiently integrated with the Property Appraiser's office to identify parcel splits and combining in real time and make the modifications.

## **10. Estoppels**

A new business process should be implemented that does not allow Estoppel permits. Occasionally the request for Estoppel Permits in the Building Division needs to be issued before parcels exist in the PAO database, and these Estoppel permits can create a serious problem with Addressing data. The solution is to submit site plans and plats digitally.

## **11. Bad Addresses**

Bad addresses exist in GUI and Situs. These addresses are being used by other Divisions and Departments and additional information is being attached to these bad addresses. To solve this issue, a master system with manual and automatic validation tools should be implemented. The Addressing Section can identify bad addresses through the validation software tool, and an Addressing employee can manually confirm those addresses before storing them in the master database. Also, the current data in Situs need to be cleaned up to avoid transferring bad data into the new system. The current process needs to be improved to expedite communication of possible bad addresses from E-911 personnel to Addressing personnel. It is highly recommended that Seminole County take steps immediately to cleanse the existing database of bad data. This situation entails a high level of risk because safety and emergency responses rely on accurate data. If the cleaning and validation of this data cannot be done by Seminole County employees, the cleanup should still be done by an external agency.

### *6.1.3 Improving Results*

The block diagram below explains the role of the new **Addressing Section-Oriented Information System**. The new **Addressing Section-Oriented Information System** will be designed to better support customers and to improve the current results by providing end-to-end integration of all the activities of Addressing.

<b>Customers</b>
<b>Results</b>
<b>Addressing Section-Oriented Information System</b>

The results that can be improved are summarized in the table below and are explained with detail in Section 4 of this report.

<b>Results</b>	<b>Improvement Opportunity</b>
<b>Reliability</b> Describes the performance of the Addressing Section in delivering the service to the correct place, within the required time frame, in the condition required, with the necessary documentation, to the assigned Department.	11.75%
<b>Responsiveness</b> Describes how quickly the Addressing Section provides the services to the correct customers.	13.0%
<b>Flexibility</b> Describes the ability of the Addressing Section to respond to customer changes.	18.0%
<b>Cost</b> Describes the cost associated with operating the Addressing Section in terms of man-hours.	46.1%
<b>Profitability</b> Describes the effectiveness of the Addressing Section in managing assets to support demand satisfaction.	10%



## **6.2 New Addressing Procedures Flow Charts**

The new Addressing Procedures Flow Charts illustrate the timelines from the end-to-end integration of all the activities of the Addressing Section. The new system will be able to reduce approximately 46% of man-hours, thereby reducing costs and improving accountability, reliability, and flexibility. The design of the new system will streamline the process, from 12 procedures to eight procedures.

1. Building Permit Approval (Figure 6.1)
2. Development Review Addressing Procedure for Cities (Figure 6.2)
3. Development Review Addressing Procedure for Seminole County (Figure 6.3)
4. Private Street Name (Figure 6.4)
5. Public Street Name Change (Figure 6.5)
6. Re-Addressing (Figure 6.6)
7. Variance (Figure 6.7)
8. New Address Updating Procedure for 911 (Figure 6.8)

**FIGURE 6.1 ADDRESSING BUILDING PERMIT APPROVAL**

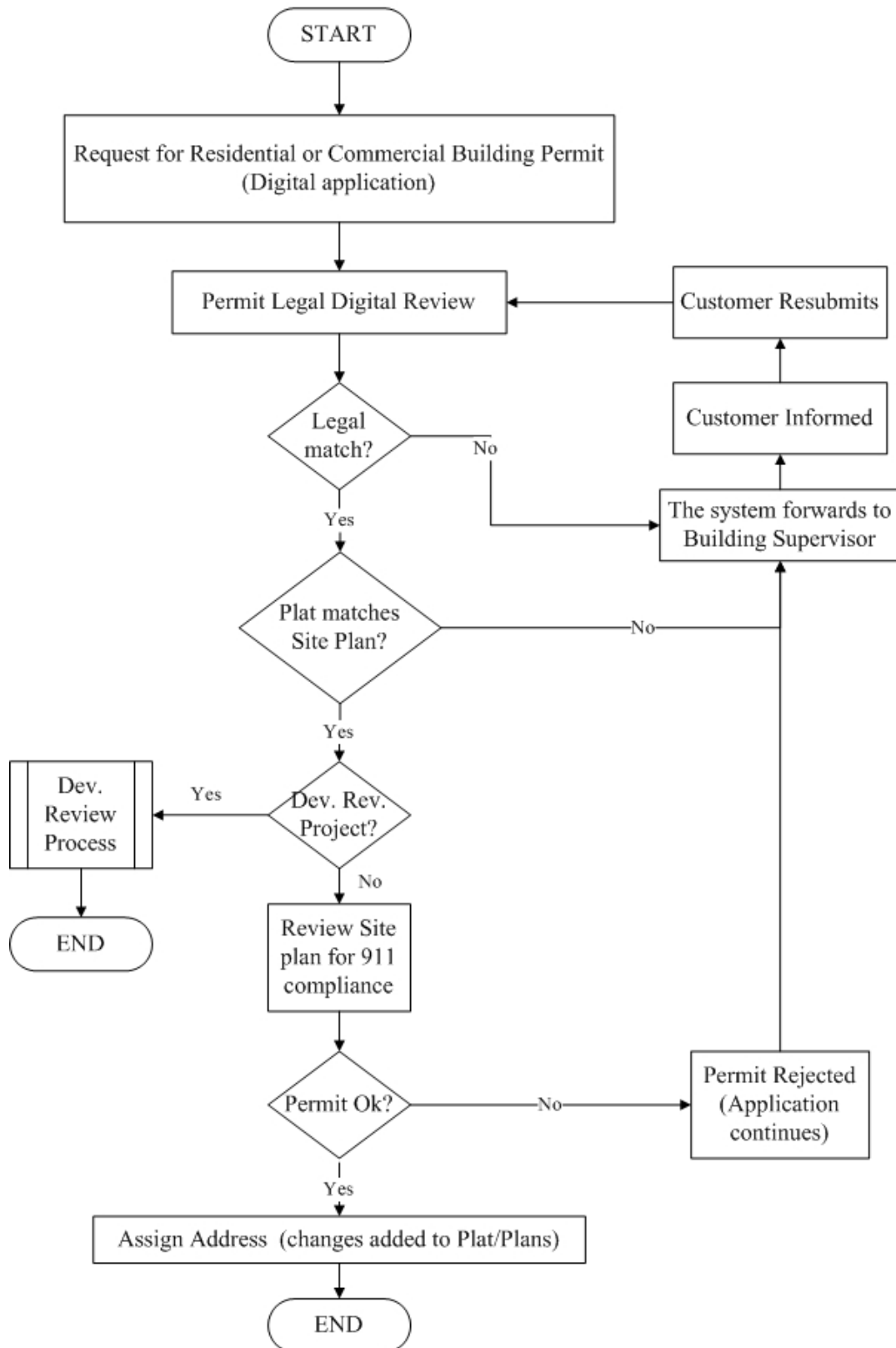
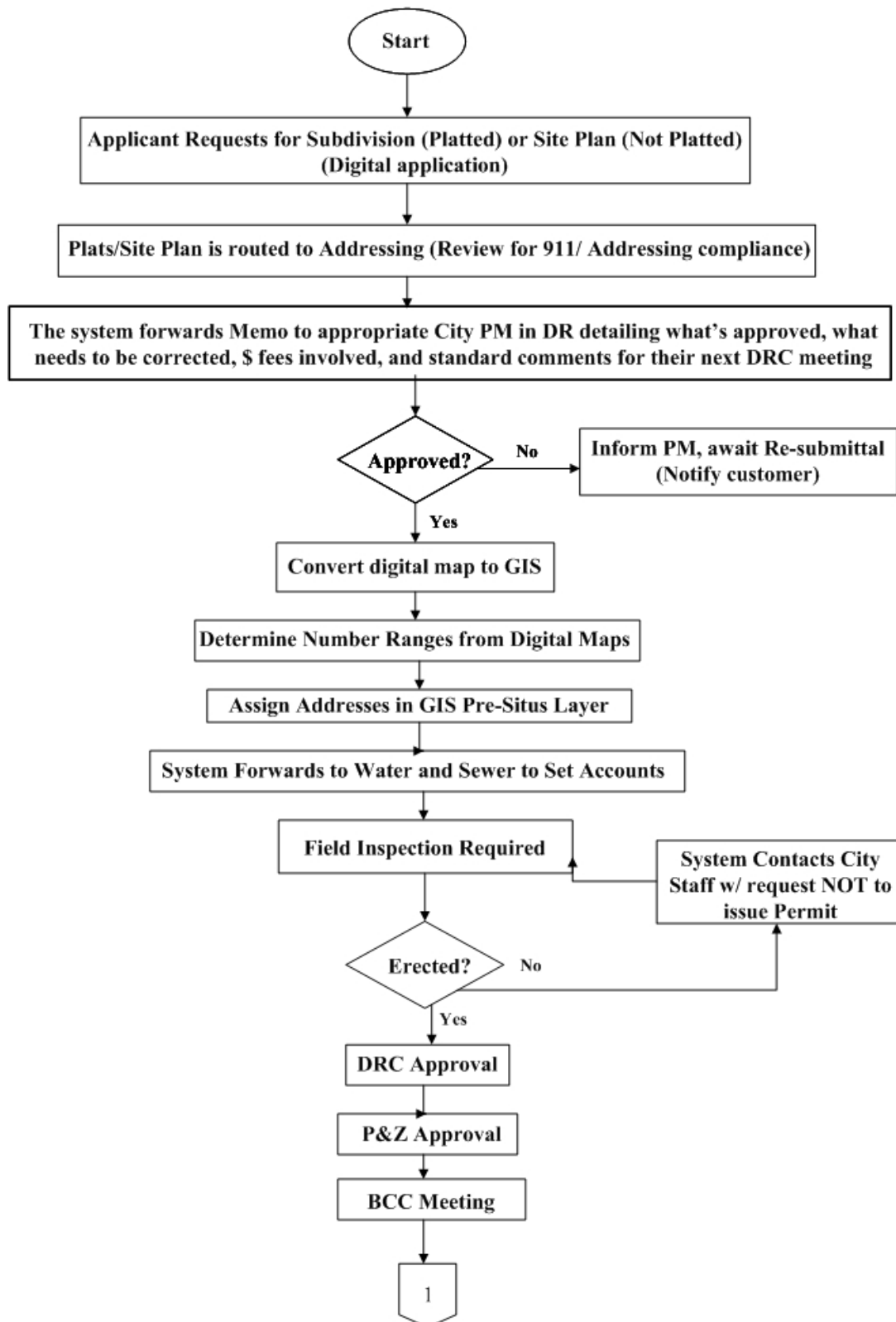


Figure 6.2 Development Review Addressing Procedure for Cities



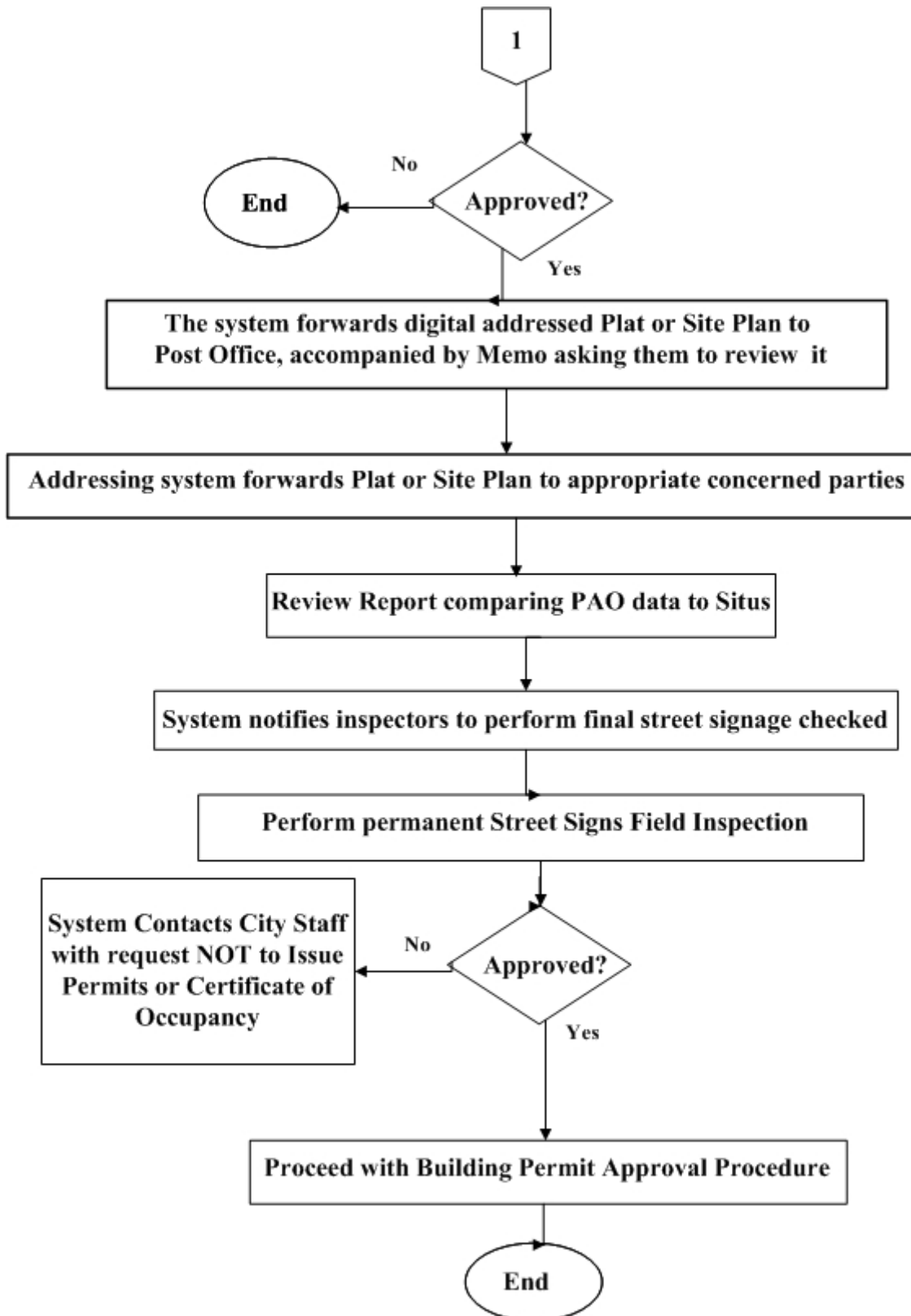
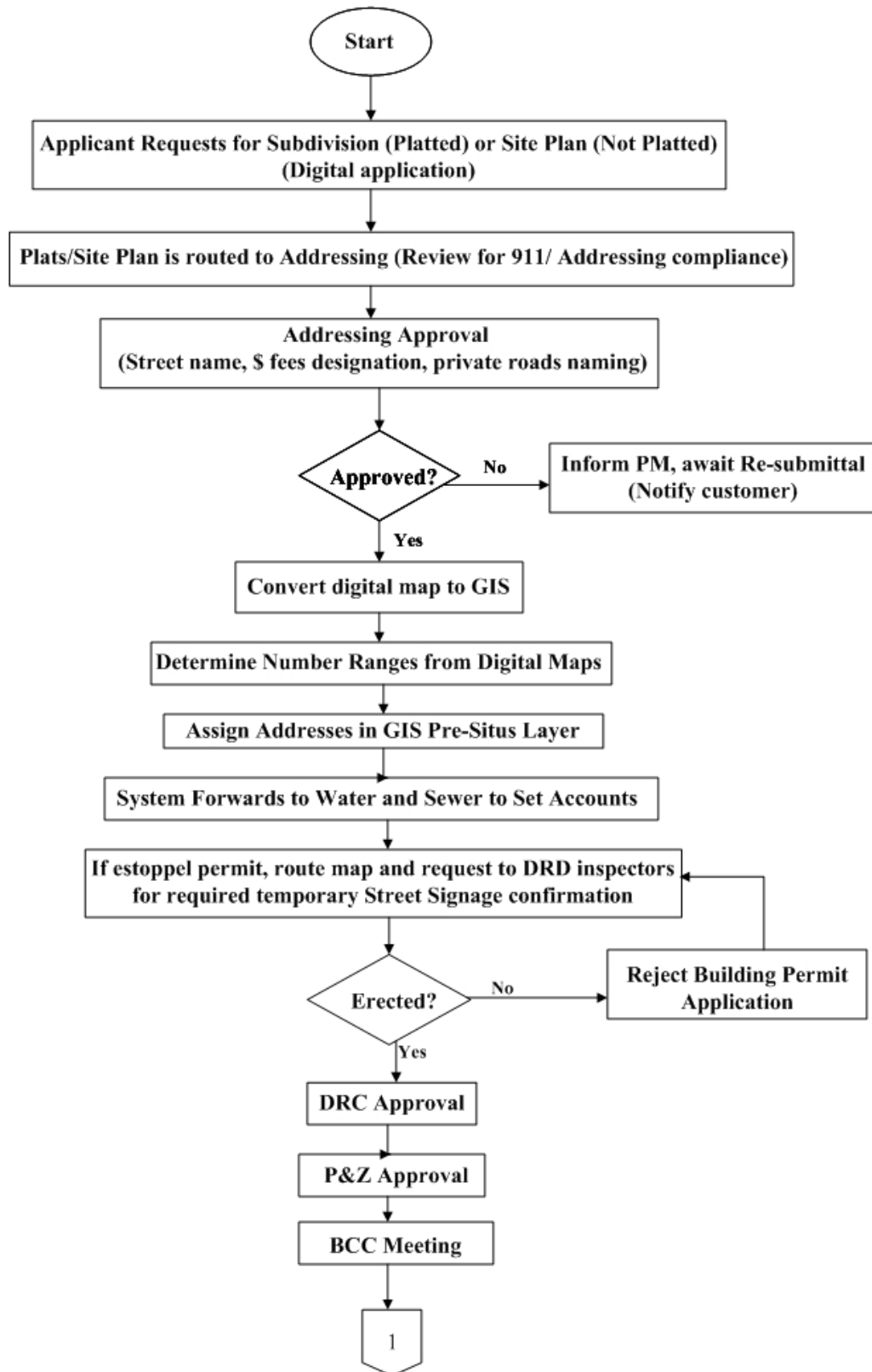
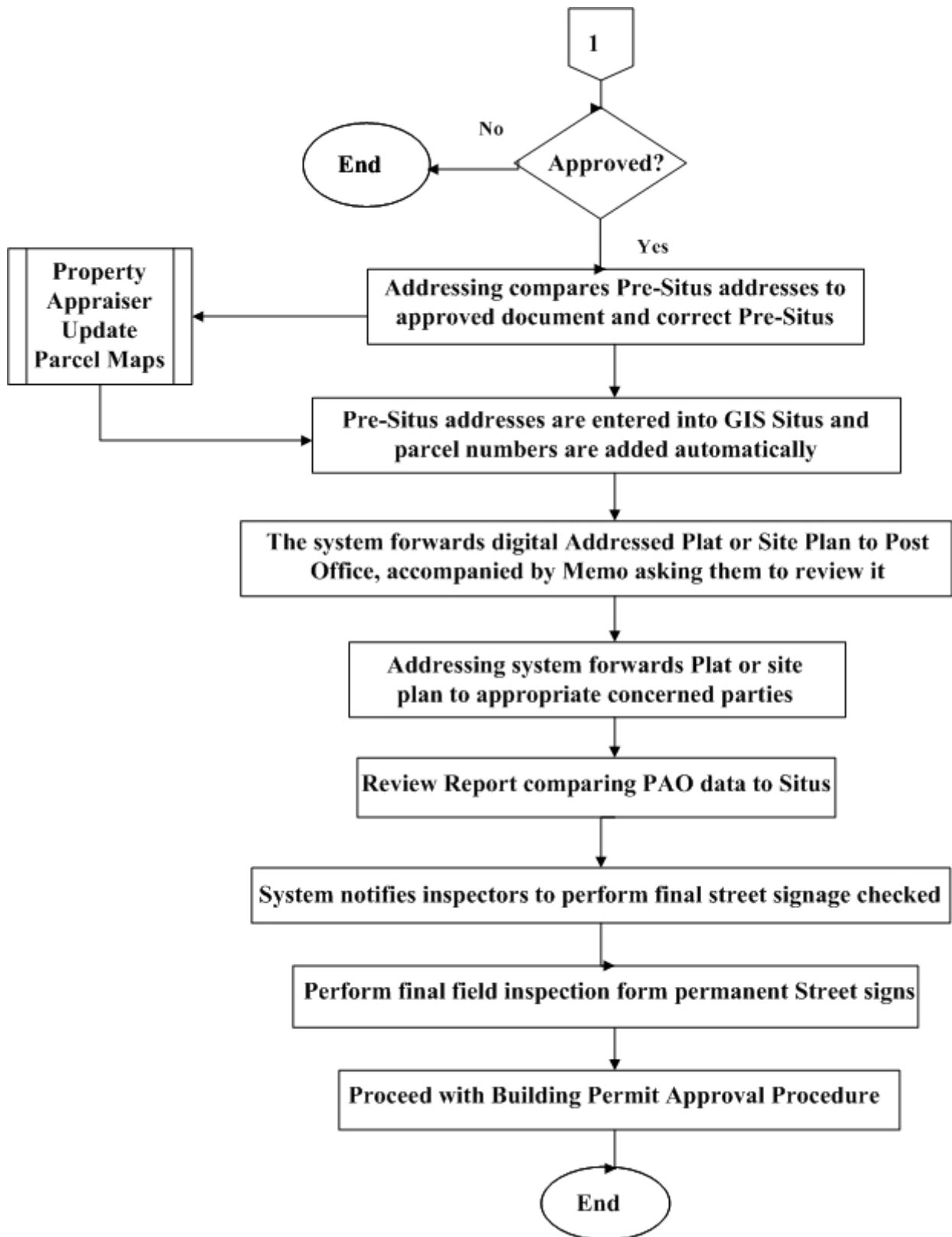
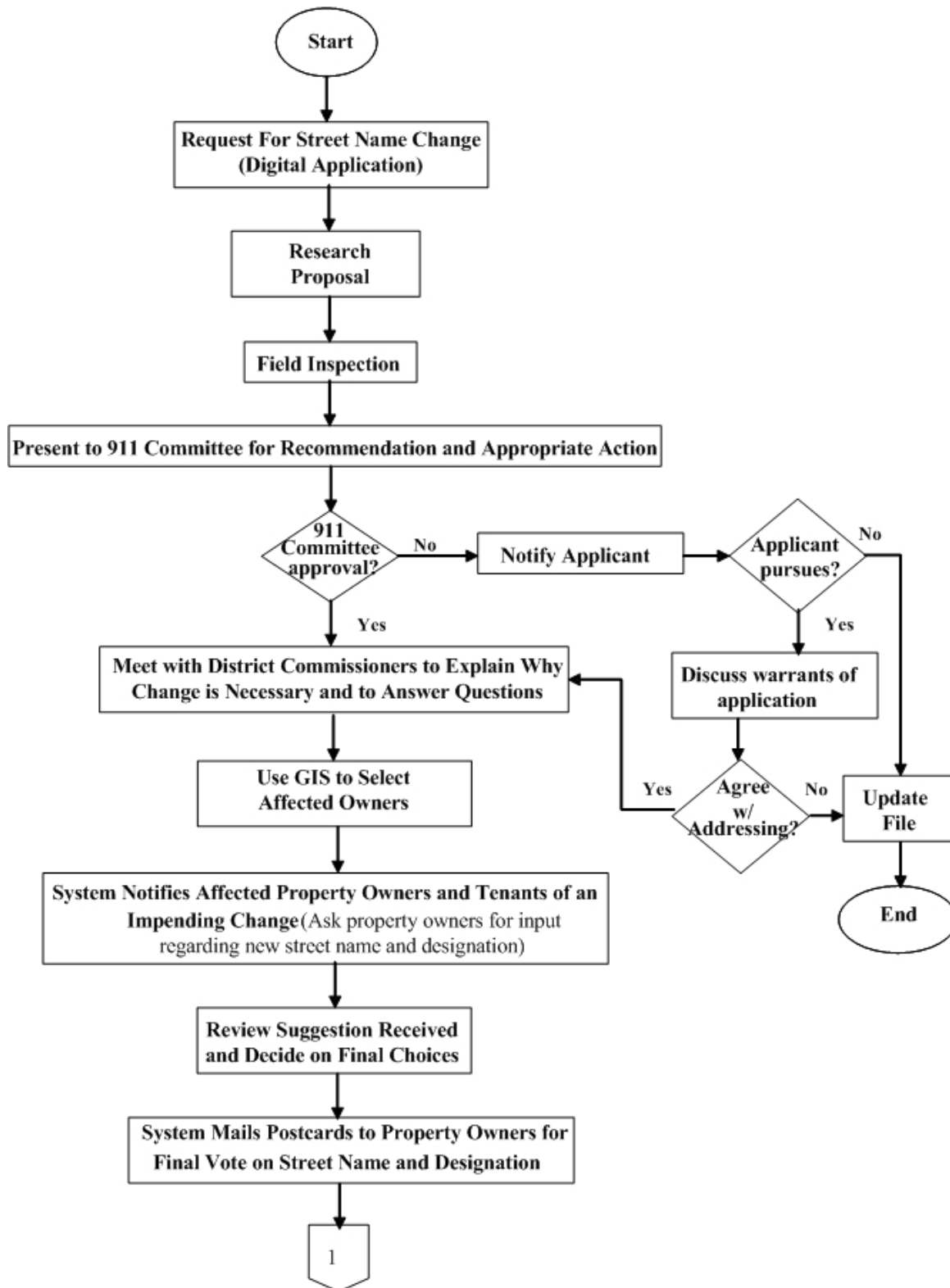


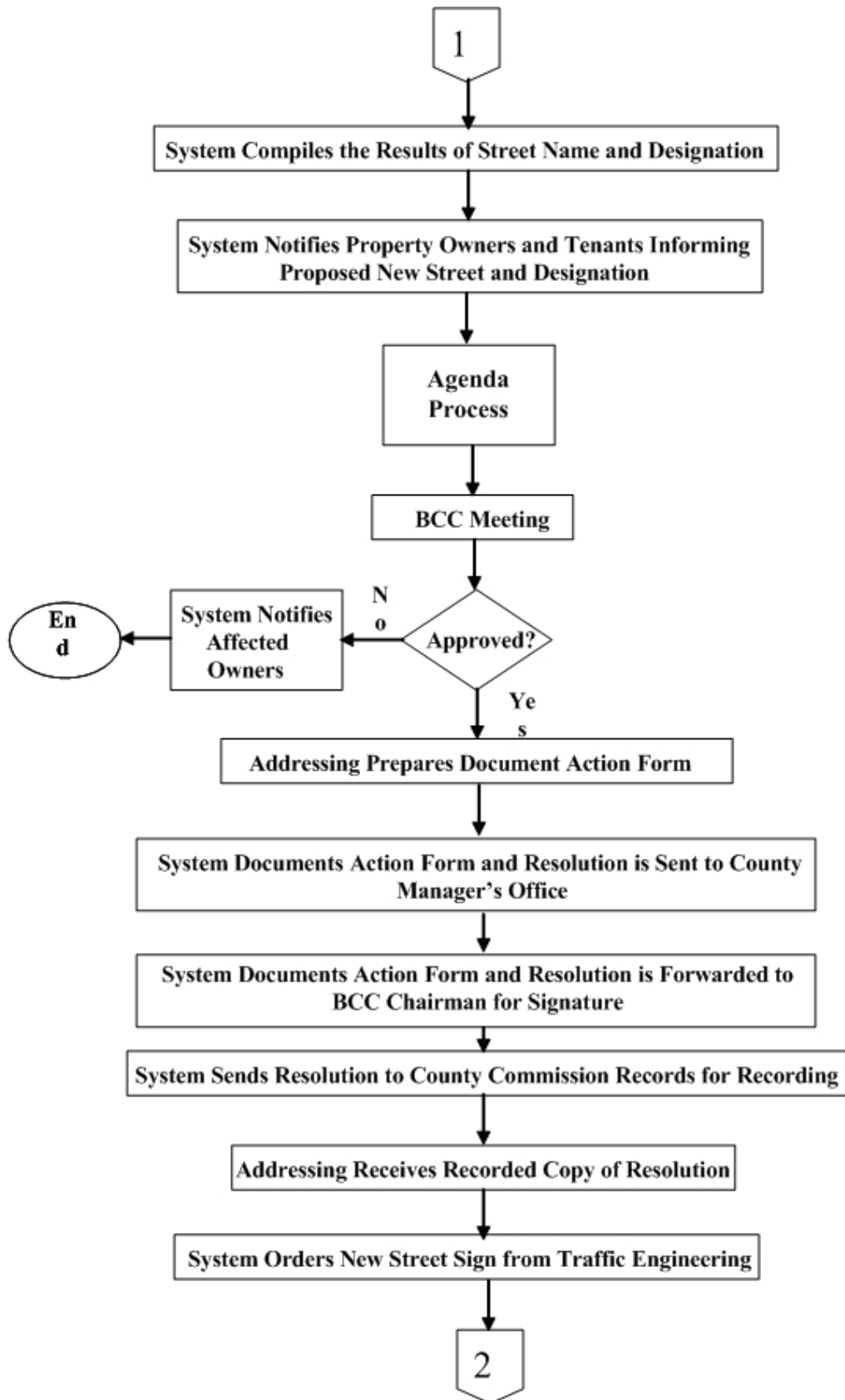
Figure 6.3 Development Review Addressing Procedure for Seminole County



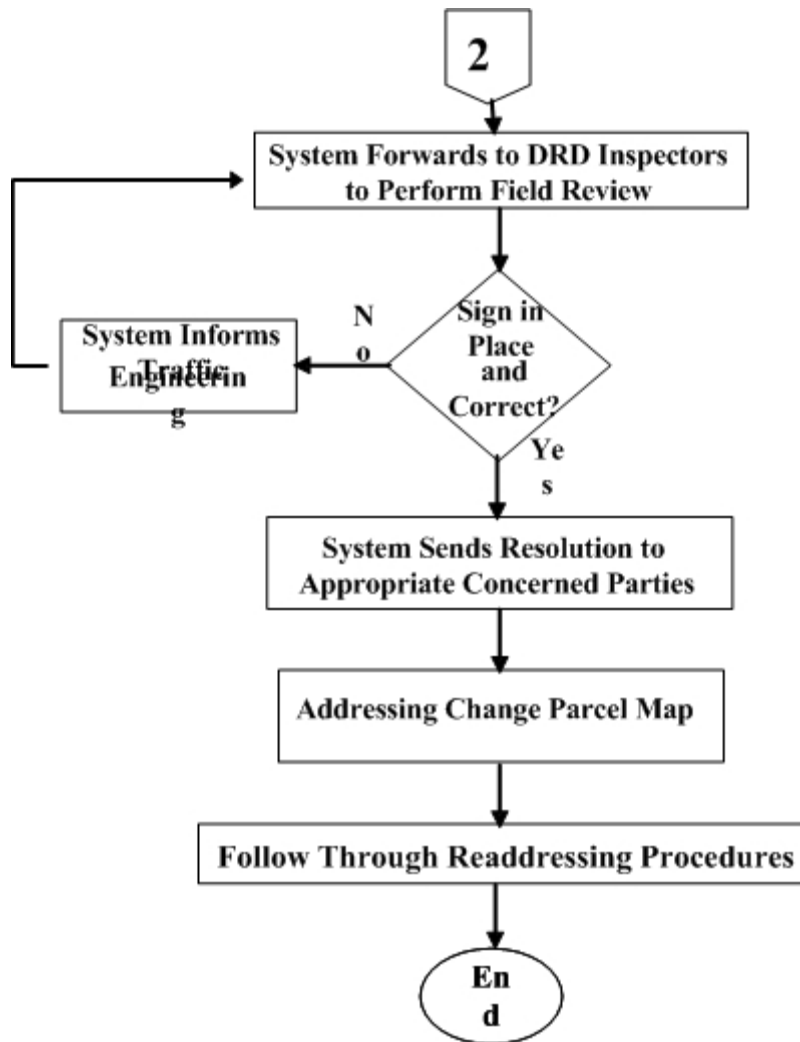


**FIGURE 6.4 PUBLIC STREET NAME CHANGE PROCEDURE**

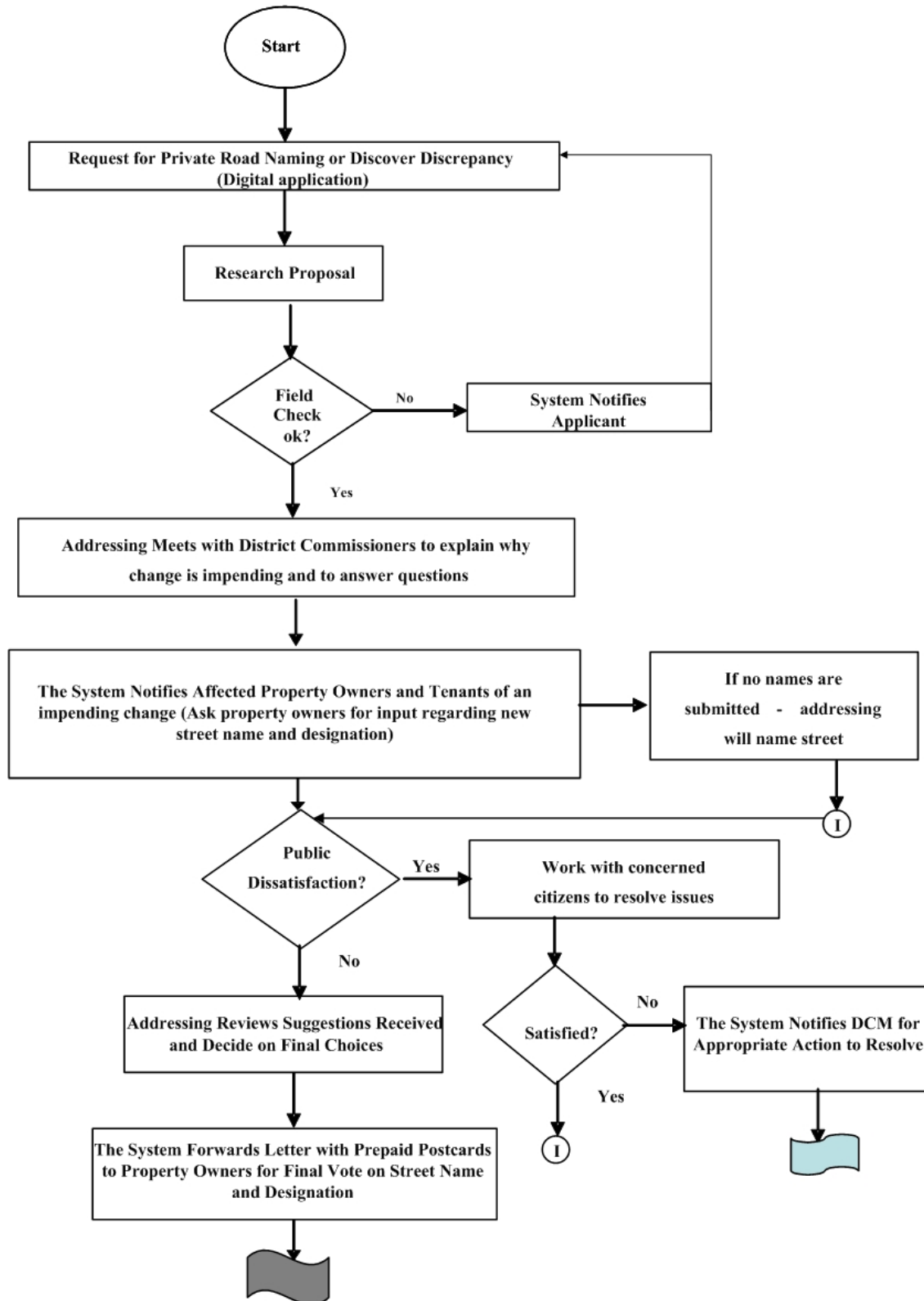


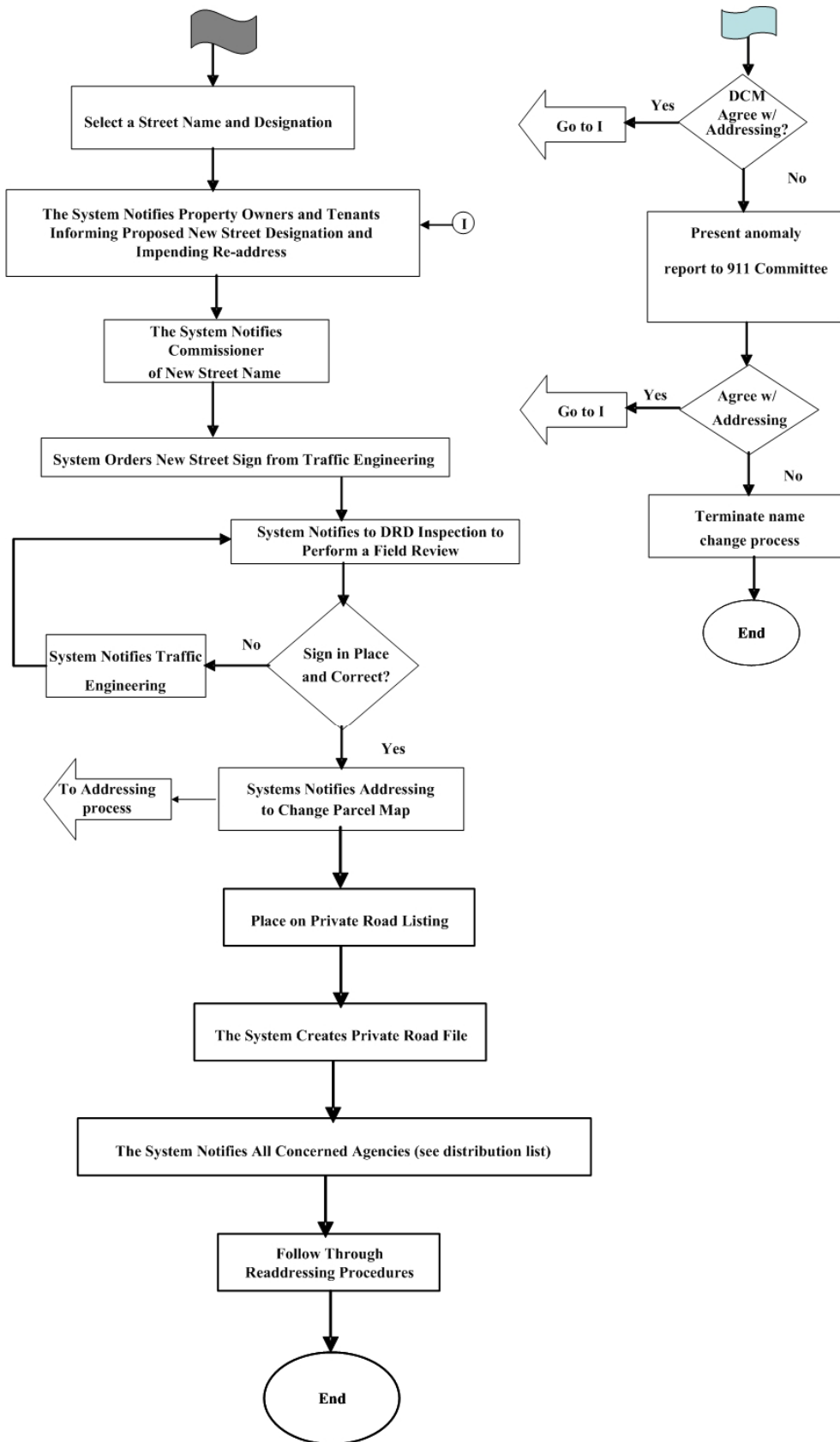




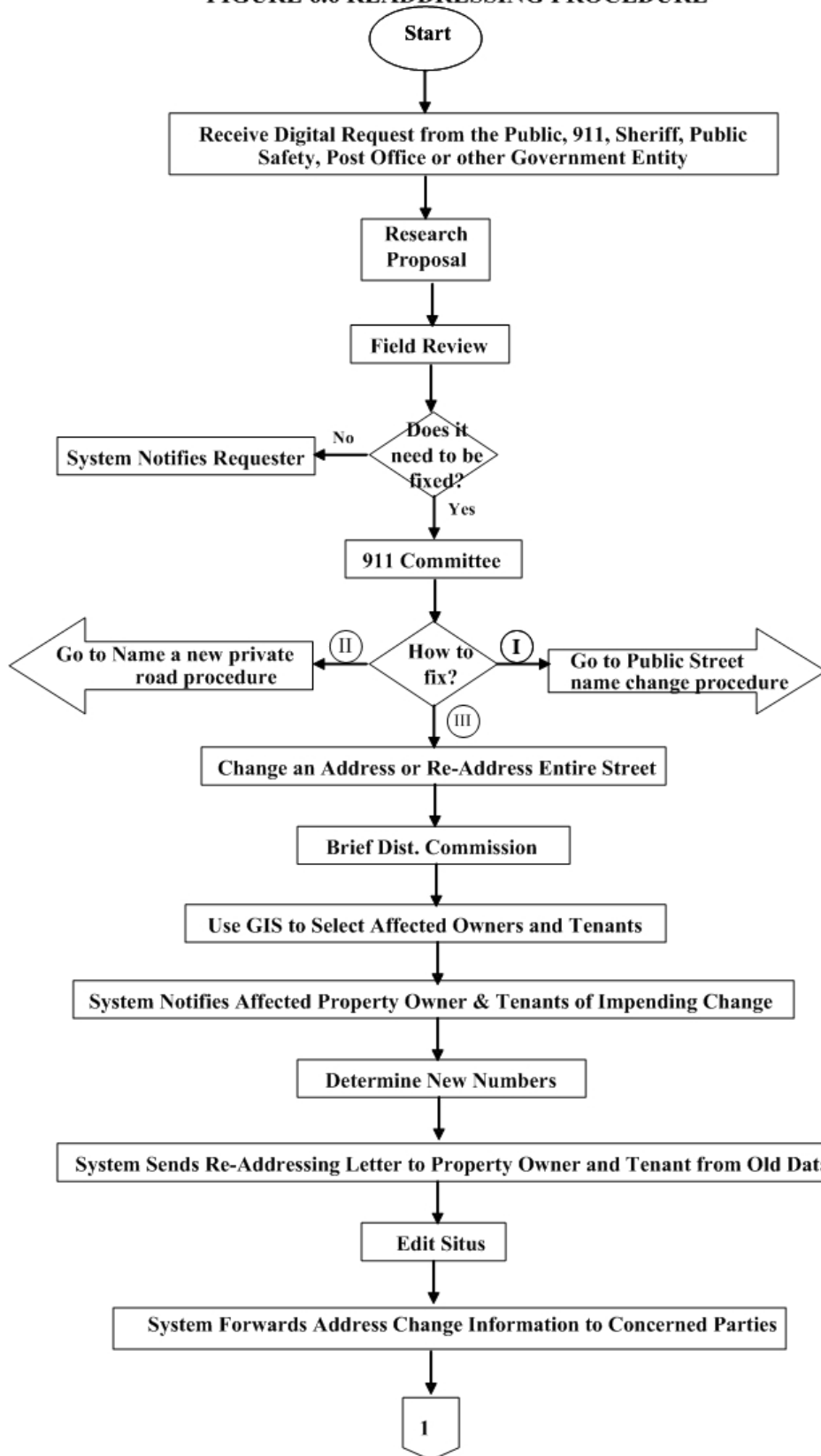


**FIGURE 6.5 PRIVATE STREET NAME PROCEDURE**





**FIGURE 6.6 READDRESSING PROCEDURE**



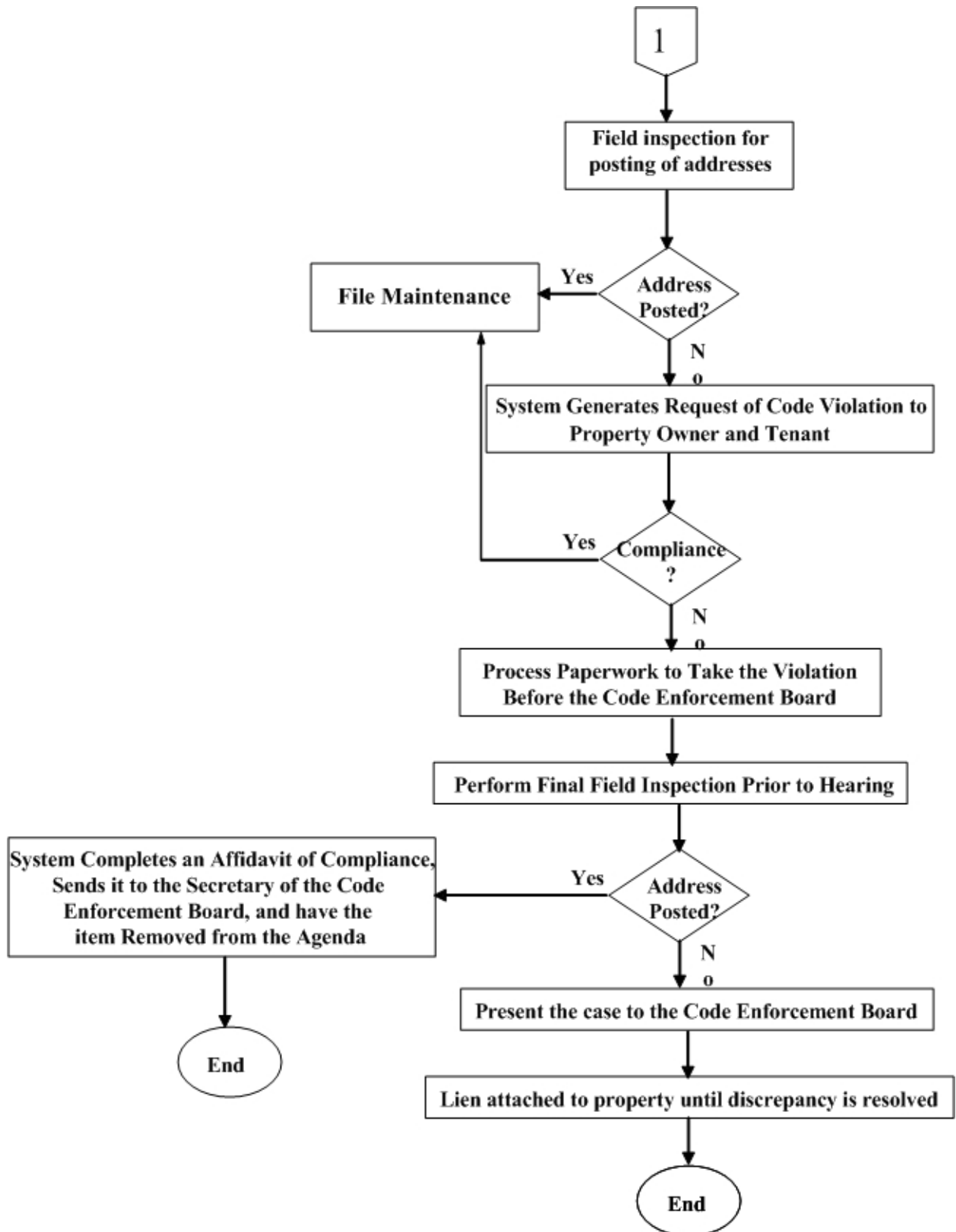
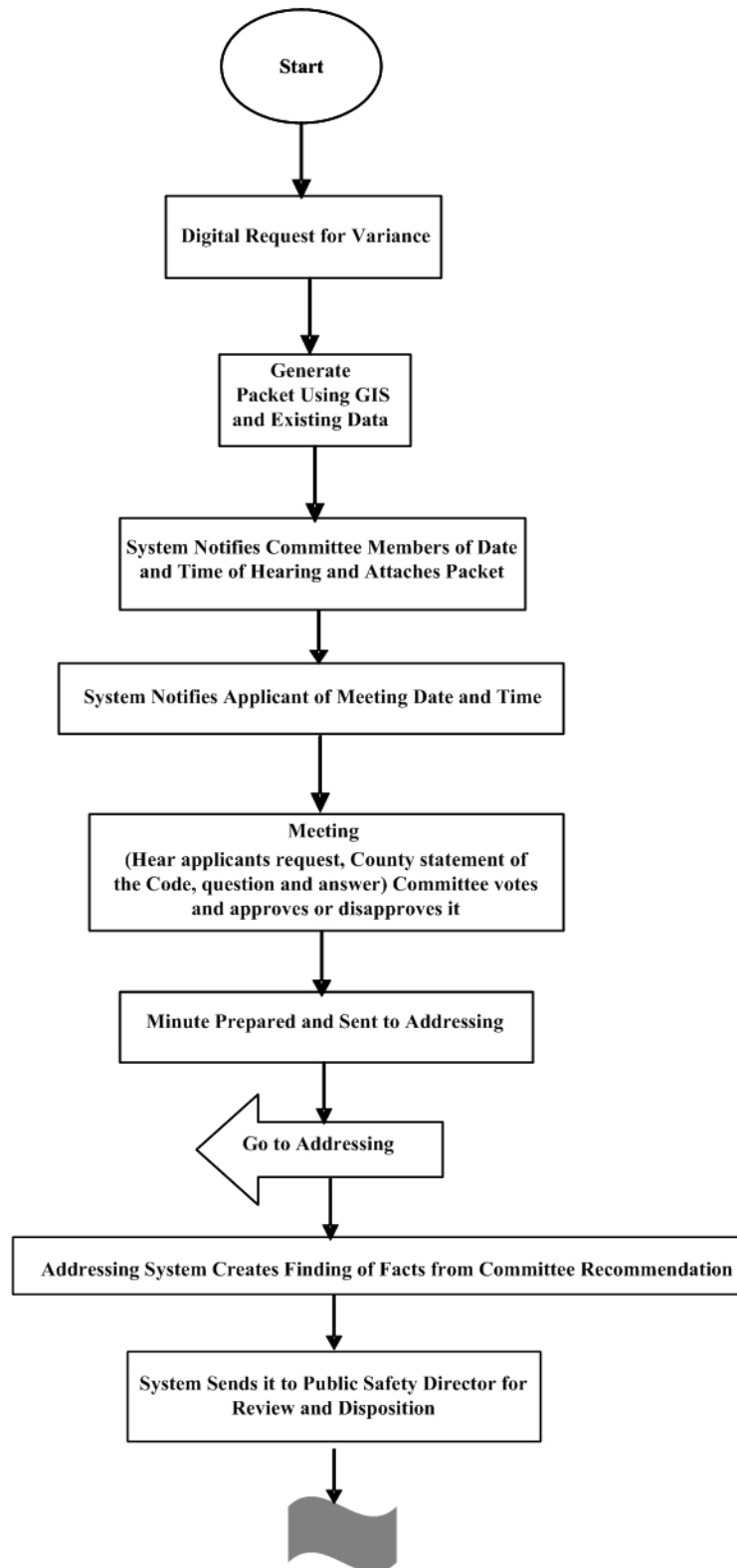
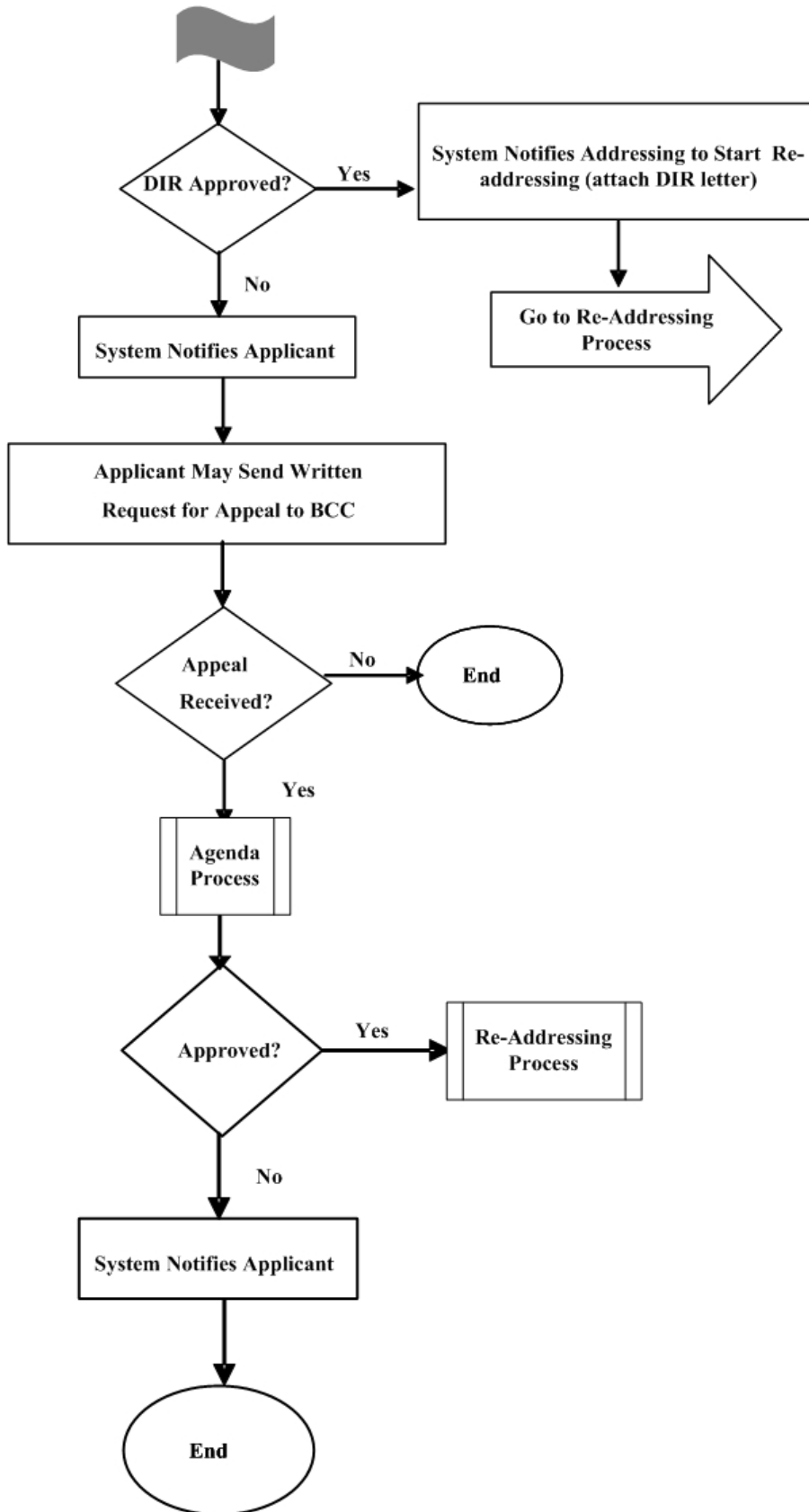
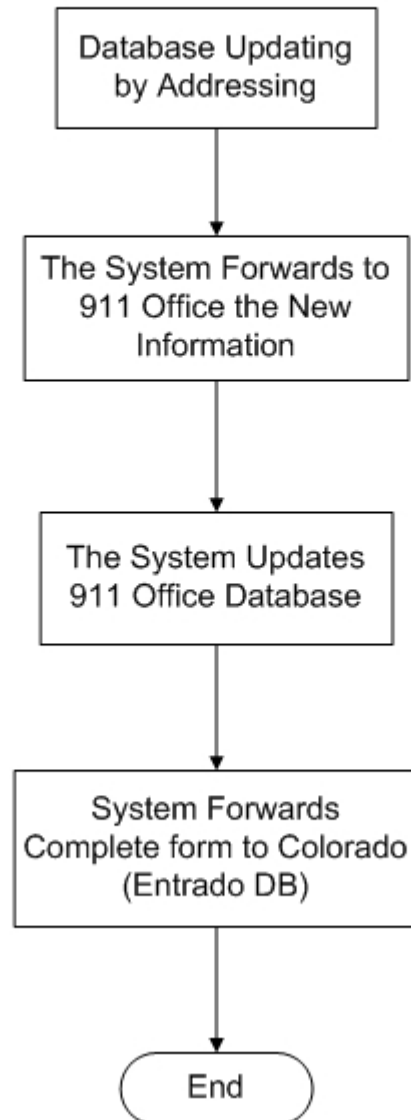


FIGURE 6.7 VARIANCE PROCEDURE





**Figure 6.8 New Address Updating Procedure For 911 Office**





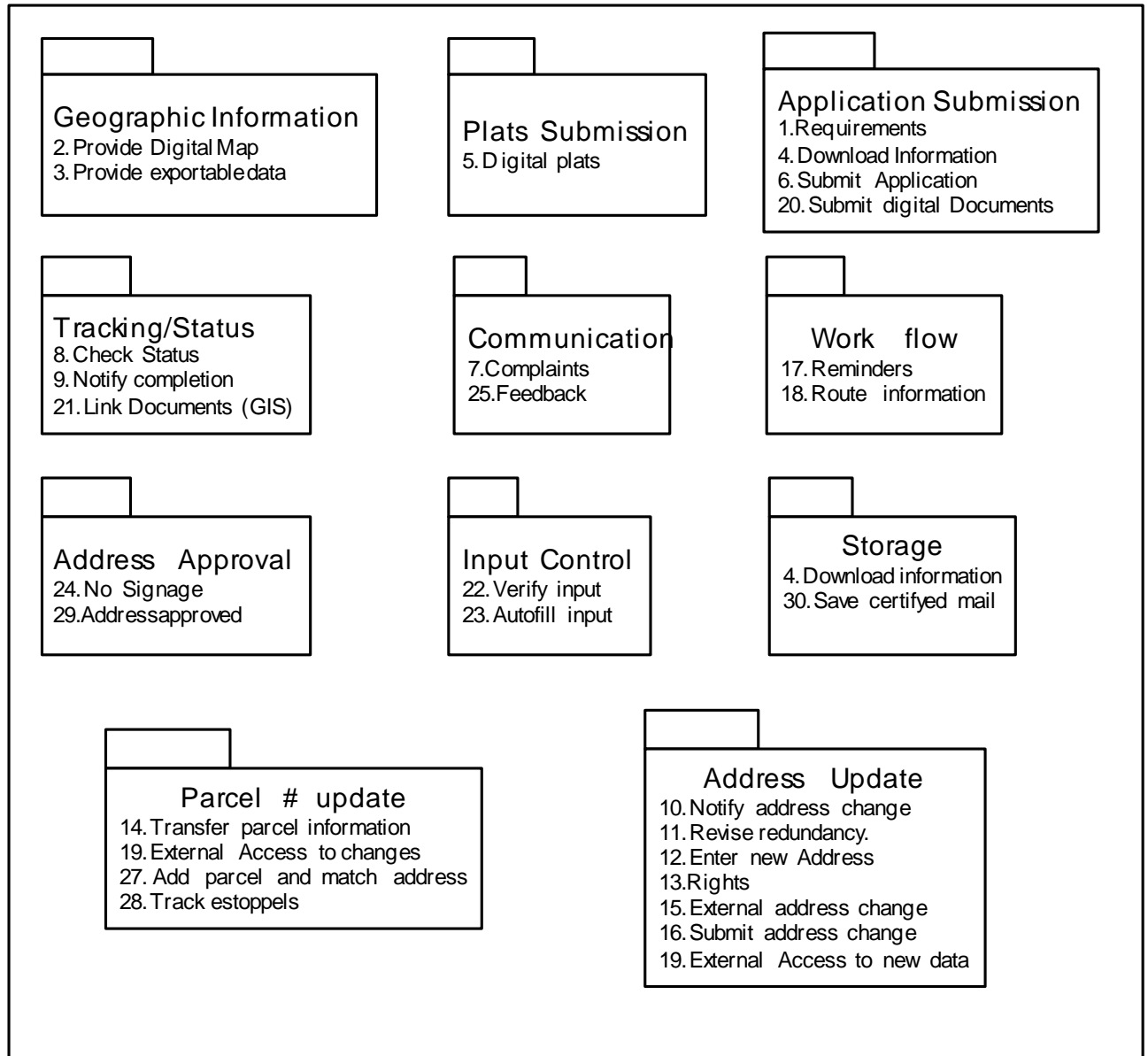
### **6.3 Technical Recommendations**

#### ***Internet Development Framework***

In order to have an **Addressing Section-Oriented Information System** it is necessary to select an Internet Development Framework that provides a unified environment where the different software modules can be integrated (Reference: Agenda Report).

## 6.3.1 System Architecture

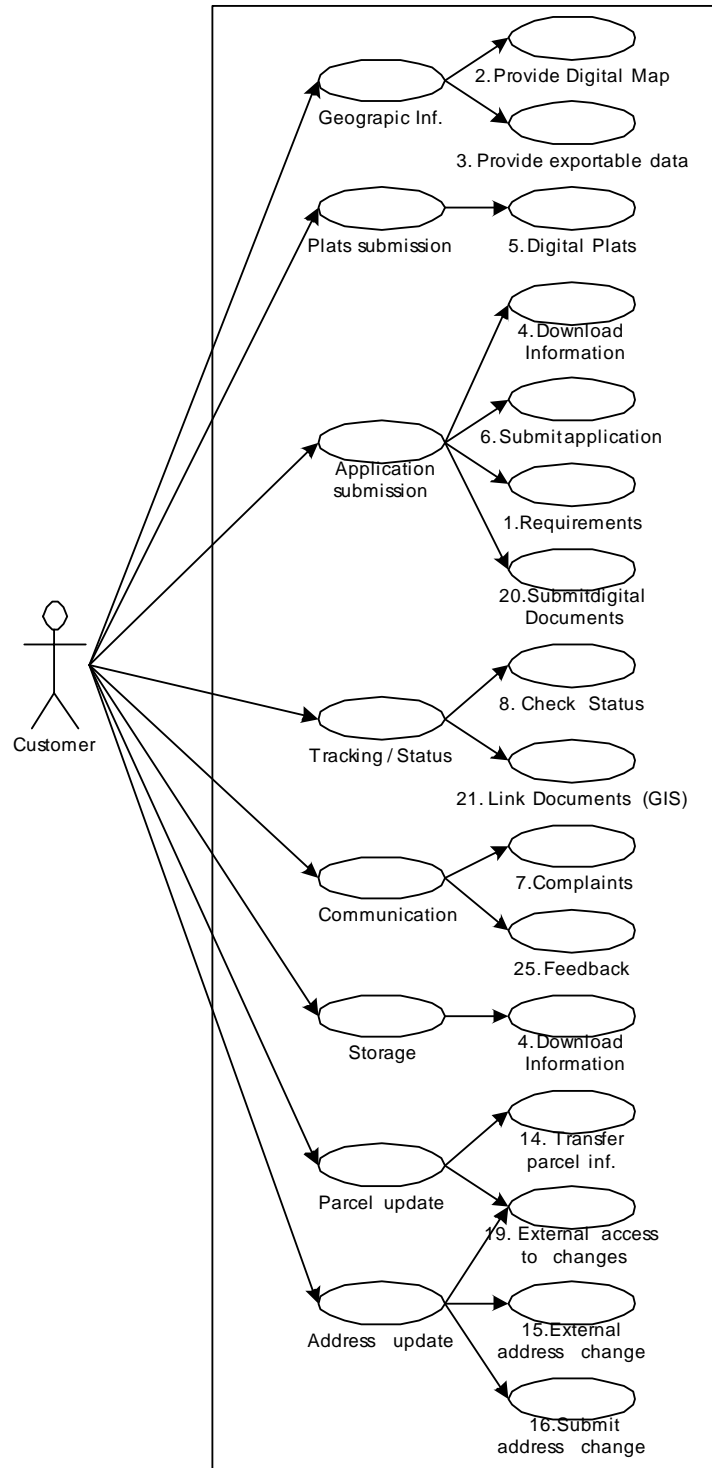
The new **Addressing Process-Oriented Information System** should be designed to satisfy the expectations and corresponding use cases thus far identified. Below you will find the list of modules recommended in order to meet the identified expectations. For detailed information about the expectations and use cases please refer to Section 5.



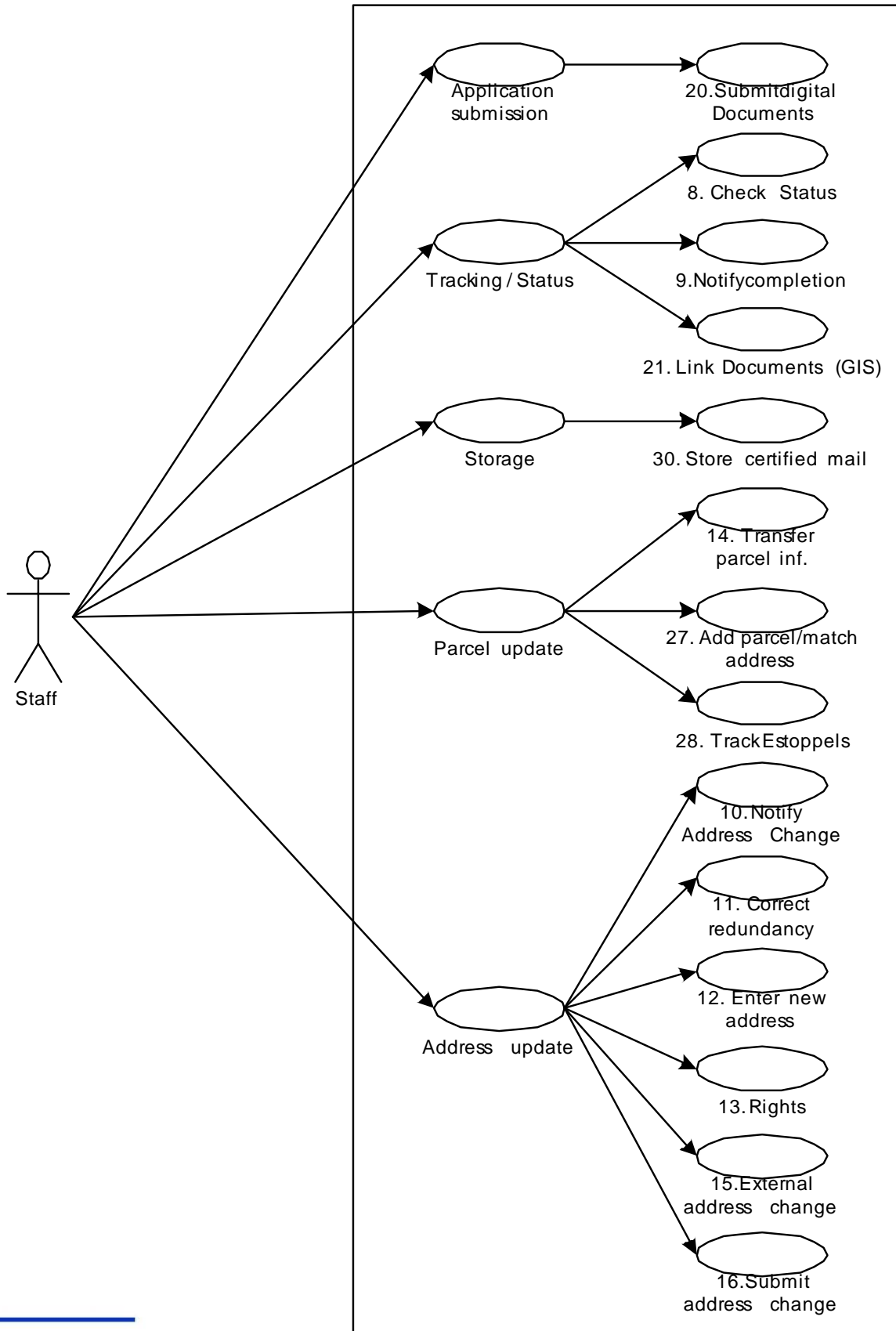
## Use Case Diagram

The following Use Case diagrams summarize the recommendations in terms of access to the different modules and activities of the new **Addressing-Oriented Information System**.

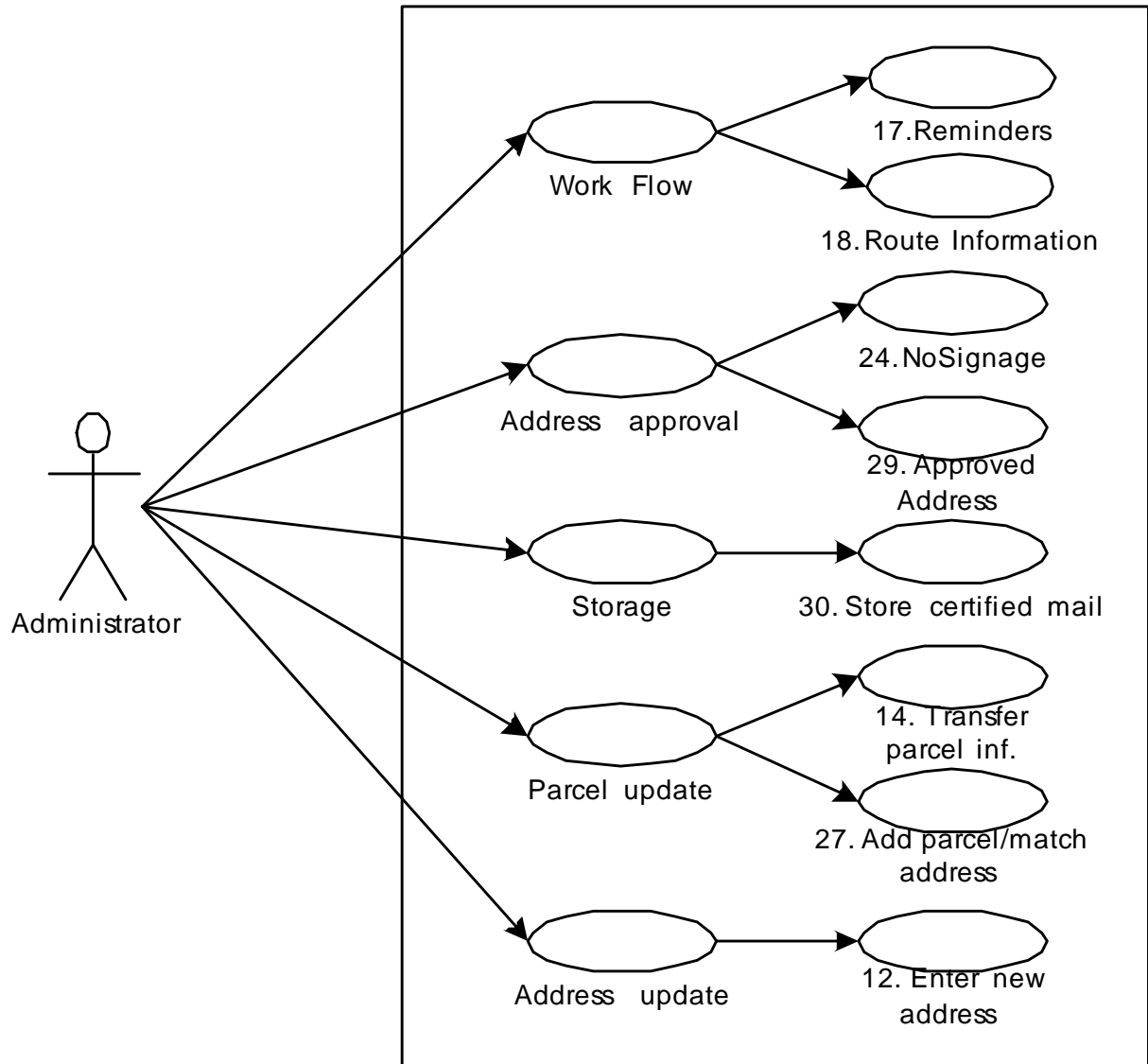
### Customer



## Staff



**Administrator**



## System

