



# City of Portland

## *Permit Streamlining Process Assessment*



**US Army Corps  
of Engineers**®  
Portland District



**Oregon  
Department  
of State Lands**



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## *Topics:*

- Project description
- The bottom line...
- Methods
- Findings and discussion
- Conclusions and recommendations

## *Problem Statement:*

- Streamlining Team Chair is preparing a ten-year progress report for the Portland City Council
- The Chair requested a third-party review of the process

## *What CPS was asked to do:*

- Conduct a 360° assessment of the permit streamlining process
- If warranted, provide an endorsement of the process to the Portland City Council



## *Summary Conclusions:*

- The permit streamlining process adds value to Portland city governance by:
  - Ensuring compliance with city, state, and federal environmental regulations
  - Reducing permit processing time
  - Building trust through collaborative relationships between city project managers and regulators
- CPS endorses the process

## *Limitations:*

- Limited number of interview subjects
- No on-site evaluations of project outcomes
- Accepted document claims as written
  - Did not examine document details

## *CPS Scope and Approach:*

- Orientation by Streamlining Process Chair
- Review program-related reports and documents
- Conducted interviews:
  - Team members (7)
  - Project managers (3)
  - Consultants (2)
  - BES leadership (1)

## *Topical Categories:*

- Purpose, goals, and functions
- Metrics
- Process strengths
- Process improvements

## *Purpose, Goals, and Functions*

Four primary themes:

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- Improve project quality
- Improve consistency in messaging and decision-making
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### Themes:

- Quantitative measurements
  - Time
  - Money
  - Projects permitted
- Qualitative measurements
  - Relationships
  - Project quality
  - Knowledge gained
  - Transparency and accountability
  - Recognition

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- Relationships and normative impacts
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- Process improvements:
  - Streamlining process management
  - **Outreach**
  - Participant motivations
  - Site visits
  - Miscellaneous suggestions

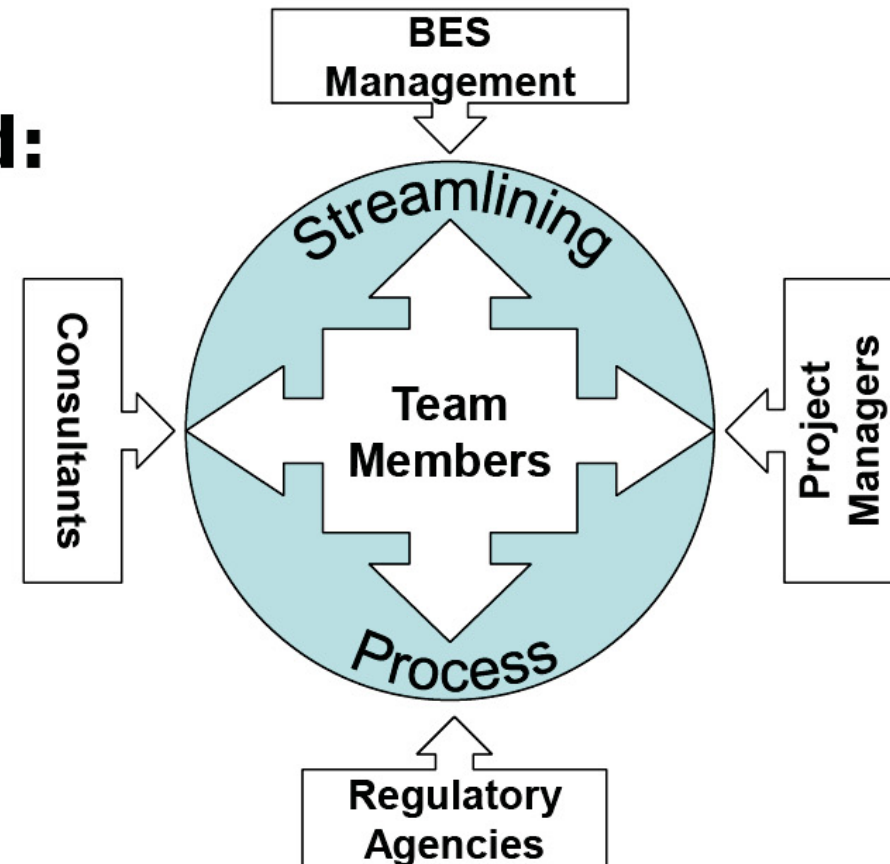


## *Themes*

- Normative and instrumental value added:
  - City governance
  - Regulatory decisions
  - Project management
- Value of annual streamlining process workshops
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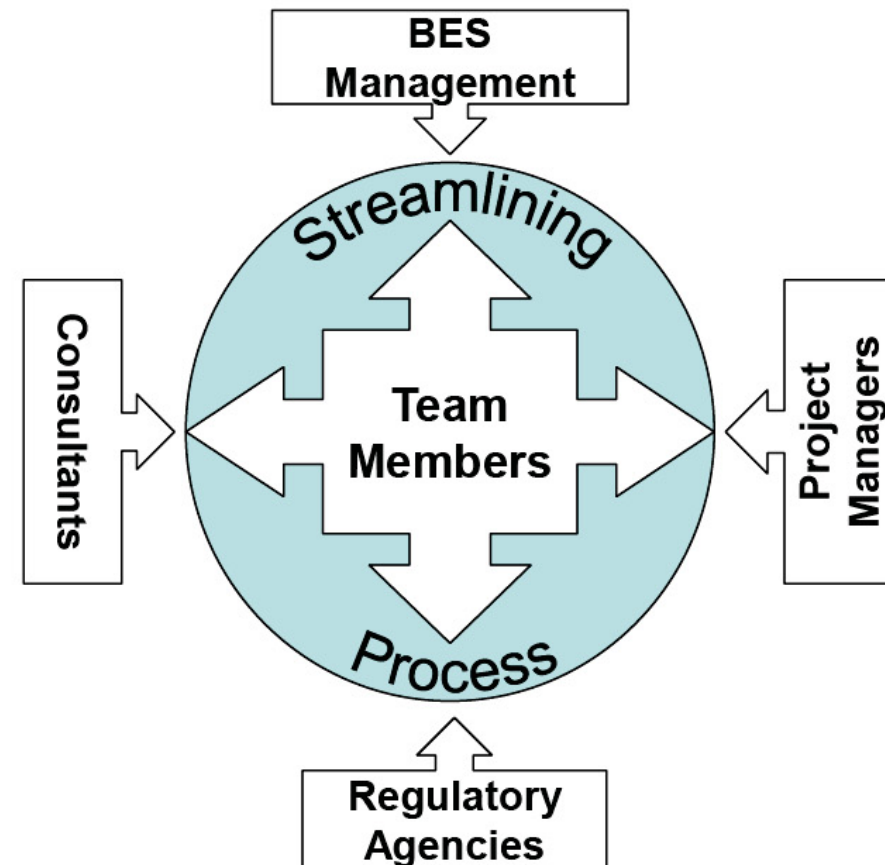
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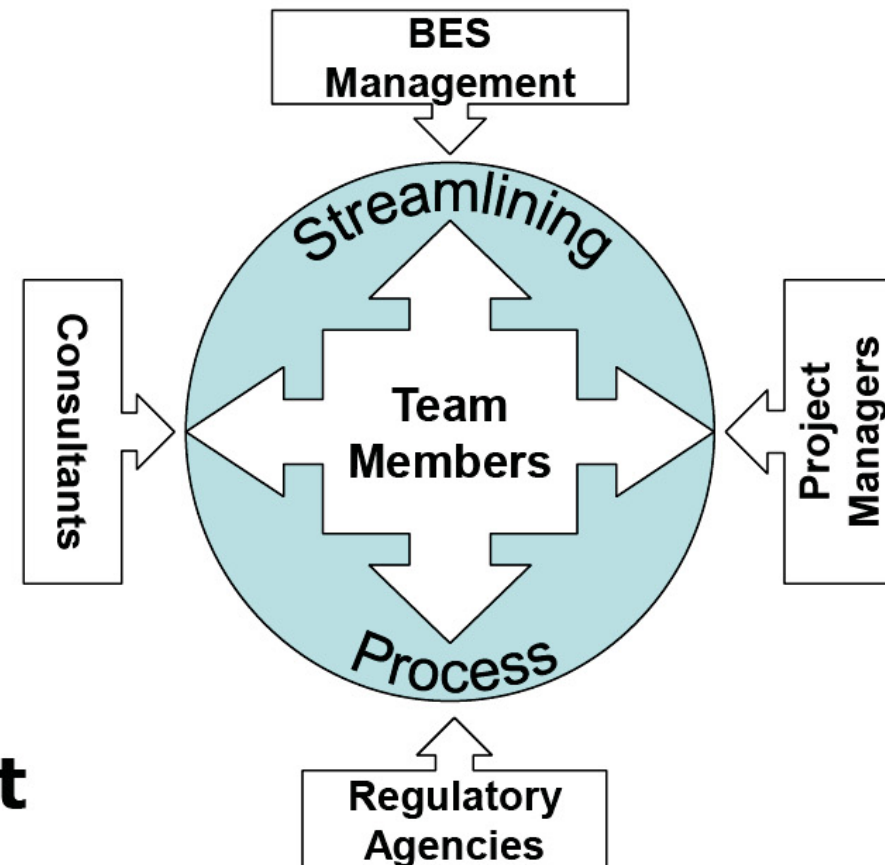
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## *Recommendations*

- **Continue process as currently designed**
- Explore procedural improvements:
  - Obtain additional input from additional PMs and consultants
  - Review procedures for information dissemination
  - Review opportunity for electronic information retrieval
  - Develop case study library
  - Develop outreach to inform senior leaders on process value
  - Incorporate site visits and PM input into annual training
- Follow-up on “parking lot” issues

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# Questions?