City of Austin
Digital Services Transformation

Background:

The City of Austin offer residents hundreds upon hundreds of services -- everything from building permits to supplemental food assistance. Since people are increasingly reliant on mobile devices to accomplish their day-to-day tasks, the ability to access these services online has become imperative.

The Digital Services team is rebuilding the City of Austin's website to improve resident access to municipal services.

City of Austin
Digital Services Transformation

Desired Outcomes:

Provide residents, visitors and local businesses with accessible, equitable and coordinated services as means to improve the lives of the people who rely on our services to live their daily lives.

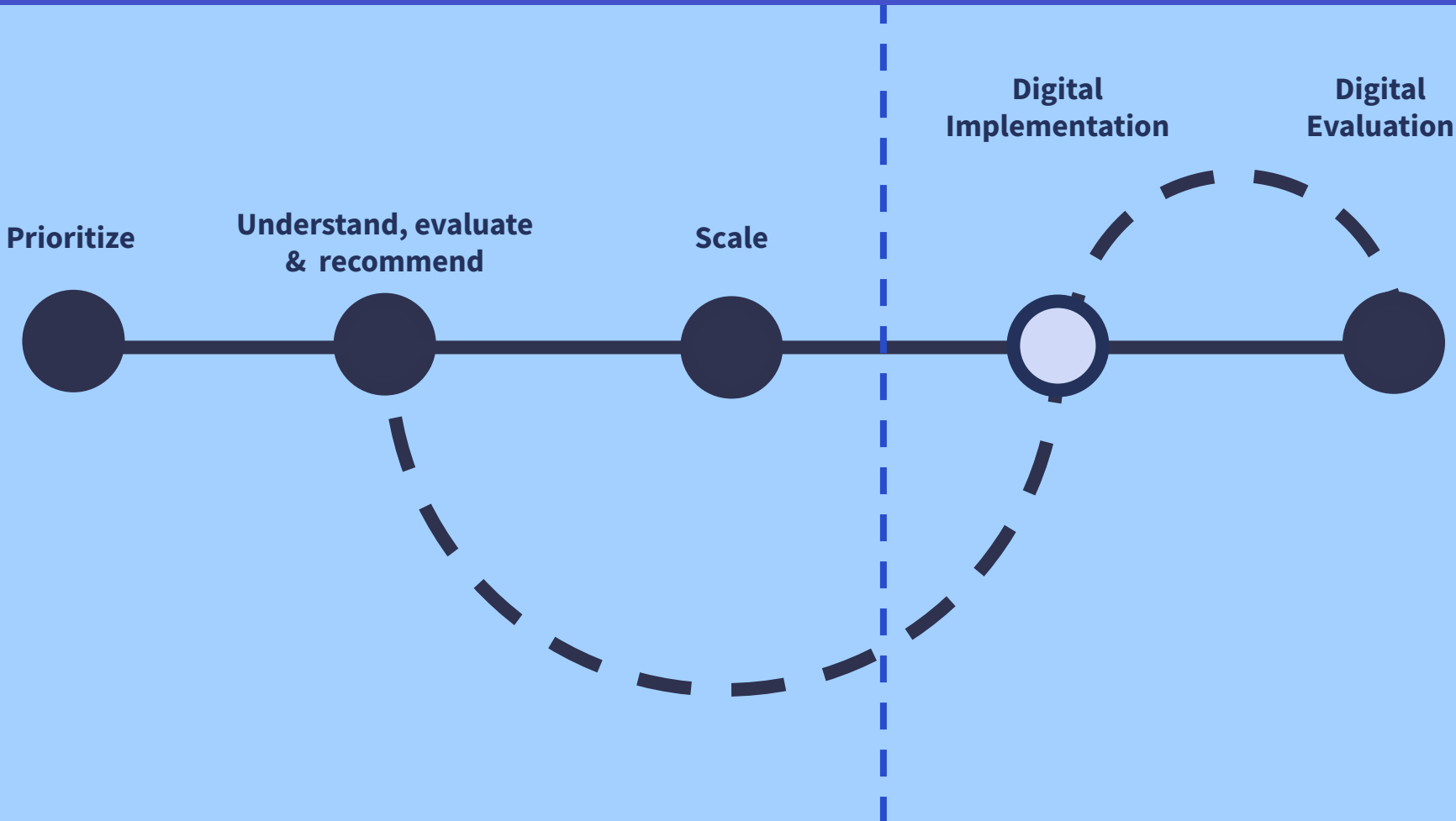
and

Partner with and support frontline staff in their efforts to provide city services.

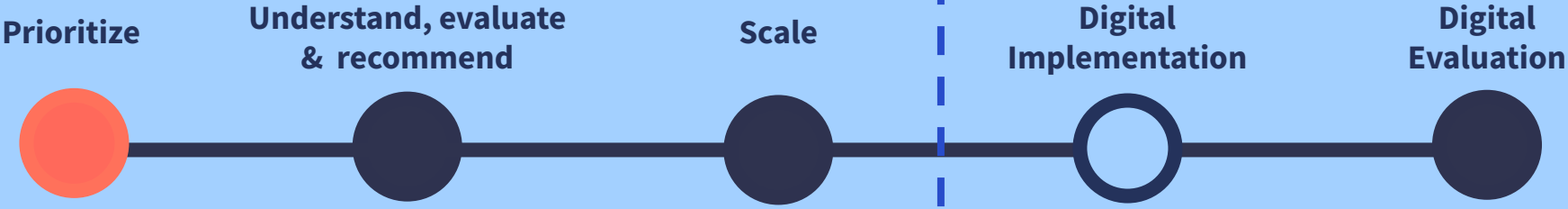
My Role:

- **Lead, scale** & **standardize** exploratory and evaluative research
- **Oversee** Service Audit
- **Scale** service improvement to compliment the digital services transformation
- **Orchestrate** collaboration across teams and departments

Process


Digital Implementation
Digital Evaluation
Prioritize
Understand, evaluate & recommend
Scale

Process



Service Audit & Catalogue

Prioritize

Service Audit & Catalogue

Service Catalogue

Service Catalogue ▾ HELP

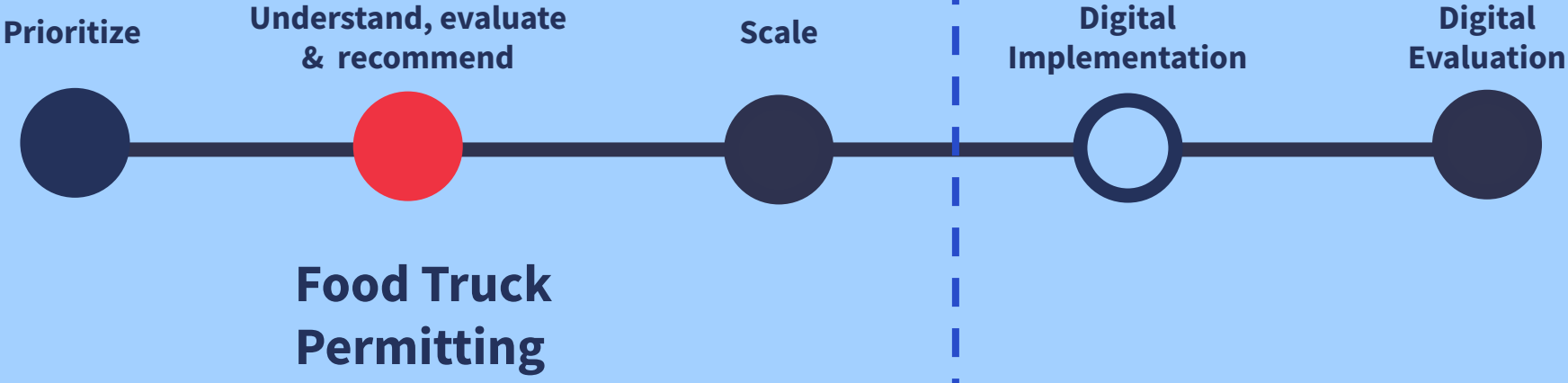
able 2 SHARE

4 hidden fields | Filter | Grouped by 2 fields | Sort | Color

	Link	Division	Progra
es	Count 34		
enters	18		
r Certification Registration	http://www.austintexas.g...	Community Services	Neighbor
ce (food pantry)	http://www.austintexas.g...	Community Services	Neighbor
	http://www.austintexas.g...	Community Services	Neighbor
es	http://www.austintexas.g...	Community Services	Neighbor
unseling	http://www.austintexas.g...	Community Services	Neighbor
search	http://www.austintexas.g...	Community Services	Neighbor
for benefits	http://www.austintexas.g...	Community Services	Neighbor
ings	http://www.austintexas.g...	Community Services	Neighbor

Making meaningful impact by understanding the landscape and defining priorities.

Process



Food Truck Permitting

Food Truck Permitting

AUSTIN PUBLIC HEALTH
ENVIRONMENTAL HEALTH SERVICES DIVISION
P.O. BOX 142529 Austin, TX 78714
Phone (512) 978-0300 Email: ehsd.service@austintexas.gov
http://www.austintexas.gov/department/food-establishment-requirements

Walk-in Location: 1520 Rutherford LN, NE corner of Rutherford LN @ Cameron RD, Building 1 East Entrance (No Mail Accepted here)

Starting a Mobile Food Vending Business in the City of Austin and Travis County

The Mobile Food Vending permit allows a business to sell, serve, or give away food and/or drinks to the public from a wheeled unit. Examples of a wheeled unit are auto, trailer, kiosk, or pushcart.

A Mobile Food Vendor may work at many sites within the jurisdiction listed on the Mobile Food Vending permit. Jurisdictions include the City of Austin, unincorporated Travis County, or five other Municipalities contracted with Austin Public Health including: Bee Cave, Sunset Valley, Manor, Lakeway, and Westlake Hills.

The Mobile Food Vending permit does not replace the permit to operate for a Food Enterprise. All Mobile Food Vendors must have a Central Preparation Facility (CPF), which is a fixed food business that provides services to the Mobile Food Vending unit. When a Mobile Food Vendor unit is sold, the permit is non-transferrable and a new application must be completed by the new ownership.

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Scope of Permit	Page 3
Special Units	Page 4

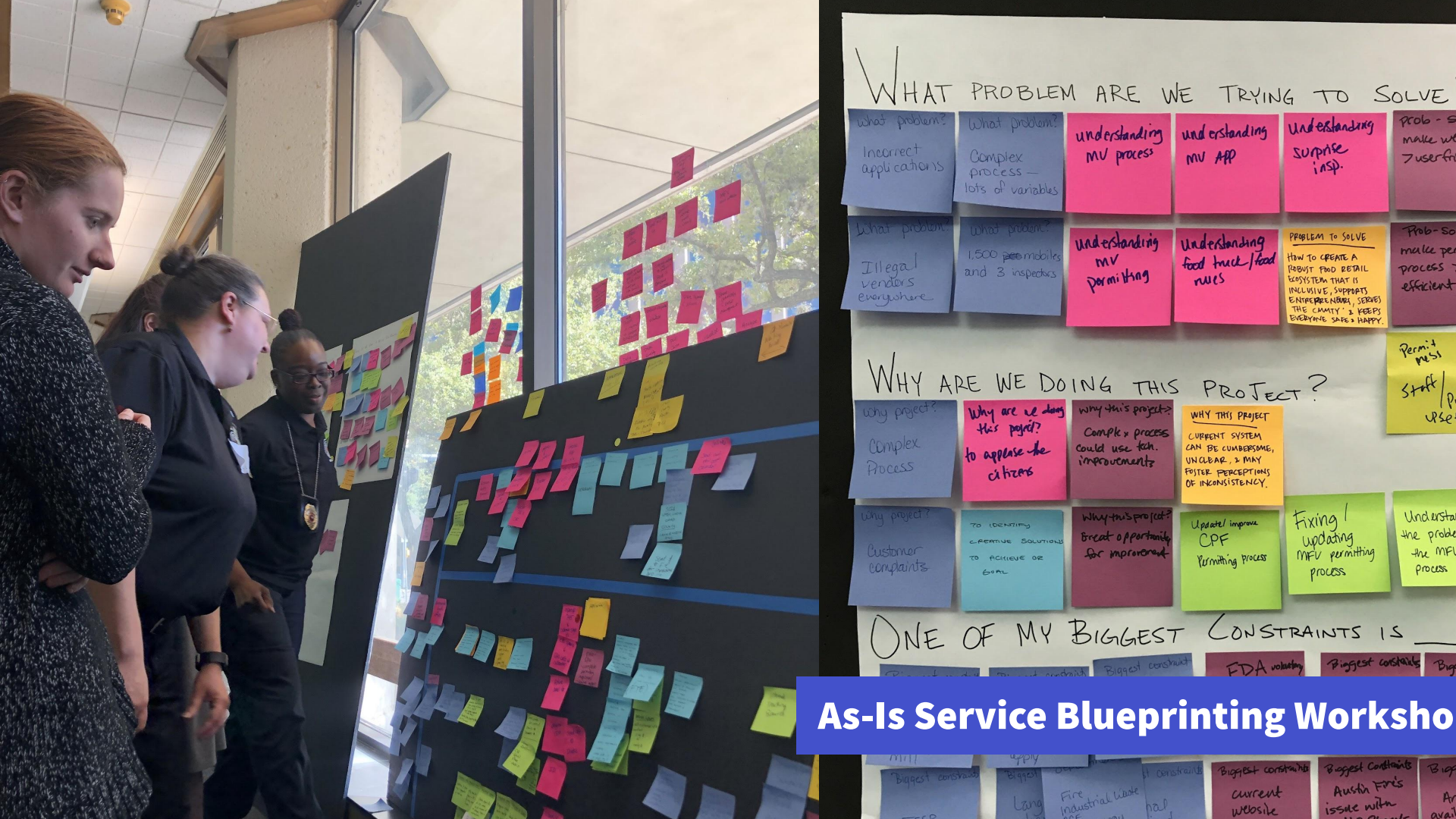
Permit Types

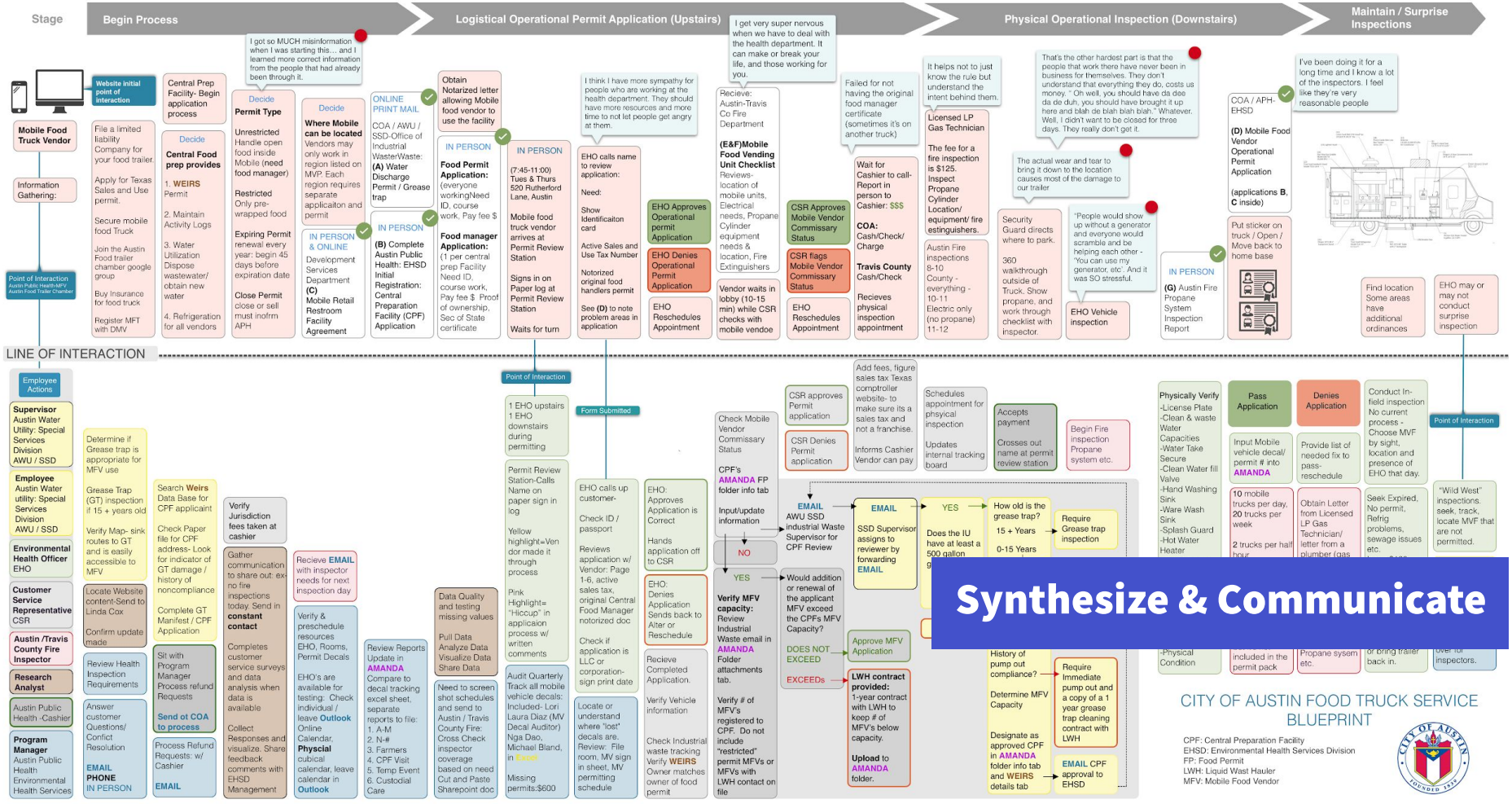
There are two types of Mobile Food Vending permits offered based on the food-handling method.

1. **Unrestricted** Permits are for vendors handling open food and/or drinks inside the mobile unit. Examples include

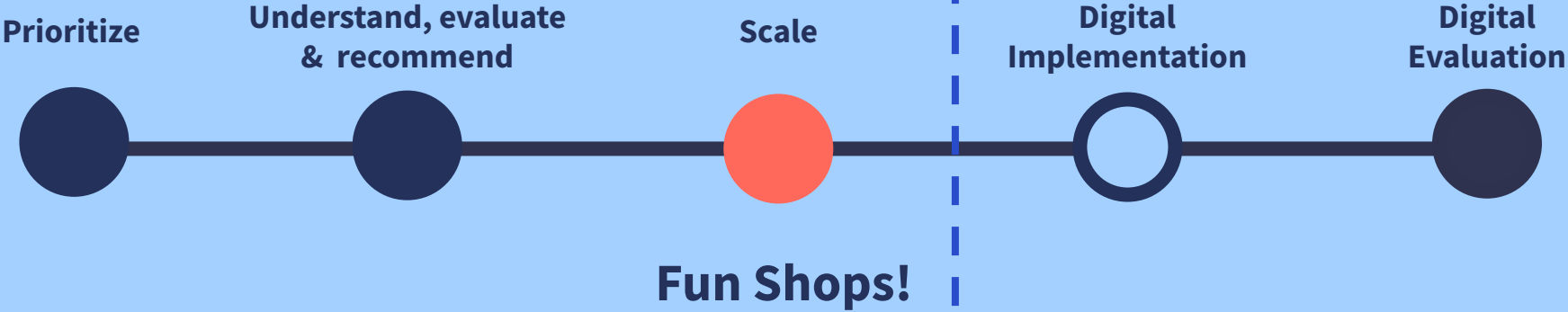
Improving complex process through service design

User Research


WHAT PROBLEM ARE WE TRYING TO SOLVE
What problem? Incorrect applications
What problem? Complex process — lots of variables
understanding MV process
understanding MV APP
understanding surprise insp.
What problem? Illegal vendors everywhere
What problem? 1,500 PEB mobiles and 3 inspectors
understanding MV permitting
understanding food truck/food rules
PROBLEM TO SOLVE
HOW TO CREATE A ROBUST FOOD RETAIL ECOSYSTEM THAT IS INCLUSIVE, SUPPORTS ENTREPRENEURS, SERVES THE COMMTY & KEEPS EVERYONE SAFE & HAPPY.
WHY ARE WE DOING THIS PROJECT?
Why project? Complex Process
Why are we doing this project? to appease the citizens
Why this project? Complex process could use tech. improvements
WHY THIS PROJECT
CURRENT SYSTEM CAN BE CUMBERSOME, UNCLEAR, & MAY FOSTER PERCEPTIONS OF INCONSISTENCY.
Why project? Customer complaints
TO IDENTIFY CREATIVE SOLUTIONS TO ACHIEVE OR GOAL
Why this project? Great opportunity for improvement
Update/ improve CPF Permitting process
Fixing / updating MFU permitting process
ONE OF MY BIGGEST CONSTRAINTS IS
FDA
Biggest constraints
current website
Austin Fire's issue with
As-Is Service Blueprinting Worksho


Stage
Begin Process
Logistical Operational Permit Application (Upstairs)
Physical Operational Inspection (Downstairs)
Maintain / Surprise Inspections
Website initial point of interaction
Mobile Food Truck Vendor
Information Gathering:
Point of Interaction
Austin Public Health-MFV
Austin Food Trailer Chamber
File a limited liability Company for your food trailer.
Apply for Texas Sales and Use permit.
Secure mobile food Truck
Join the Austin Food trailer chamber google group
Buy Insurance for food truck
Register MFT with DMV
Central Prep Facility- Begin application process
Decide
Central Food prep provides
1. WEIRS Permit
2. Maintain Activity Logs
3. Water Utilization Dispose wastewater/ obtain new water
4. Refrigeration for all vendors
I got so MUCH misinformation when I was starting this… and I learned more correct information from the people that had already been through it.
Decide
Permit Type
Unrestricted Handle open food inside Mobile (need food manager)
Restricted Only pre-wrapped food
Expiring Permit renewal every year: begin 45 days before expiration date
Close Permit close or sell must inofrm APH
Decide
Where Mobile can be located
Vendors may only work in region listed on MVP. Each region requires separate applicaiton and permit
IN PERSON & ONLINE
Development Services Department
(C) Mobile Retail Restroom Facility Agreement
ONLINE PRINT MAIL
COA / AWU / SSD-Office of Industrial WasterWaste:
(A) Water Discharge Permit / Grease trap
IN PERSON
(B) Complete Austin Public Health: EHSD Initial Registration: Central Preparation Facility (CPF) Application
Obtain Notarized letter allowing Mobile food vendor to use the facility
IN PERSON
Food Permit Application:
(everyone workingNeed ID, course work, Pay fee $
Food manager Application:
(1 per central prep Facility Need ID, course work, Pay fee $ Proof of ownership, Sec of State certificate
IN PERSON
(7:45-11:00) Tues & Thurs 520 Rutherford Lane, Austin
Mobile food truck vendor arrives at Permit Review Station
Signs in on Paper log at Permit Review Station
Waits for turn
I think I have more sympathy for people who are working at the health department. They should have more resources and more time to not let people get angry at them.
EHO calls name to review application:
Need:
Show Identificaiton card
Active Sales and Use Tax Number
Notorized original food handlers permit
See (D) to note problem areas in application
EHO Approves Operational permit Application
EHO Denies Operational Permit Application
EHO Reschedules Appointment
I get very super nervous when we have to deal with the health department. It can make or break your life, and those working for you.
Recieve: Austin-Travis Co Fire Department
(E&F)Mobile Food Vending Unit Checklist
Reviews- location of mobile units, Electrical needs, Propane Cylinder equipment needs & location, Fire Extinguishers
Vendor waits in lobby (10-15 min) while CSR checks with mobile vendoe
CSR Approves Mobile Vendor Commissary Status
CSR flags Mobile Vendor Commissary Status
EHO Reschedules Appointment
Failed for not having the original food manager certificate (sometimes it's on another truck)
Wait for Cashier to call-Report in person to Cashier: $$$
COA: Cash/Check/ Charge
Travis County Cash/Check
Recieves physical inspection appointment
It helps not to just know the rule but understand the intent behind them.
Licensed LP Gas Technician
The fee for a fire inspection is $125. Inspect Propane Cylinder Location/ equipment/ fire estinguishers.
Austin Fire inspections 8-10 County - everything - 10-11 Electric only (no propane) 11-12
That's the other hardest part is that the people that work there have never been in business for themselves. They don't understand that everything they do, costs us money. " Oh well, you should have da dee da de duh, you should have brought it up here and blah de blah blah blah." Whatever. Well, I didn't want to be closed for three days. They really don't get it.
The actual wear and tear to bring it down to the location causes most of the damage to our trailer
Security Guard directs where to park.
360 walkthrough outside of Truck. Show propane, and work through checklist with inspector.
"People would show up without a generator and everyone would scramble and be helping each other - 'You can use my generator, etc'. And it was SO stressful.
EHO Vehicle inspection
IN PERSON
(G) Austin Fire Propane System Inspection Report
COA / APH-EHSD
(D) Mobile Food Vendor Operational Permit Application
(applications B, C inside)
Put sticker on truck / Open / Move back to home base
I've been doing it for a long time and I know a lot of the inspectors. I feel like they're very reasonable people
Find location Some areas have additional ordinances
EHO may or may not conduct surprise inspection
LINE OF INTERACTION
Employee Actions
Supervisor Austin Water Utility: Special Services Division AWU / SSD
Employee Austin Water utility: Special Services Division AWU / SSD
Environmental Health Officer EHO
Customer Service Representative CSR
Austin /Travis County Fire Inspector
Research Analyst
Austin Public Health -Cashier
Program Manager Austin Public Health Environmental Health Services
Determine if Grease trap is appropriate for MFV use
Grease Trap (GT) inspection if 15 + years old
Verify Map- sink routes to GT and is easily accessible to MFV
Locate Website content-Send to Linda Cox
Confirm update made
Review Health Inspection Requirements
Answer customer Questions/ Confict Resolution
EMAIL PHONE IN PERSON
Search Weirs Data Base for CPF applicaint
Check Paper file for CPF address- Look for indicator of GT damage / history of noncompliance
Complete GT Manifest / CPF Application
Sit with Program Manager Process refund Requests
Send ot COA to process
Process Refund Requests: w/ Cashier
EMAIL
Verify Jurisdiction fees taken at cashier
Gather communication to share out: ex- no fire inspections today. Send in constant contact
Completes customer service surveys and data analysis when data is available
Collect Responses and visualize. Share feedback comments with EHSD Management
Recieve EMAIL with inspector needs for next inspection day
Verify & preschedule resources EHO, Rooms, Permit Decals
EHO's are available for testing: Check individual / leave Outlook Online Calendar. Physical cubical calendar, leave calendar in Outlook
Review Reports Update in AMANDA Compare to decal tracking excel sheet, separate reports to file: 1. A-M 2. N-# 3. Farmers 4. CPF Visit 5. Temp Event 6. Custodial Care
Data Quality and testing missing values
Pull Data Analyze Data Visualize Data Share Data
Need to screen shot schedules and send to Austin / Travis County Fire: Cross Check inspector coverage based on need Cut and Paste Sharepoint doc
Point of Interaction
1 EHO upstairs 1 EHO downstairs during permitting
Permit Review Station-Calls Name on paper sign in log
Yellow highlight=Vendor made it through process
Pink Highlight= "Hiccup" in applicaion process w/ written comments
Audit Quarterly Track all mobile vehicle decals: Included- Lori Laura Diaz (MV Decal Auditor) Nga Dao, Michael Bland, in Excel
Missing permits:$600
Form Submitted
EHO calls up customer-
Check ID / passport
Reviews application w/ Vendor: Page 1-6, active sales tax, original Central Food Manager notorized doc
Check if application is LLC or corporation- sign print date
Locate or understand where "lost" decals are. Review: File room, MV sign in sheet, MV permitting schedule
EHO: Approves Application is Correct
Hands application off to CSR
EHO: Denies Application Sends back to Alter or Reschedule
Recieve Completed Application.
Verify Vehicle information
Check Industrial waste tracking Verify WEIRS Owner matches owner of food permit
Check Mobile Vendor Commissary Status
CPF's AMANDA FP folder info tab
Input/update information
NO
YES
Verify MFV capacity: Review Industrial Waste email in AMANDA Folder attachments tab.
Verify # of MFV's registered to CPF. Do not include "restricted" permit MFVs or MFVs with LWH contact on file
CSR approves Permit application
CSR Denies Permit application
EMAIL AWU SSD Industrial Waste Supervisor for CPF Review
Would addition or renewal of the applicant MFV exceed the CPFs MFV Capacity?
DOES NOT EXCEED
EXCEEDs
Approve MFV Application
LWH contract provided: 1-year contract with LWH to keep # of MFV's below capacity.
Upload to AMANDA folder.
Add fees, figure sales tax Texas comptroller website- to make sure its a sales tax and not a franchise.
Informs Cashier Vendor can pay
Schedules appointment for physical inspection
Updates internal tracking board
Accepts payment
Crosses out name at permit review station
Begin Fire inspection Propane system etc.
EMAIL
SSD Supervisor assigns to reviewer by forwarding EMAIL
YES
Does the IU have at least a 500 gallon
How old is the grease trap?
15 + Years
0-15 Years
Require Grease trap inspection
History of pump out compliance?
Determine MFV Capacity
Designate as approved CPF in AMANDA folder info tab and WEIRS details tab
Require Immediate pump out and a copy of a 1 year grease trap cleaning contract with LWH
EMAIL CPF approval to EHSD
Physically Verify
-License Plate
-Clean & waste Water Capacities
-Water Take Secure
-Clean Water fill Valve
-Hand Washing Sink
-Ware Wash Sink
-Splash Guard
-Hot Water Heater
-Physical Condition
Pass Application
Input Mobile vehicle decal/ permit # into AMANDA
10 mobile trucks per day, 20 trucks per week
2 trucks per half hour
included in the permit pack
Denies Application
Provide list of needed fix to pass- reschedule
Obtain Letter from Licensed LP Gas Technician/ letter from a plumber (gas
Propane sysem etc.
Conduct In-field inspection No current process - Choose MVF by sight, location and presence of EHO that day.
Seek Expired, No permit, Refrig problems, sewage issues etc.
or bring trailer back in.
Point of Interaction
"Wild West" inspections. seek, track, locate MVF that are not permitted.
over 10 inspectors.
Synthesize & Communicate
CITY OF AUSTIN FOOD TRUCK SERVICE BLUEPRINT
CPF: Central Preparation Facility
EHSD: Environmental Health Services Division
FP: Food Permit
LWH: Liquid Wast Hauler
MFV: Mobile Food Vendor
CITY OF AUSTIN
FOUNDED 1839

Process



Fun Shops!

Scaling our impact through Fun Shops!

51
departments

515
services

6
designers

7
years

In order to improve city services and programs in a sustainable way and an impactful pace, we must bring more people to the table.

Scaling our impact through Fun Shops!

Scaling our impact through Fun Shops!

2.0 Develop a process map

User end goal:

List your Stakeholders

Describe your phases

1	2	3	4	5
Entice / Before	Enter / Beginning	Engage / Middle	End / Exit	After / Extend

Who uses, recieves or is impacted?
These are your end users.

Who delivers the experience to the end user?

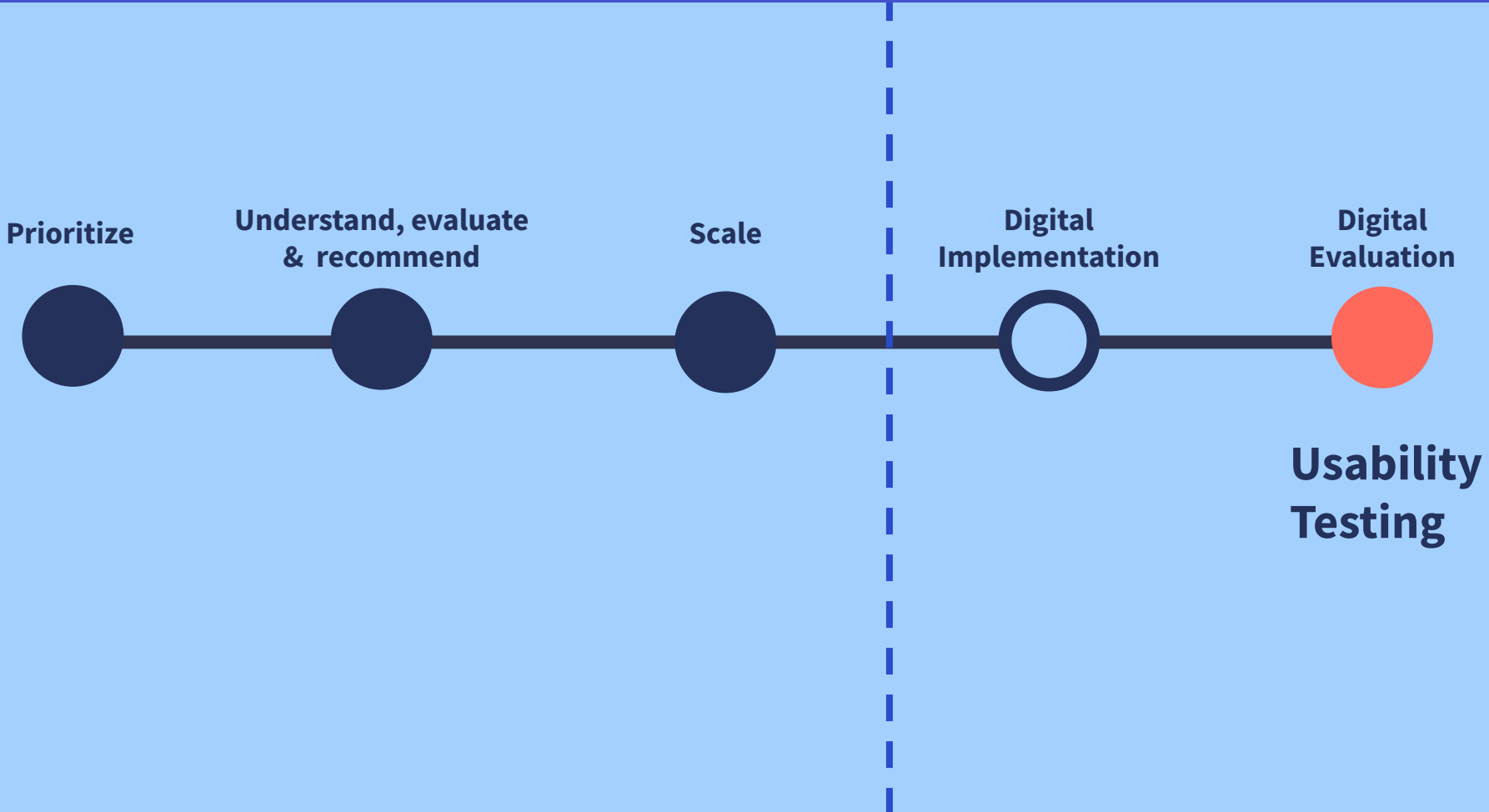
Frontstage

Who helps deliver the experience, but may not be visible to the end user?

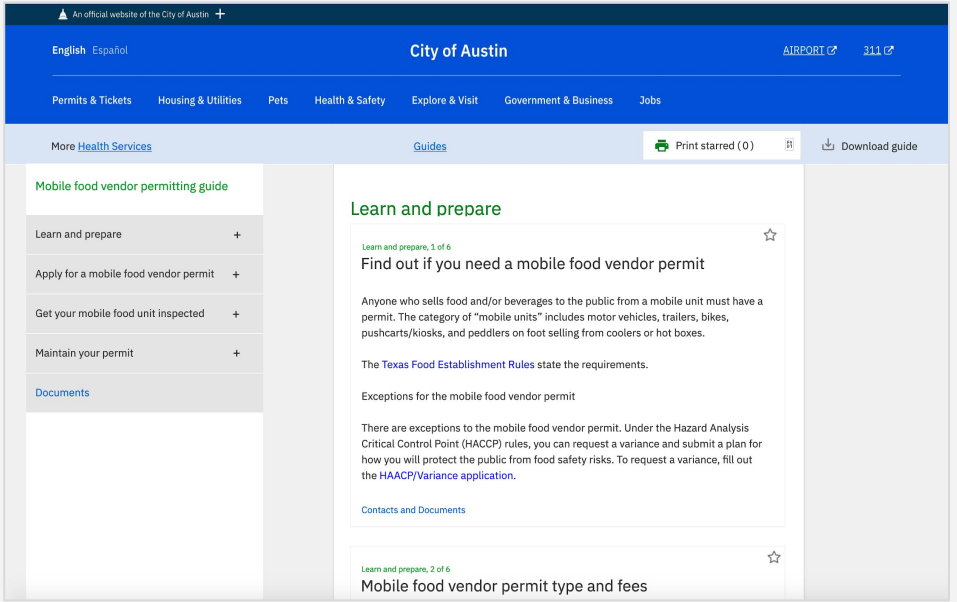
Backstage

What policies and process govern the staff or the service?
These are the invisible forces.

Process


Prioritize
Understand, evaluate & recommend
Scale
Digital Implementation
Digital Evaluation
Usability Testing

Usability testing a digital guide to complex processes

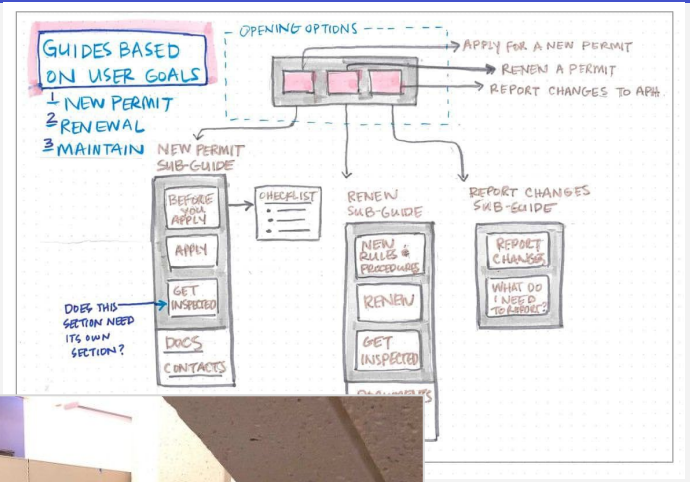


Guiding residents through complex permitting processes with usability testing.

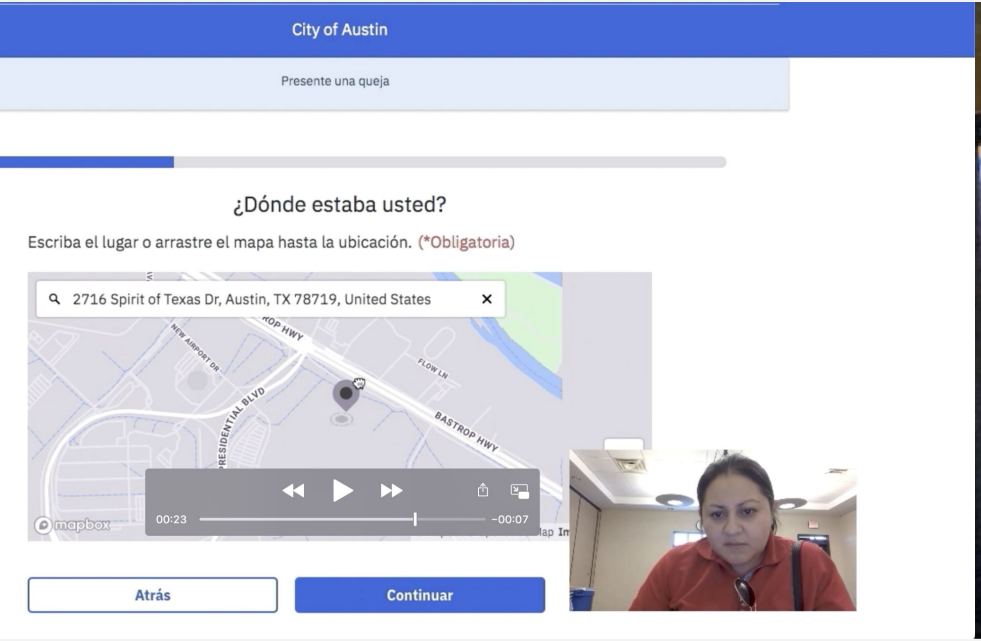
Usability testing a digital guide to complex processes

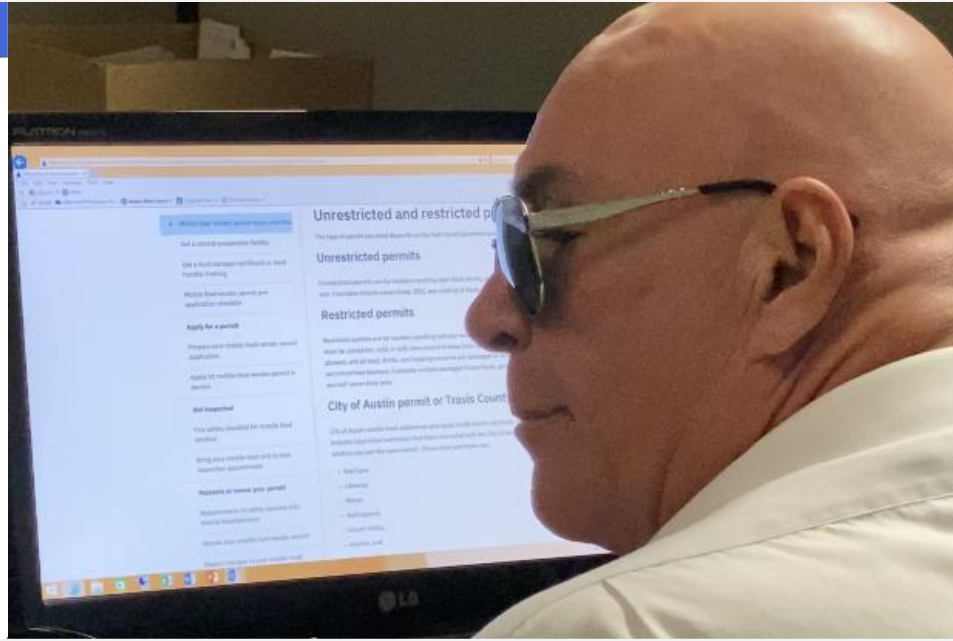
What we learned

- 🥅 Content should be organized by user goal
- 👄 Finding balance between friendly language and documentation
- 🔍 Logical content organization trumps search
- ✔️ Checklist section was a favorite
- 📄 Documents section was a lifesaver
- 👋 Include an introduction
- 📇 Give contacts their own space
- ⭐ Staring is confusing and unhelpful



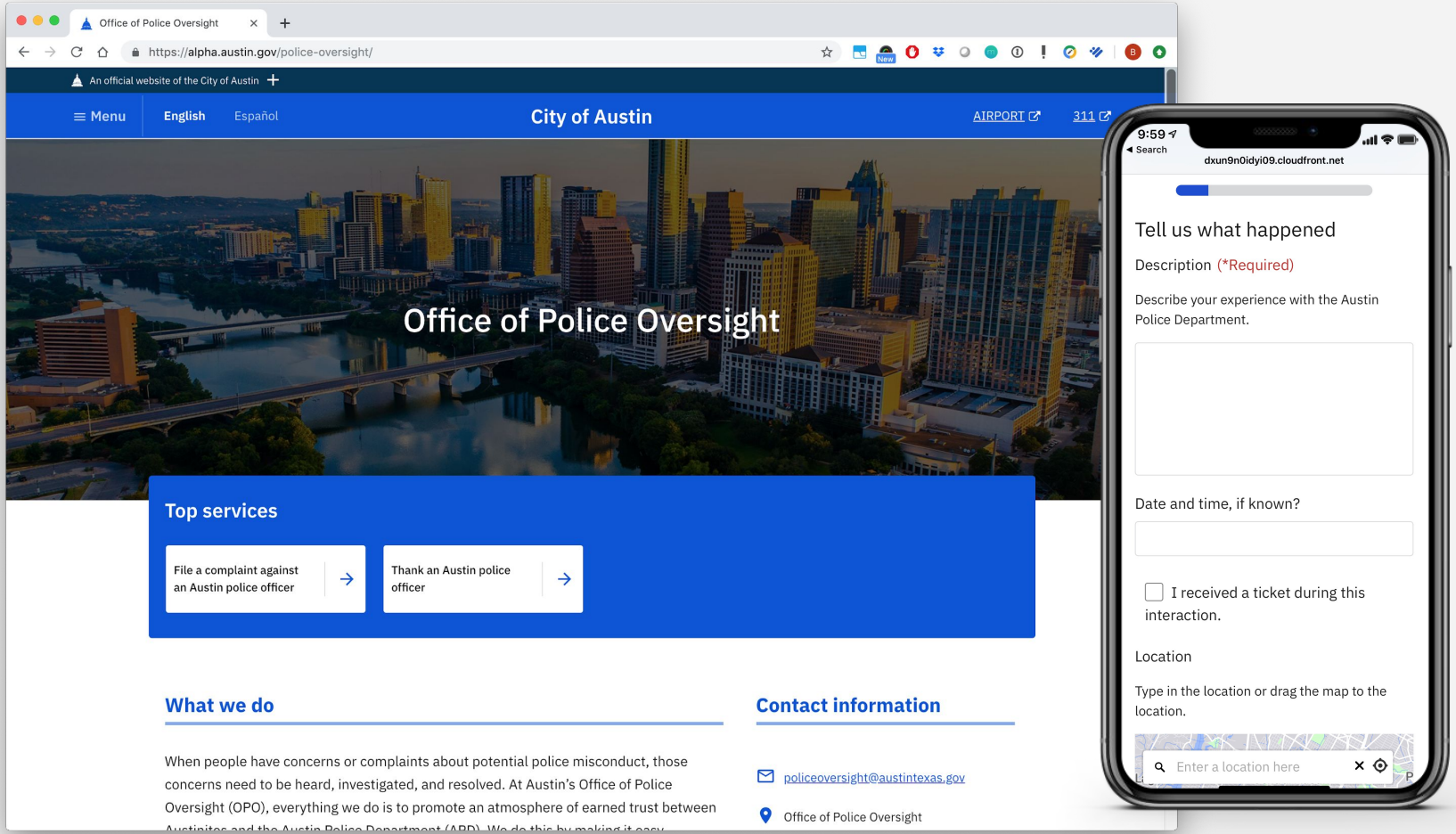
Usability testing complex forms



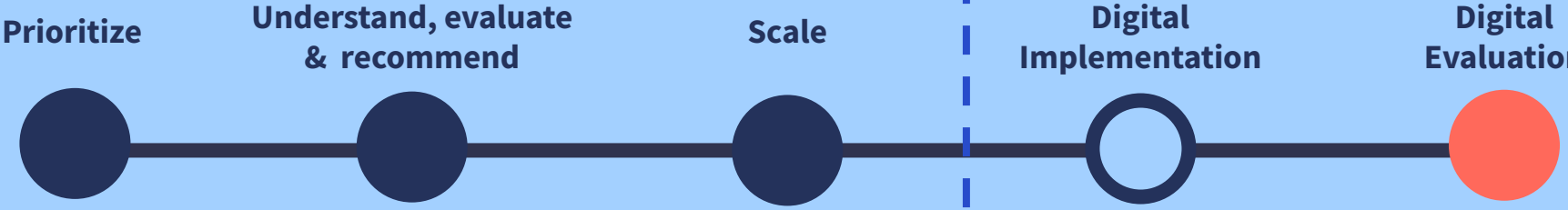


Promoting equity through usability testing with vulnerable populations

Usability testing complex forms

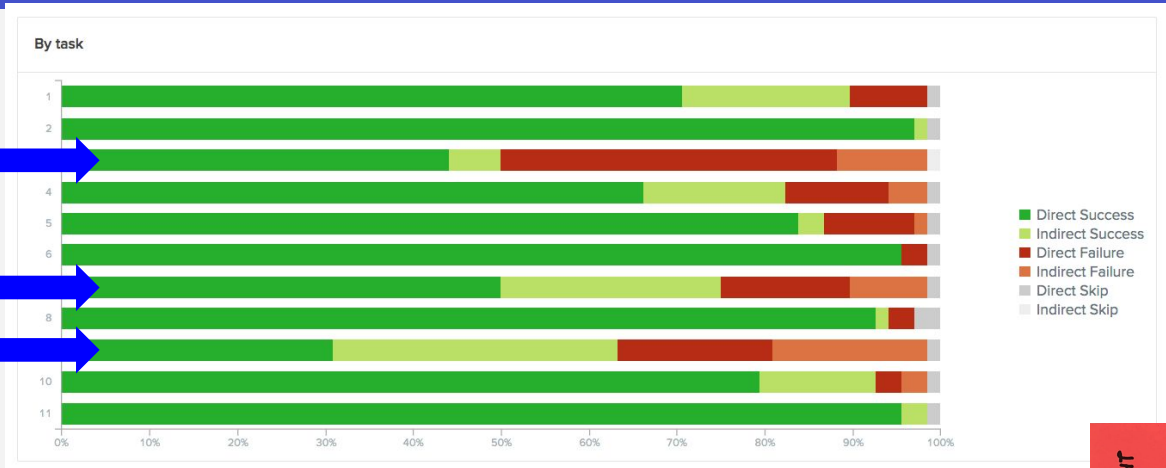


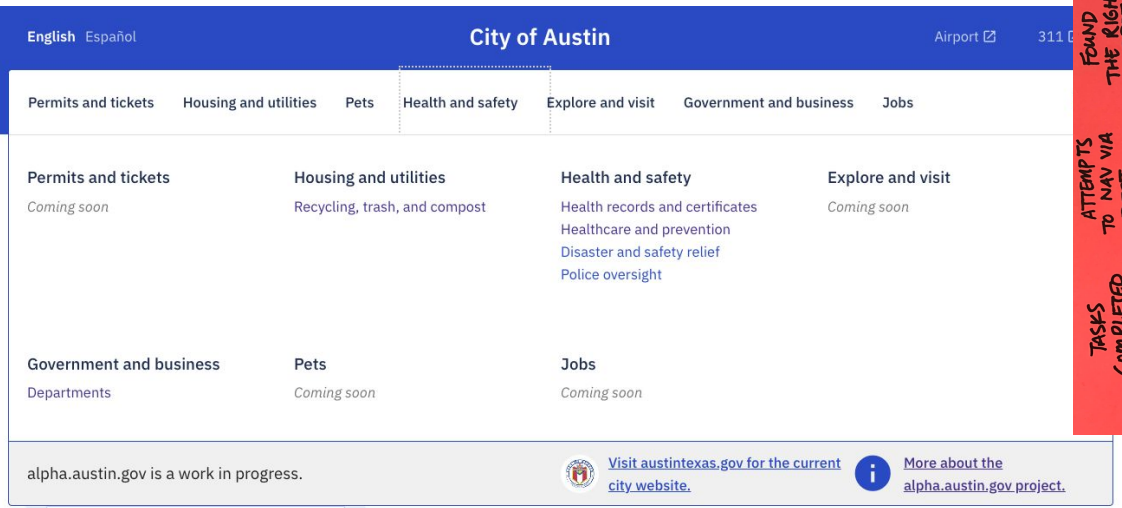
Process



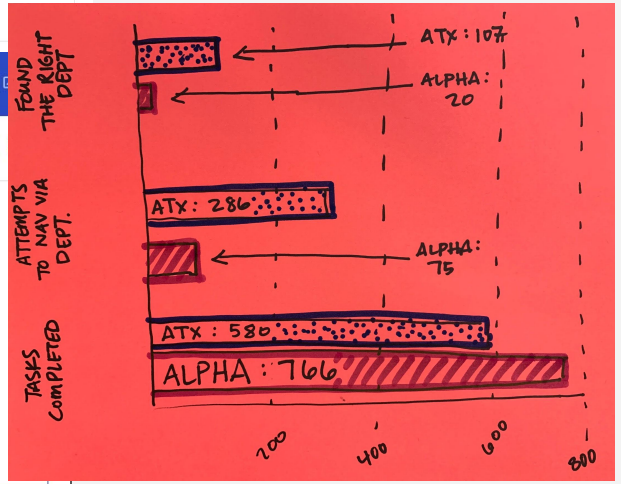
Tree testing

Evaluating navigation through tree testing

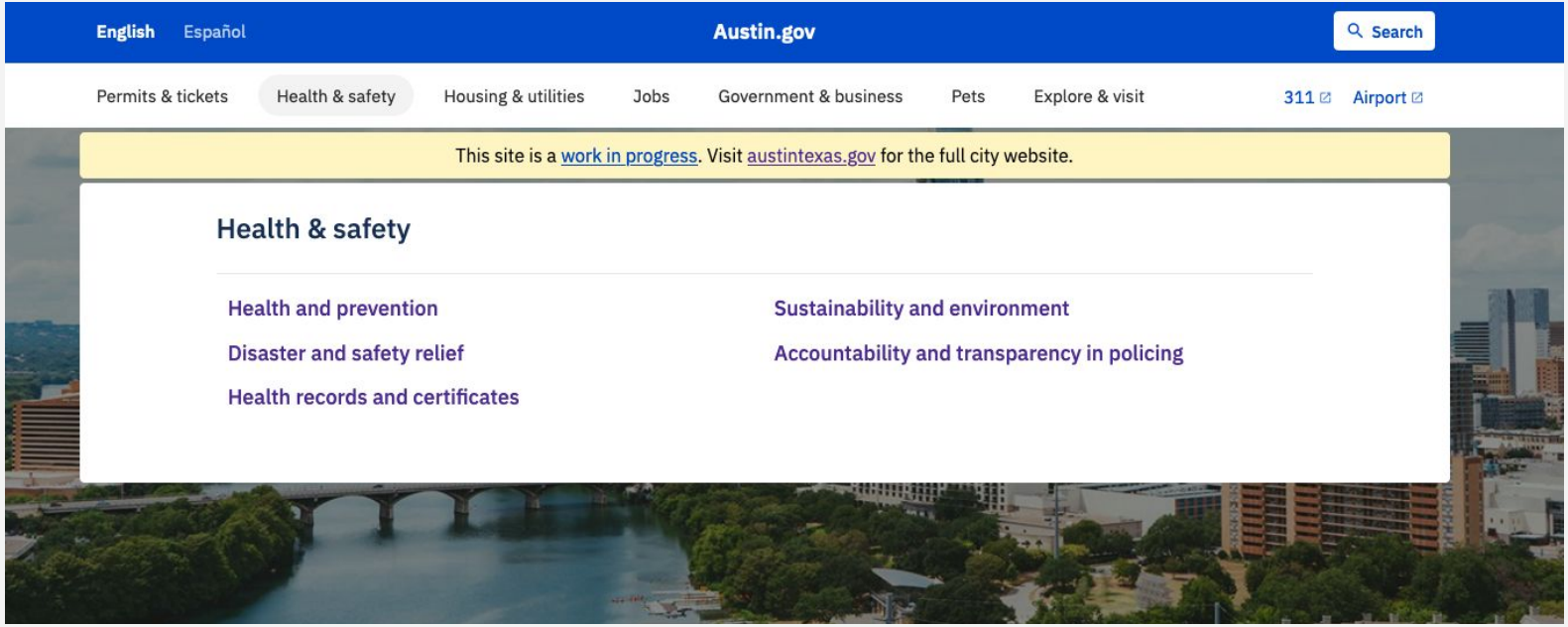




Using mixed method research to evaluate a new navigational structure.

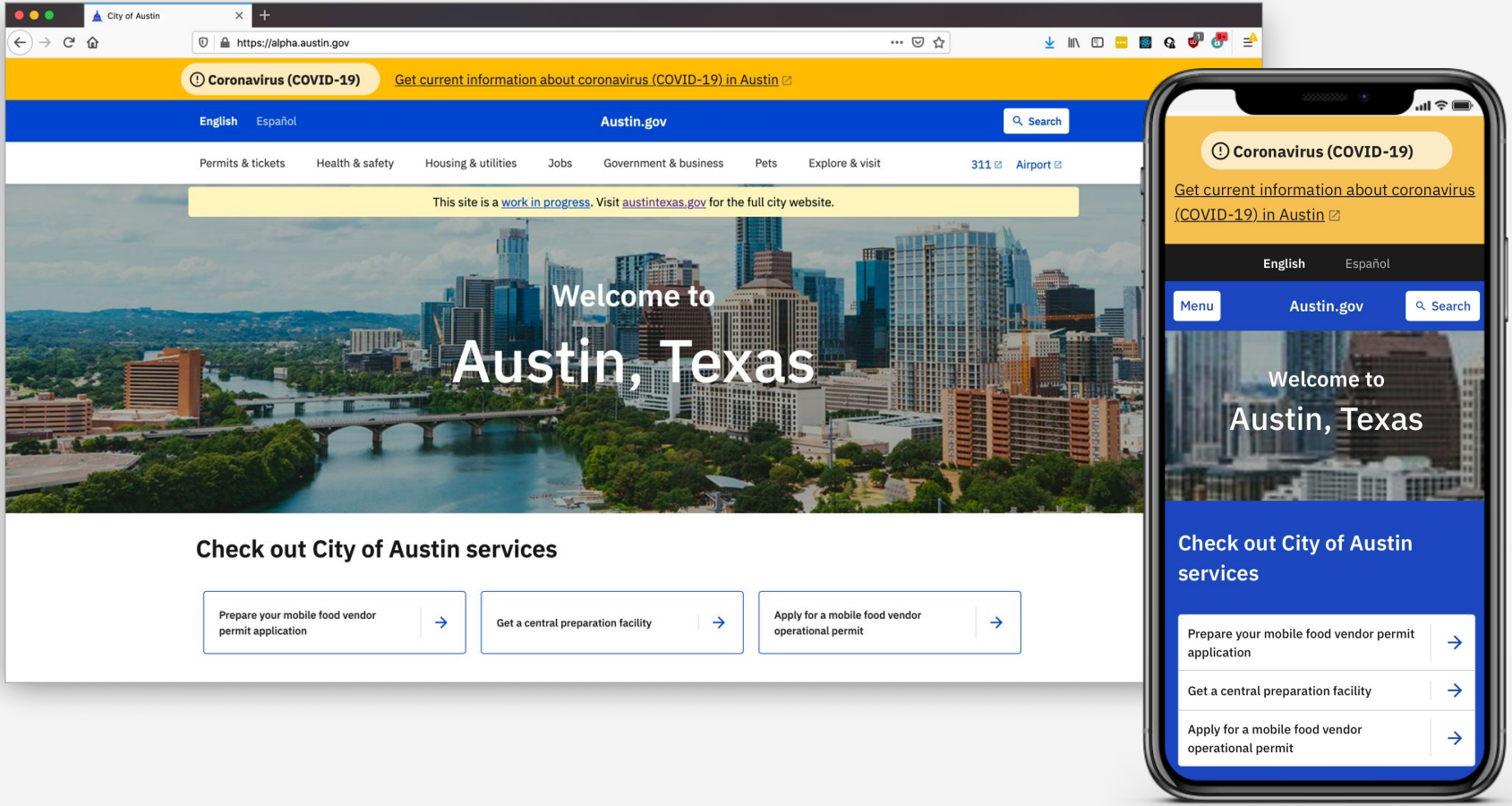


Evaluating navigation through tree testing



- People rely on department navigation when the menu navigation structure is unclear
- Health and Safety > Healthcare and prevention // Health and Safety > Health records and certificates

Outcome


City of Austin
https://alpha.austin.gov
Coronavirus (COVID-19)
Get current information about coronavirus (COVID-19) in Austin
English
Español
Austin.gov
Search
Permits & tickets
Health & safety
Housing & utilities
Jobs
Government & business
Pets
Explore & visit
311
Airport
This site is a work in progress. Visit austintexas.gov for the full city website.
Welcome to
Austin, Texas
Check out City of Austin services
Prepare your mobile food vendor permit application
Get a central preparation facility
Apply for a mobile food vendor operational permit
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Get current information about coronavirus (COVID-19) in Austin
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Austin.gov
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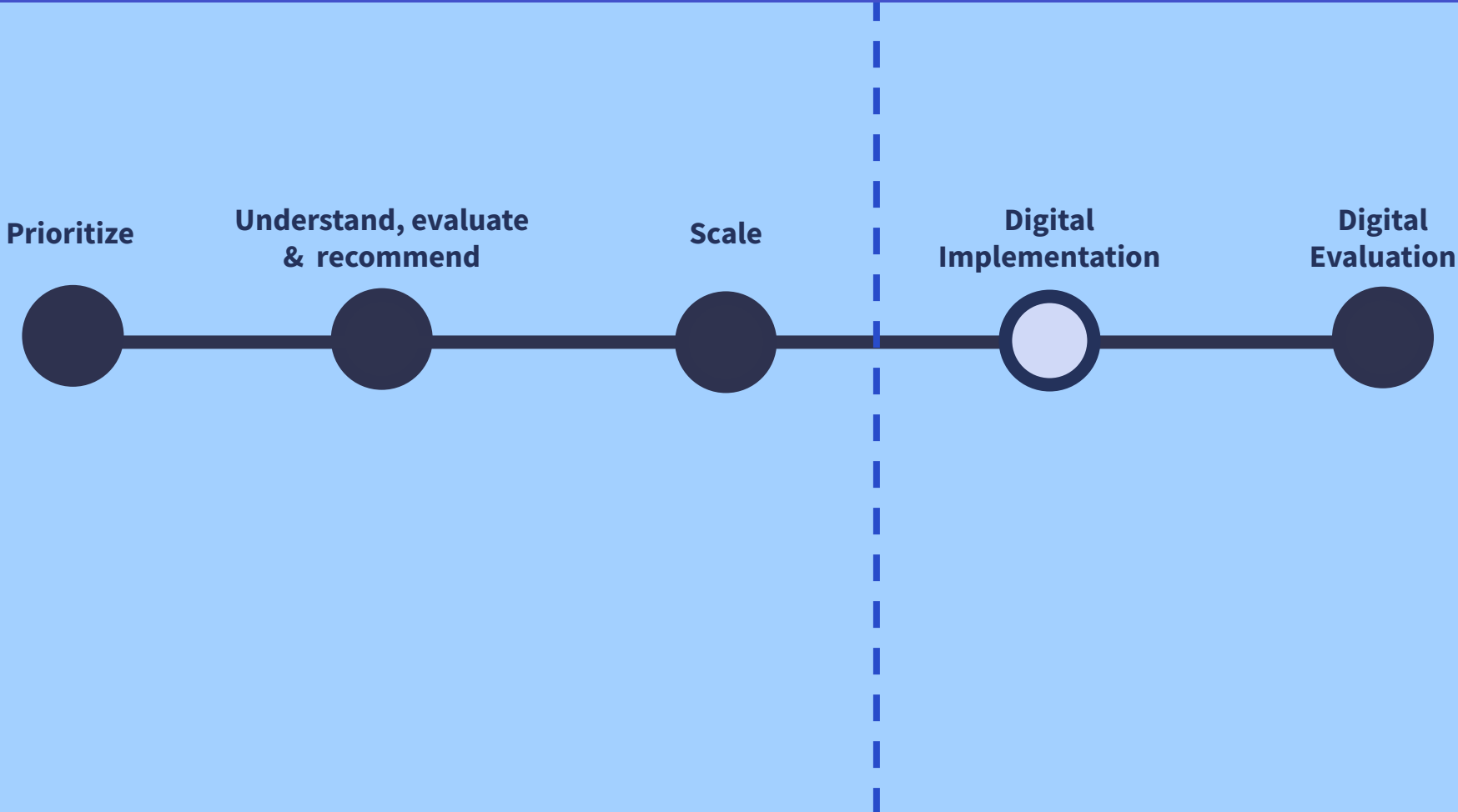
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