

**DEVELOPMENT REVIEW PROCESS
IMPLEMENTATION PROGRAM
MARCH 2008**

(New accomplishments in red)

Recommendation	Priority A/B/C/D	Responsible Party(ies)	Status/Outcome
Recommendation No. 1: Consider organizing the Division around three urban planning program activities: current, advanced, and long-range.	A	Planning Manager	Completed The Division has been re-organized into functional planning activities.
Recommendation No. 2: Flatten the Planning Division organizational structure and use squads and teams to increase responsiveness, flexibility, and customer satisfaction.	A	Planning Manager	Completed Planners are assigned to teams and may provide expertise in any of the major functional activity areas. All planners report one of two principal planners who then assign team responsibilities.
Recommendation No. 3: Hire 2 Senior Planners, 2 Assistant/Associate Planners, and support staff.	A	City Council; Planning Manager; HR Director; C&ED Administrative Officer	Hold Hiring freeze/slow economy has halted this effort. Key vacancies have been filed. Un-freezing personnel may be recommended when the Comprehensive General Plan update is initiated; or if any additional specific plans or significant projects are initiated.
Recommendation No. 4: Establish a long-term attraction, investment, and retention program for planners.	A	Planning Manager; HR Director; C&ED Administrative Officer	Initiated-Ongoing Part of an organization-wide effort via the Wall to Wall Classification Study and the Organizational Health Assessment.
Recommendation No. 5: Establish a permanent “stable” of at least five planning consultant firms to increase responsiveness, flexibility, and customer service.	B	Planning Manager; C&ED Administrative Officer	Completed The Planning and Building Divisions have expanded their “stable” of consultants to choose from.

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Recommendation No. 6: Institute “Unanticipated Service” practices to increase customer satisfaction.	A	Planning Manager	Completed-Ongoing Ideas are being initiated and implemented from different work groups. One example is the project planner calling the applicant prior to a re-submittal to check the status and ascertain if there are any unanswered questions. Updating fee calculator on web page to include all development fees.
Recommendation No. 7: Work to eliminate ALL Planning Division <u>standing meetings</u> except the Development Review Team (DR-Team) and the Division-wide staff meeting.	A	Planning Manager	Completed. An assessment of all standing meetings has been completed. Meetings have either been eliminated, modified to bi-weekly/monthly or re-structured around projects and activities.
Recommendation No. 8: Schedule ALL Planning Division <u>ad hoc meetings</u> on a mornings-for-internal and afternoons-for-external basis to increase productive work time.	B	Planning Manager	Limited implementation Planned scheduling is occurring to some extent. Afternoon meetings do not always work well for external customers.
Recommendation No. 9: Institute a serious-minded Meeting Management Training program and monitor its performance.	A	Planning Manager; HR Director; C&ED Administrative Officer	
Recommendation No. 10: Limit planners’ involvement in the processing of professional service agreements.	B	C&ED Director; Administrative Officer	Completed AOA’s have been fully trained to prepare and monitor service agreements. Progress meetings have been established on periodic basis to track progress.

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Recommendation No. 11: Institute a programmatic approach to Zoning Code Amendments using a team approach.	A	Planning Manager	Implementing A formal work program will be prepared for inclusion into the FY 08-09 budget. Work program will include work units and costs for each amendment activity, timelines and priorities. Until then, staff is strategically implementing zoning code amendments that provide beneficial remedies. Completed amendments include: 1. Pyramidal zoning 2. Omnibus zoning amendments 3. C-3 sign code
Recommendation No. 12: Go live on electronic permit tracking system in the Planning Division on March 31, 2007.	B	Planning Manager; I.T. Manager	Completed Planning is now on-line and live.
Recommendation No. 13: Move the Fire Marshall offices.	C	C&ED Director; Fire Chief	Under Study The grand long-term goal is to have all development review personnel on one floor. Sub-goals are to have functional work groups in better proximity to each other. The relocation of three IFP staff from sixth floor to third floor is in planning stage.
Recommendation No. 14: Re-establish the Deputy City Manager/Development Services position.	A	City Manager	Alternative Completed The organizational model utilizing the Community and Economic Development Director as an "empowered" Department Head was authorized and implemented.
Recommendation No. 15: Break down the formal and informal walls between Planning; Building; Economic Develop.; Redevelopment; Public Works; City Attorney; Traffic; PRN and Finance.	A	C&ED Director; Public Works Director; Finance Director; PR&N Director; City Attorney	Completed-Ongoing Development Review Team (DRt), is actively providing a bridge between all the internal team members involved with development review. Coordination between departments has improved.

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Recommendation No. 16: Establish a powerful Development Review Team (DR-Team) effective immediately.	A	C&ED Director; Public Works Director; Finance Director; PR&N Director	Completed-Ongoing Successes: <ol style="list-style-type: none"> 1. Use of Red Teams 2. Vintage Faire Mall expansion plan 3. Fairview dual-use basin 4. Proposed Regional Commercial on V1-PP#35
Recommendation No. 17: Institute a serious-minded team-building training program at the DR-Team (break down the departmental walls).	A	C&ED Director; Public Works Director; Finance Director; PR&N Director	Completed-Ongoing Implemented the <i>Character First!</i> Teambuilding program. <i>Character First!</i> Phase one completed 3-21-07 <i>Character First!</i> Phase two completed 5-7-07 <i>Character First!</i> Ongoing bi-weekly segments; Six segments have been completed to date.
Recommendation No. 18: Institute a Continual Improvement Program at the DR-Team.	A	C&ED Director; Public Works Director; Finance Director; PR&N Director	Completed-Ongoing CIT was officially commissioned on May 31. It consists of the previously commissioned Process Improvement Task Force plus given additional responsibilities that are interdepartmental in scope. New accomplishments: <ol style="list-style-type: none"> 1. Interactive Voice Response (IVR) operational 2. Permit Reports on-line operational 3. Subdivision/Map process streamlining 4. Standards and specifications
Recommendation No. 19: Move CFF/IMP section out of the City Manager's Office and into the Public Works Department.	B	C&ED Director; Public Works Director; Finance Director	Completed-with modification CFF/IMP is now a part of the C&ED Department. In addition, the development review function previously within Public Works has been reorganized and relocated in the C&ED Department. The new Land Development Engineering Division became operational July 1, 2007.
Recommendation No. 20: Examine workload, span-of-control, and service alternatives for legal support provided to the staff involved in the development review permitting process.	A	City Attorney; City Manager	Initiated A new attorney position was authorized and filled to assist directly with development review issues. Progress was originally hampered by turnover and vacancies in the City Attorney's office.

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<p>Recommendation No. 21: Use the DR-Team to collectively establish Cycle-Time standards for Current Planning, subdivision review, subdivision plan check, Traffic studies, legal review, Advanced Planning, and Long-Range.</p>	B	C&ED Director; Public Works Director; Finance Director; PR&N Director; Planning Manager; City Engineer	<p>Initiated The new CIT will actually initiate and make recommendations to the full DRt. DRt is working with CIT to establish cycle times for commercial plan review.</p>
<p>Recommendation No. 22: Use the DR-Team to monitor and report out on Cycle-Times and milestones.</p>	B	C&ED Director	<p>Initiated The Director and each Division Head receives and monitors a commercial plan review report each Monday.</p>
<p>Recommendation No. 23: Utilize Determinate Processing Agreements for high priority projects.</p>	B	Planning Manager	<p>Initiated An agreement will likely be formulated for the proposed regional commercial development in PP#35.</p>
<p>Recommendation No. 24: Develop performance measures for the DR-Team and continuously measure, monitor, evaluate and improve the Development Review Permitting Process.</p>	B	C&ED Director	

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<p>Recommendation No. 25: Prepare a monthly narrative management report for the City Manager, City Council, Mayor and customer stakeholders.</p>	B	C&ED Director	<p>Initiated Reports are issued quarterly to the City Manager. Once performance measures and policy updates are initiated, regular performance reports will be issued monthly.</p>
<p>Recommendation No. 26: Have the DR-Team prepare written policies and procedures covering all aspects of the Development Review Permitting Process and incorporate into a manual for distribution to all employees involved in the process.</p>	B	Planning Manager; City Engineer	<p>Initiated Brochures and handouts detailing permit processing have been updated and distributed. Staff is currently assembling and standardizing standard specifications for submittals.</p>
<p>Recommendation No. 27: Consider establishing a Development Services Fund for the Planning, Public Works and Building programs.</p>	A	City Manager; C&ED Director Public Works Director; Finance Director	<p>Under Study Current direction is to update fee schedules to ensure cost recovery is being achieved to the extent possible. A comprehensive fee update is now underway and will be completed in time for coordination with the FY 08/09 budget. The establishment of an enterprise fund is not recommended at this time.</p>