

UPDATE #3

8-12-2015

Contact:

David Guhin
Community Development Interim Director
(707) 543-4299
dguhin@srcity.org

Much has been accomplished in the short 20 working days since the release of the report. As you will see below, staff have completed most of the Level 1 priorities, including the reunification of the Engineering Development Services Division, a core element of the permitting process, into the Community Development Department. This is a prime example of the level of commitment the organization is willing to put forward to affect positive change. To this end, it should be noted that as we progress from the quick action Level 1 tasks to the ever more complex tasks of levels 2 through 4, the rate of accomplishments listed in these updates will take more time. It's important to remember the broad scope and in-depth nature of the Management Partners report and recommendation, and the expanded action plan developed by staff (over 20 additional recommendations), and know that we are working diligently toward success. To get the latest information on our efforts, please visit www.srcity.org/improveCD.

- David Guhin

Timeline To Date/Completed Tasks (items from previous updates are in grey)

2015

- July 15 Final Management Partners Report released
- July 21 Interdepartmental leadership team established
 - Additional tasks identified and inserted onto task list
 - plan priorities set
 - Initial Implementation Strategy process defined
 - Initial Task Managers and Team Members identified
- July 22 Initial Implementation Strategy disseminated to CD, EDS, and specific staff in ED, Water, and other staff
- July 27 Implementation of:
 - **Recommendation 5 – COMPLETED:** Counter receptionists for CD and EDS in place for all hours both counters are open (9:30am-2:00pm Monday-Thursday); a second phase of addressing maximum wait times during high volume periods, and the implications/associated tasks with that, will be addressed in coordination with Recommendations 4 and 25.

- **Recommendation 19 – COMPLETED:** The referral of business development customers to Economic Development staff, especially any project involving the economic development priorities of the City, has been implemented and will be ongoing and further evolving.
- **Recommendation 20 – IN PROCESS:** The training of Economic Development staff about the entitlement and permitting processes has been established and will be ongoing.
- **Recommendation 25 - COMPLETED:** Established specific hours each week when over the counter permits will be issued:
 - Commercial projects such as minor tenant improvements can be plan checked over the counter on Tuesdays and Thursdays from 10:00 AM to 12:00 PM (this is when Fire Dept. representation is available at CD). Complete plans and documentation must be provided for review and approval.
 - Residential remodels, accessory structures, and additions can be reviewed with complete plans and documentation Monday through Thursday, 9:30 AM to 2:00 PM. Many require no plans.
 - Residential and commercial plumbing, mechanical, electrical, and miscellaneous permits are reviewed and approved OTC Monday through Thursday, 9:30 AM to 2:00 PM. Many of these require no plans as well.
- **Staff Recommendation 47 – COMPLETED:** Outreach plan established to communicate process improvements related to implementation of the PIAP

Newly implemented tasks as of 8/12/15:

- **Recommendation 6 – ON GOING:** Initial outreach and education meetings scheduled as follows:
 - Aug 20 Construction Coalition at North Coast Builders Exchange
 - Sept. 24 Northern California Engineering Contractors Association
- **Recommendation 16 – ON GOING:** Pre-application staff consultation meetings to be held for applicants of preliminary development concepts with attendance by an inter-departmental plan review staff. A formal application with minimum submittal requirements to document the proposed project and track the meeting is in development. The service is currently being offered free of charge.
- **Recommendation 17 – COMPLETED:** Consultant facilitated GE Work Out* scheduled for three day session with entitlement plan review and building permit plan check teams. Session is scheduled for **September 9, 10 and 11** and will result in specific recommendations to improve plan review performance and coordination.

** This is a hybrid problem-confrontation/change-acceleration process that was developed at General Electric and is used in business to spur organizational change. The process provides a comprehensive framework to develop the specific steps needed to adapt the existing organization process to new performance expectations.*
- **Recommendation 26 – IN PROCESS:** Recruitment in process for new Plans Examiner to serve the CD Counter
- **Additional Staff Recommendation 44 – IN PROCESS:** An inter-departmental team is developing a monthly list of New and Noteworthy projects for posting on the CD website. List will highlight the top thirty current projects that are under construction, recently approved or in plan review with Engineering, Building or Planning.
- **Additional Staff Recommendation 45 – IN PROCESS:** A new policy is being established to extend phone hours in Engineering Development Services, Planning and Building.

- **Additional Staff Recommendation 47 – COMPLETED:** www.SRCity.org/ImproveCD web page set up with links to all public documents associated with the Management Partners report and subsequent Process Improvement Action Plan.
- **Additional Staff Recommendation 48 – IN PROCESS:** Developing staff guidelines and training opportunities for effective staff management of phone calls and e-mail.
- **Additional Staff Recommendation 49 – IN PROCESS:** An interdepartmental team is developing an Acella based quarterly list and linked map of approved and pending development.
- **Additional Staff Recommendation 53 – COMPLETED:** Implemented a structural re-organization to support efforts towards efficiency and collaboration across the various plan review teams of Engineering, Planning and Building Divisions. The Engineering and Development Services (EDS) Division of Transportation and Public Works Department is now part of the CD Department. This realignment will improve collaboration, increase efficiencies and improve our responsiveness to customers.

For more information on the
Community Development Process Improvement Action Plan,
which stems from the Management Partners Report:

WWW.SRCITY.ORG/IMPROVECD

The Action Plan is a significant step toward achieving process improvements
in the Community Development Department. The plan focuses on:
customer service | process and technology | partnerships