



LAND DEVELOPMENT TEAM OVERSIGHT SUBCOMMITTEE

KICK-OFF MEETING

August 25, 2020

Roll Call

Subcommittee Members:

Alejandra Gutierrez, City Council

Mike Jordan, City Council

Eric Friedman, City Council

Agenda

- Introductions
 - *Selection of Committee Chair*
- Committee Purpose and Scope
- Committee Meeting Frequency
- Overview of Novak Report and Assignment of Priorities/Tasks
- Adjournment

Introductions

Land Development Team (LDT)

- Community Development Department
 - *Planning*
 - *Building & Safety*
- Public Works Department
 - *Engineering*
 - *Transportation Planning*
 - *Water Resources*
- Fire Department
- Parks & Recreation Dept.
 - *Creeks*
- Sustainability and Resilience Department
 - *Environmental Services*

Introductions

Oversight Committee and Chair

- Councilmember Eric Friedman
- Councilmember Alejandra Gutierrez
- Councilmember Mike Jordan
 - Select a Chairperson
- Staff introductions – roles and responsibilities

Committee Purpose and Scope

- Purpose of the subcommittee is to advise Land Development Team staff and oversee implementation of process improvements recommended by The Novak Consulting Group.

Committee Purpose and Scope (cont'd)

- Committee Scope
 - Review and provide input on LDT procedural changes
 - Review and provide input on potential amendments to:
 - *Municipal Code*
 - *Board and Commission Guidelines*
 - *City Charter*

Committee Purpose and Scope (cont'd)

- Other functions of LDT Oversight Committee
 - Receive reports on “just do it” items
 - Provide other input to the LDT management team

Proposed Committee Meeting Frequency

- Monthly through October
 - Break for winter holidays in November and December
- Resume in January
 - frequency to be determined thereafter

OVERVIEW OF NOVAK REPORT

Novak Report – August 2020

- Scope of Novak Study
 - Review of Land Development Team Processes
- Methodology
 - Interviews
 - Focus Groups
 - Survey
 - Process Improvement Exercise (PIE)

NOVAK REPORT RECOMMENDATIONS

Novak Recommendations by Subject Area

- Vision, Outcomes, and Customer Service
- Intake and Application Screening
- Technology and Performance Measurement
- Process Clarity and Consistency
- Design Review Process
- Staffing and Organizational Structure

Vision, Outcomes and Customer Service

- Define Land Development Team vision
- Establish and enforce LDT meeting attendance expectation
- Create and communicate LDT service level and process expectations
- Establish customer service training program for LDT staff
- Update City website and other communication tools
- Develop tools to educate customers about LDT process
- Update phone tree system to provide more direct routes of communication

Vision, Outcomes and Customer Service

- **Define Land Development Team vision - Priority #1**
 - ✓ Establish and enforce LDT meeting attendance expectation - **Just Do It**
 - Create and communicate LDT service level and process expectations
 - Establish customer service training program for LDT staff
 - *Update City website and other communication tools*
 - *Develop tools to educate customers about LDT process*
 - Update phone tree system to provide more direct routes of communication
- } **Underway & ongoing**

Vision

- Land Development Team staff will work together to develop a vision for the work of the LDT and will return at the next meeting for Oversight Committee review and input.

Intake and Application Screening

- Assess which LDT staff are included in project review, and when
- Create clear standards for application screening
- Establish threshold for mediation to minimize project resubmittals

Intake and Application Screening

- **Assess which LDT staff are included in project review, and when** - Priority #1
- **Create clear standards for application screening** - Priority #1
- Establish threshold for mediation to minimize project resubmittals

Technology and Performance Measurement

- Complete implementation and optimization of Accela software
- Utilize Accela to publicly report project review milestones

Technology and Performance Measurement

- Complete implementation and optimization of Accela software
- Utilize Accela to publicly report project review milestones
 - Information Technology currently recruiting for Accela Administrator. This position will be critical to executing the recommendations above.

Process Clarity and Consistency

- Establish a clear starting point for all application types
- Assign individual plan reviewers throughout length of project
- Develop project tiers that trigger different routing and levels of review
- Create streamlined approval process for simple permits

Process Clarity and Consistency

- Establish a clear starting point for all application types
- Assign individual plan reviewers throughout length of project
- Develop project tiers that trigger different routing and levels of review
- *Create streamlined approval process for simple permits* - Underway

Process Clarity and Consistency (cont'd)

- Dedicate weekly meeting times for pre-application staff consultations
- Identify opportunities to reduce or eliminate process steps
- Amend ordinances to focus scope of permit plan review
- Evaluate storm water regulations against peer communities

Process Clarity and Consistency (cont'd)

- ✓ Dedicate weekly meeting times for pre-application staff consultations - **Just Do It**
- **Identify opportunities to reduce or eliminate process steps** - **Priority #1**
- Amend ordinances to focus scope of permit plan review – **follows evaluation of process steps**
- **Evaluate storm water regulations against peer communities** - **Priority #1 (currently under review)**

Design Review Process

- Create clear, objective design standards for design boards
- Develop staff report template for design boards
- Clearly define when revised projects require additional design review
- Reduce the number of design review triggers
- Create examples of acceptable “pre-approved” designs
- Eliminate the Single Family Design Board or reassign its duties to simplify the process

Design Review Process

- Create clear, objective design standards for design boards – Will commence in early 2021 with state grant
- Develop staff report template for design boards
- Clearly define when revised projects require additional design review
- Reduce the number of design review triggers

Design Review Process (cont'd)

- **Create examples of acceptable “pre-approved” designs** – Priority 1, but will require pre-approval of these designs by the appropriate bodies.
- **Eliminate the Single Family Design Board or reassign its duties to simplify the process** – Addressing this will come later in the process and staff may modify Novak’s recommendation based on other changes to workflow and the LDT process.

Staffing and Organizational Structure

- Transfer the Creeks Division and administration of private storm water regulations to the Public Works Department
- Monitor building inspection workload and adjust staffing accordingly
- Establish LDT staff committee to discuss and resolve cross-departmental issues
- Train public counter staff to better assist walk-in customers
- Develop robust on-boarding process for LDT staff

Staffing and Organizational Structure

- Transfer the Creeks Division and administration of private storm water regulations to the Public Works Department
- *Monitor building inspection workload and adjust staffing accordingly* - Ongoing
- ✓ Establish LDT staff committee to discuss and resolve cross-departmental issues – Just do it
- Train public counter staff to better assist walk-in customers
- Develop robust on-boarding process for LDT staff

Next Steps

- Items for next meeting
- Public comment
- Adjournment

How To Make An Oral Public Comment

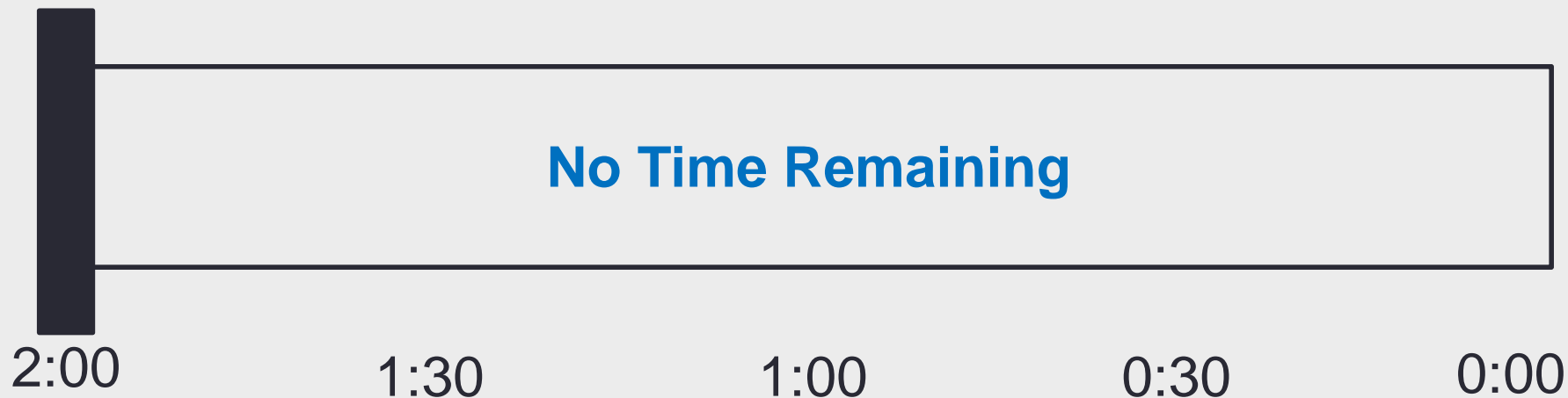
- To indicate that you would like to make a public comment, click the “Raise / Lower Your Hand” icon in the Control Panel
- The Organizer will notify you when it is your turn to speak
- You will have two minutes to speak and no time may be donated from another speaker



Indicates a “Raised Hand”

You Have 2:00 Minutes to Speak

Speaker Time Remaining:



The Land Development Team Oversight Subcommittee meeting for August 25, 2020 will reconvene shortly