

**UPDATE #2**

7-28-2015

Contact:

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I am pleased to report that Community Development staff, in coordination with Transportation and Public Works' EDS team, the Economic Development Division, and Water's Development Services Manager, have moved swiftly since the release of the Management Partners Report on July 15<sup>th</sup>. We are moving forward decisively with strong action, seeking broad based involvement interdepartmentally and at all staffing levels. We recognize the importance of including outside stakeholders, both at the residential and larger development levels. As we move forward through this process, we will establish community-based steering committees to further assist in guiding us toward our end goals.

- David Guhin

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**Implementation Overview (as of 7-27-15)**

- Following the release of the Management Partners Report (MPR), Mark Setterland, Chief Building Official, and Clare Hartman, Community Development Deputy Director, worked with staff to initiate the prioritization of tasks, including adding 17 additional recommendations to the MPR list.
- An interdepartmental leadership team of hands-on supervisors has been established to support the process. The role of this team is to:
  - Review and clarify task prioritization.
  - Identify ideal Task Managers and Action Team members.
    - These teams will be malleable depending on staff interest, and the best method to accomplish desired outcomes and sustainable change.
  - Assign all tasks a priority number of 1 through 4. All task are interrelated and generally dependent on each other to accomplish comprehensive and sustainable change.
    - **Priority 1:** immediate tasks (completed, in process, easily accomplished with little to no additional resources);
    - **Priorities 2-3:** tasks that will be accomplished over the next few months leading up to Priority 4;

- **Priority 4:** changes needing more substantial time and resources to accomplish, and that are reliant on the implementation of tasks in Priorities 1-3. Outcomes for these recommendations will be developed using the GE Work-Out process (see below).
- GE Work-Out Process – to start in early September.
  - This is a hybrid problem-confrontation/change-acceleration process that was developed at General Electric and is used in business to spur organizational change and “turnaround.” The process provides a comprehensive framework to develop the specific steps needed to adapt the existing organization process to new performance expectations. We will be using this process to address the Entitlement Process and the Plan Check Process. Although some of the improvements identified may be long-term, there is an emphasis on immediate implementation with an identification on needed resources.
- Priority 1 tasks (immediate/completed) as they relate to the numbered MPR recommendations are:
  - **Recommendation 5**  
Assign a staff person the job of counter reception to greet customers, make sure they are in the right place, assist them with signing in, and generally making them feel welcome. This person could also monitor wait times, and alert the counter manager when they are approaching maximum wait time goals.
  - **Recommendation 16**  
Establish a pre-application review process and fee and ensure all departments expected to be involved in the project are part of the pre-application review process.
  - **Recommendation 19**  
Refer business development customers to Economic Development staff; especially any project involving the economic development priorities of the City.
  - **Recommendation 20**  
Train Economic Development staff about the entitlement and permitting processes.
  - **Recommendation 25**  
Establish specific hours each week when over the counter permits will be issued.
  - **Recommendation 26**  
Increase the number of qualified staff at the counter to ensure that all eligible OTC projects are properly handled. (currently in recruitment phase)
  - **Additional Staff Recommendation 44**  
Create and update monthly a Current Project List that can be shared with staff, the public, Council, and on line. Include pending items in planning and building review, as well as items recently approved or under construction.
  - **Additional Staff Recommendation 45**  
Revisit the Department phone tree; extend public phone hours; increase access to a live person.
  - **Additional Staff Recommendation 46**  
Establish plan to communicate services (existing and new) to the public

### Timeline To Date/Completed Tasks

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** – 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** – 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** – The training of Economic Development staff about the entitlement and permitting processes has been established and will be ongoing.
  - **Recommendation 25** - 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. 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.
  - **Additional Staff Recommendation 46** – Plan established to communicate services (existing and new) to the public

### End Goal

- This is a community oriented department, with the bulk of the report having the greatest effect on those seeking over the counter reviews vs. larger development projects.
- The end goal is to improve the customer experience at every touch point with Community Development, saving people time and money through a modern and efficient process. It is important that:
  - Working with the department is a comprehensive process in which the community trusts, feels supported and is given certainty of process;
  - Working for the department is an positive experience that empowers employees to help our customers