



REPORT TO COUNCIL

City of Sacramento

915 I Street, Sacramento, CA 95814-2604
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STAFF REPORT
May 6, 2008

**Honorable Mayor and
 Members of the City Council**

Title: 2007-2008 Annual Report of the Development Oversight Commission (DOC)

Location/Council District: Citywide

Recommendation: Adopt a **Resolution** accepting the 2007-2008 Annual Report of the DOC and Initiatives.

Contact: William Thomas, Director of Development, (916) 808-1918; Janis Franklin, Program Specialist, (916) 808-7705

Presenters: William Thomas, Director of Development; Michael Malinowski, 2007 DOC Chair; Roger Valine, 2008 DOC Chair; Brian Holloway, DOC Member

Department: Development Services

Division: Administration

Organization No: 4811

Description/Analysis

Issue: The City's Development Oversight Commission is submitting its comprehensive annual report for 2007-2008. The report contains the Commission's review of accomplishments and challenges and recommended initiatives for continued focus. Development Services Department staff has been working closely with the Commission throughout the year and supports their recommendations.

Policy Considerations: The proposed resolution is consistent with the City's Strategic Plan Focus Areas to promote sustainability and livability and foster economic development.

Committee/Commission Action: On March 3, 2008, the Development Oversight Commission unanimously approved the final version of their Annual Report for transmittal to the City Council.

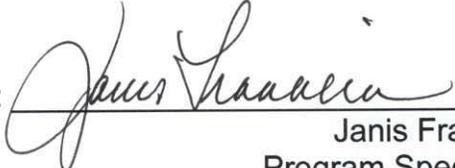
Environmental Considerations: Approving the resolution accepting the 2007-

2008 Annual Report of the DOC and Initiatives does not constitute a "project" and is therefore exempt from the California Environmental Quality Act (CEQA) according to Section 15601(b)(3) of the CEQA guidelines.

Rationale for Recommendation: Staff believes that the Commission has been instrumental in leading and supporting positive changes that have occurred in the City's development review services. However, there is additional work to be done to address continued challenges and improvements as discussed in their report. Staff therefore recommends that the City Council adopt a resolution accepting the 2007-2008 Annual Report of the DOC and initiatives. The resolution outlines the four (4) initiatives and associated tasks that will assist the City Council, City Manager and City Departments to achieve the goal of leading Sacramento to become America's "most livable City".

Financial Considerations: Additional funds will be necessary to continue implementation of the initiatives outlined in the 2007-2008 Annual Report of the DOC. Funding for the recommendations has not been identified. Funding recommendations will be brought forth to Council along with the Development Services revised fee schedule.

Emerging Small Business Development (ESBD): There are no ESBD considerations with this report.

Respectfully Submitted by: 
Janis Franklin
Program Specialist

Approved by: 
William Thomas
Director of Development

Recommendation Approved:


for Ray Kerridge
City Manager

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Attachment 1

RESOLUTION NO.

Adopted by the Sacramento City Council

APPROVING THE 2007-2008 ANNUAL REPORT OF THE CITY'S DEVELOPMENT OVERSIGHT COMMISSION AND INITIATIVES

BACKGROUND

- A.** The City of Sacramento Development Oversight Commission (DOC) is comprised of building industry representatives and members of the public appointed by the Mayor and City Council to assure follow through of recommendations from the Mayor's Commission on Development that were approved by City Council on July 20, 1999.
- B.** The DOC provides a forum that enables the public and City staff to introduce and discuss suggestions, comments and concerns regarding the procedures and processes of the city's development services function. The DOC provides the Mayor and the City Council an annual report regarding the city's development procedures and processes, including but not necessarily limited to the implementation status of the commission's recommendations that were accepted by the City Council on July 20, 1999.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

Section 1. The City Council of the City of Sacramento accepts the 2007-2008 Development Oversight Commission Annual Report and four (4) 2008 initiatives and associated tasks, as follows:

- 1. Build a stronger, stable and even more effective Development Services Department (DSD).
 - Create a DOC Sub-Committee as a fiscal advisor/ watch-dog to DSD for fees and costs to accomplish the following:
 - i. Help the department identify permanent funding sources for operating expenses; organizational development; customer service training; long term vision and purpose.
 - ii. Assist in implementation of a rigorous cost accounting system and

fiscal reporting tools.

- iii. Assist with fee system simplification.
 - iv. Identify the most valuable services DSD provides and the data and measurements to assist prioritization of services.
 - v. Help maintain quality staffing of DSD to be prepared to take advantage of the upswing in the economy.
2. Help DSD build on the strong culture of service to the customer and quality environment for the staff.
 - Help find ways to continue to invest in customer services training/organizational development for DSD and its Commissions.
 - Keep a focus on great service with the understanding that financial resources will be impacted.
 - Embrace a Continuous Quality Improvement Process to constantly strive for improvement in the processes and product of DSD.
 3. Affirm that we have an effective working relationship among the Commissions and customers who interact with DSD.
 - Address overlapping jurisdiction of Commissions and mitigate circular routing of issues between the Commissions.
 - Enhance transparency, accountability and follow-up of Commissions' actions and decisions.
 - Resolve conflicts between Applicants, Staff and Commissions through team and trust building.
 - Create a reasonable balance for transparency of possible conflicting issues with the need for effective processes and progress.
 - Process, focus and service improvements.
 4. Focus on the future
 - Continue the good work started with the Developing Partners program. This will foster the creation of strong working relationships with all private and public entities involved in creating the great developments that shape a great city.
 - Use our resources to support the adoption of the General Plan and its implementation.

- Help build systems to be ready for the upswing of the recovery so we can better capitalize on that opportunity compared to less progressive communities.
- Work to reinforce the message that Sacramento is the “West Coast Development Capital” to ensure our community will maintain its health and vitality.



City of Sacramento
Development Oversight Commission
2007 - 2008 Annual Report

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2007-2008 DEVELOPMENT OVERSIGHT COMMISSIONERS

Mark Abrahams

Building Industry Professionals Appointee (2001-2008)

Holger Fuerst, P.E., 2008 Vice Chair

Building Industry Professionals Appointee

Dennis Guerra, AIA

Building Industry Professionals Appointee

Michael Malinowski, AIA, 2007 Chair

Building Industry Trade Organization Appointee

Kristina McBurney

Public at Large Appointee

John Nunan

Building Industry Trade Organization Appointee

John Packowski, AIA

Building Industry Professionals Appointee

Brian Holloway

Building Industry Professionals Appointee

Scott Schriefer

Building Industry Professionals Appointee

Bruce Starkweather, AIA

Building Industry Professionals Appointee (2001-2008)

Roger Valine, 2007 Vice Chair, 2008 Chair

Public at Large Appointee

CITY STAFF LIAISONS TO THE DEVELOPMENT OVERSIGHT COMMISSION

Marty Hanneman

Assistant City Manager, Office of the City Manager

William Thomas

Director of Development, Development Services Department

Willie Harris

Operations Manager, Development Services Department

Janis Franklin

Program Specialist, Development Services Department

LETTER TO MAYOR AND CITY COUNCIL



Development Oversight
Commission

CITY OF SACRAMENTO
CALIFORNIA

300 Richards Boulevard
3rd Floor
Sacramento, California
95811-0218

April 29, 2007

Honorable Mayor Fargo and the City Council of the City of Sacramento

After seven years of hard work, the Development Oversight Commission has reached a key crossroad in 2008. Some of the key issues that bring us to a crossroad this year include:

- Our original charter of 33 specific recommendations has been either completed or rendered moot by the dramatic improvements in development processing during our tenure.
- While there is much work to be done in the near future in the areas of regulatory restraint, process streamlining, cultural change and organizational improvements, City Staff have become primary engines for change and improvement.
- In 2008 fully 1/3 of the original DOC members have been termed out. Departing members include those with the longest tenure, going back as far as a decade with involvement in City initiatives for development processing improvement.
- We are entering a time of fiscal challenge and shifting development patterns as part of a downward real estate cycle

In this environment, it is a fitting time to evaluate how we can best serve the City and in that light we have engaged in a series of workshops and discussions among ourselves; key City leadership, department heads and staffers; the development industry and its many players and organizations; and the community at large including the many active individuals, groups and focused interests. From these discussions, several things have become clear:

1. The "Developing Partners" initiative is a key potential for continued success in moving the City toward its broad vision. The DOC is a unique entity that brings private sector interests and the public into direct partnering with all development related City departments. We believe the benefits of that partnering are only beginning to be explored. We believe based on our unique composition that the DOC is well suited as an organization to assist the City staff in bringing a perspective and focus to their efforts that embrace the community more broadly than otherwise could occur.

2. Development activity in general is subject to the same cycles as the economy at large. Looking back, while the City has accomplished some great things in the last "up" cycle, much of the potential for shaping Sacramento as "The Most Livable City in America" was spent in fixing process and organizational challenges. The fruits of that work, now nearly completed, must be maintained so our community is poised to take full advantage of the next "up" cycle. If we pull back from our progress now, we will end up back in the mode of 'housekeeping' rather than 'riding the boom' toward our shared vision of a great City.

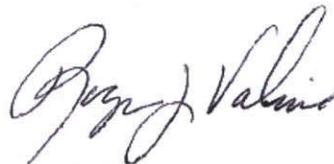
3. As both public and private sector economies go through potentially challenging times in the near future, a synergy and partnering can help all of us together weather this period.

This report reviews some of the successes of the last year, and outlines where we believe our efforts are best put in new and ongoing initiatives. With the challenges and the opportunities so potent on the horizon, and a new team in place, the DOC looks to 2008 with great energy and enthusiasm.

Sincerely,



Mike Malinowski, 2007 Chair DOC



Roger Valine, 2008 Chair DOC

2007 SUCCESSES



Le Rivage Hotel



2007 SUCCESSES

Overview

The DOC had an active seventh year and made significant progress in key areas. Our primary role was to support the Development Service Department's bold initiatives in the MATRIX rollout, reorganization of the Design and Preservation Commissions and in carrying forward the spirit and practical application of the Common Sense Policy adopted in 2006. The DOC also carried out a number of outreach efforts, targeting staff, and the other design related commissions, neighborhood and preservation groups, and small contractors and builders.

As the general economic climate shifts toward more challenging times, we believe that it is critically important to both protect and enhance the strong foundation that has been laid in process improvement, regulatory reform, and development partnering, to ensure that during the next up cycle the City of Sacramento will be poised to move toward its vision of becoming the most livable City in America.

Developing Partners

The broad theme of "Developing Partners" has become the foundation for much of the DOC's ongoing work. As a sounding board and resource, we have established a close partnership with staff through the year. This connection was already established with upper level staff, and to broaden that base the DOC's first initiative of 2007 was to conduct a workshop that reached out to line staff. It was a great success and has reaped rewards in connection and cooperation throughout the year.

We also extended connections by playing a role in the joint Commission workshop with the Mayor and City Manager that brought all the development related commissions together for the first time. During the course of the year the commissions continued to work together jointly on such projects as the General Plan update and the Railyards development processing, and on general process streamlining.

We have continued to partnering with entities such as the AIA and BIA, with involvement in projects as diverse as the Green Building Initiative, and the Code Conversations program which was a key help to the industry in the new code that was recently adopted statewide.

Neighborhood, special interest groups such as the preservation community, and small contractors/developers were the focus of other DOC/DSD initiatives mid year which brought diverse interests together for a roll up the sleeves session that tackled such tough questions on how you can both streamline process and improve transparency while maintaining a high level of broad based public input and participation. When public input occurs early in the process, it has the greatest potential to impact built project outcomes while still be efficient and effective from for project initiators.

As a culmination of the Developing Partners initiative, the DOC believes that we will be ready for an incredible synergy by helping lay the groundwork for a **Developing Partners Summit** which will put the vision, leadership, streamlined processes, and shovel ready opportunities on a national stage. The DOC has created a subcommittee to talk to staff, community, development and business partners to gather information, cost, timeline and to develop a roadmap for the Summit. We will use the event as a springboard to galvanize the community and to generate the energy and enthusiasm necessary for future development in the Sacramento region.

Regulatory Improvement

The DOC worked closely with the Development Services Department Regulatory Improvement Team in carrying this torch forward. The team has developed a prioritized Program Guide of potential regulatory improvement projects and continues to present bundles of proposed inventory, pending budget issues relating to this effort in the coming year.

Professional Growth

The DOC has continues to work with DSD in its ongoing efforts to create an environment where future leaders are mentored and cultivated within the existing staff.

Green Building and Low Impact Development

The DOC is enthusiastic about the broad implementation of Green Building and Low Impact Development (LID). These strategies include the use of established guidelines such as LEED™ and Build It Green, Smart Growth principles and sustainable design. The DOC assisted DSD staff in identifying methods that promote and encourage broad implementation of these strategies through education and incentives, and supported DSD's efforts to educate and train staff to become LEED™ Accredited Professionals. A listing of LEED Certified buildings in the City of Sacramento is documented in the Appendix, and includes the Capitol Area East End complex, the DPT-ABD Office building, the Cal/EPA Headquarters building, and the SMUD Customer Service Center. LEED Registered buildings include 980 9th Street, DMV Headquarters, Natomas East Office Building and many more. Several private developments have expressed interest in certification, including offices, retail, residential and restaurant space.

Fee Streamlining

The work on Fees has taken on new importance due to economic shifts, and the DOC has been an active partner with DSD in developing a new model for project based revenue which will reduce complexity and contradiction in its fee structure. This will assist the private sector by increasing certainty as to what costs will be, and reduce the use of staff time and energy in determination of fees that are consistent and thorough. The DOC is helping to coordinate the involvement in this process of the broad private sector interests such as the AIA, AGC, BIA, chambers, and other organizations.

2008 CHALLENGES



2008 CHALLENGES

Overview

Major successes have been identified and heralded since being proposed by the DOC and implemented by City staff over the past several years. Cultural change, fair and efficient processing and the MATRIX process have been the most notable of these successes. As we look ahead, there are several additional important challenges facing the City's development community that will need to be addressed.

Flood Control

One of the more significant challenges for 2008-2009 will be the impact of the current economic downturn on the City's budget. With upwards of 45 percent of the City's Development Fees coming from the Natomas Basin, the pending building moratorium due to FEMA's designation of the area within the AE flood zone will only exacerbate the City's budget concerns.

Obtaining the State and Federal matching funds and permits for levee reconstruction and stabilization, especially in the Natomas Basin, will be critical to meeting the projected dates of 2010 and 2012 for completion of the flood improvements and elimination of the moratorium.

Fees

During this current real estate downturn, outreach efforts with representatives of the development industry have resulted in support for current fee levels. However, support for future fee increases has been diluted by the decline in real estate values.

The challenge in 2008-2009 will be to work closely with the business and development community to explore where fee increases could be supported. Additionally, alternative fee mechanisms, streamlining the fee estimation and payment systems, coordinating any fee increases with improved service and maintenance of communication with industry leaders to monitor performance and fee impacts will be critical.

Technology

Numerous technological improvements have recently been implemented in the Development Services Department, to support the promised "Tools of Transparency." These include wireless field inspections, real-time permitting and web-posting of reports. The challenges for 2008-2009 will be in fully implementing the capabilities of Accela Automation for customers, community and staff, providing electronic staff reports and project analysis, and implementing the community "E-Notification" and "E-Plan" submittal systems.

Professional Growth/Leadership

One of the most notable accomplishments of the past few years has been the professional growth and effectiveness of City staff. From “Getting the Customer to Success” to MATRIX, to the overall culture change effort, the City has received widespread and public, industry and media praise for its improved business and neighborhood relations.

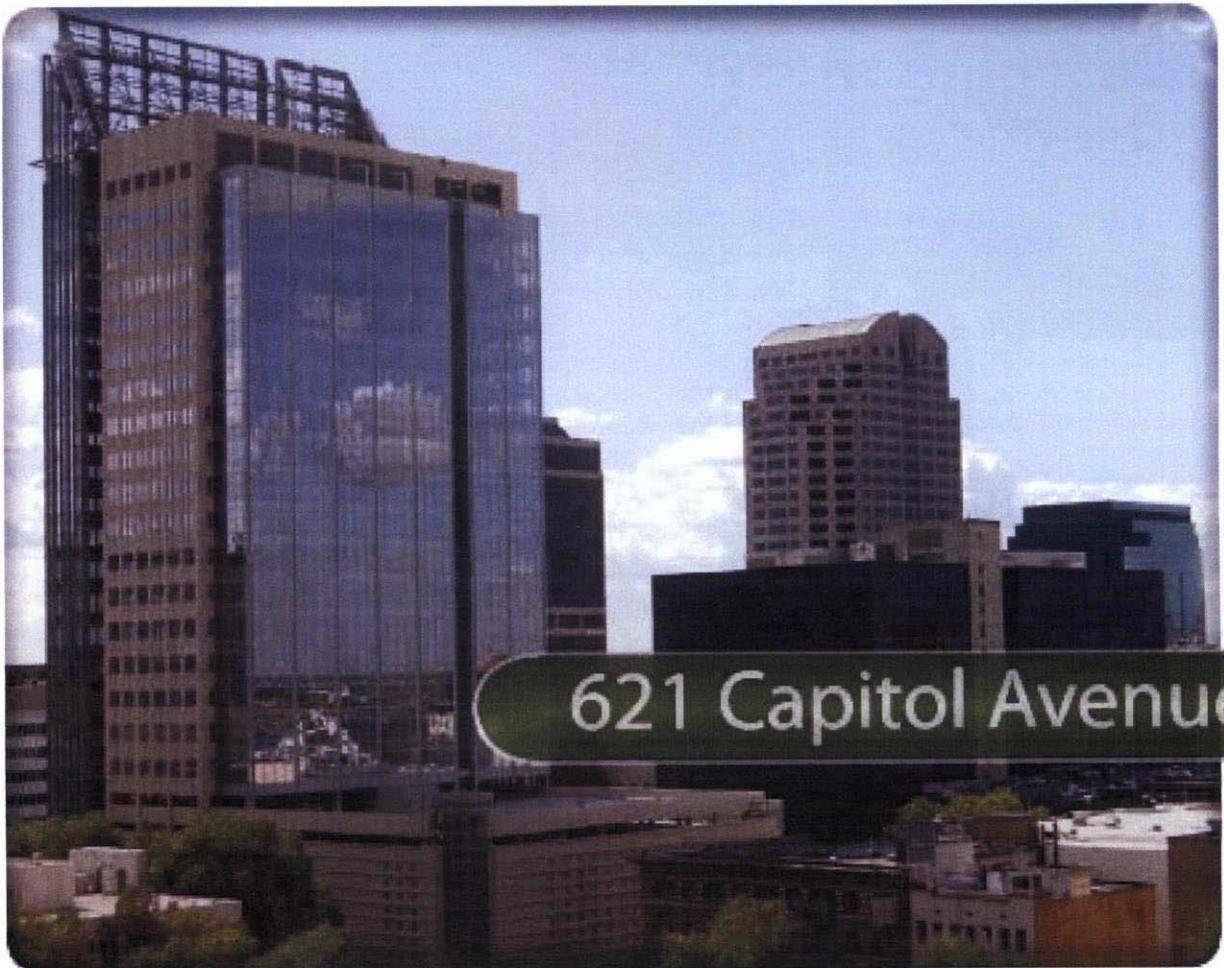
Leadership skills will accompany the professional growth of City staff, need to continue even though the City has seen staff level growth and cutbacks implemented due to the current budget situation. Evaluation of improvement efforts, along with feedback, quality controls and customer service assessments will be needed to ensure success in staff retention, development and leadership.

The challenge for 2008-2009 will be in continuing and expanding these successes at lower costs. Enhanced training, career counseling and staff mentoring are several objectives. The larger challenge will be in preparing staff for their increased decision-making responsibilities, especially as many of the review and approval duties of the Design Commission, Preservation Commission, and Planning Commission are transferred to staff and the empowerment of staff at all levels is encouraged.

Developing Partners

Simultaneous with the changes and challenges addressed above, the Developing Partners program intends to solidify the partnership relationships among staff, City customers and outside agencies. It will require other City departments and outside agencies unfamiliar with culture change to shed their traditional roles and independent relationships and utilize teamwork as a common method of operations. Maintaining a unified development team and implementing the Citywide MATRIX program will be a very important challenge in 2008-2009.

2008 INITIATIVES



2008 INITIATIVES

Overview

The ambitious 2008 DOC plan is designed to assist the Development Services Department further its goals of efficiency, effectiveness, and great customer service. The role of the DOC will continue to serve as a catalyst for progressive change. During these challenging times for the City, the DOC understands more than ever the importance of assuring a strong working relationship between the Development Services Department and all of the development-related commissions. An effective working relationship helps ensure Sacramento will continue to be known as a progressive city, one that will attract the type of development the city and its citizens want for a vibrant and sustainable future. Our four major 2008 initiatives are designed to accomplish that goal.

1. Building a stronger, stable and even more effective Development Services Department

Create a DOC Sub-Committee as a fiscal advisor /watch-dog to DSD to fees and cost to accomplish the following:

- ◆ Help the department identify permanent funding sources for operating expenses; organizational development, customer service training; long term vision and purpose.
- ◆ Assist in implementation of a rigorous cost accounting system and fiscal reporting tools
- ◆ Assist with Fee system simplification
- ◆ Identify the most valuable services DSD provides and the data and measurements to assist prioritization of services
- ◆ Help maintain quality staffing of DSD to be prepared to take advantage of the upswing in the economy

2. Help DSD build on the strong culture of service to the customer and quality environment for the staff.

- ◆ Help find ways to continue to invest in Customer Service Training / Organizational Development for DSD and it's Commissions
- ◆ Keep a focus on great service with the understanding that financial resources will be impacted
- ◆ Embrace a Continuous Quality Improvement Process to constantly strive for improvement in the processes and product of the DSD

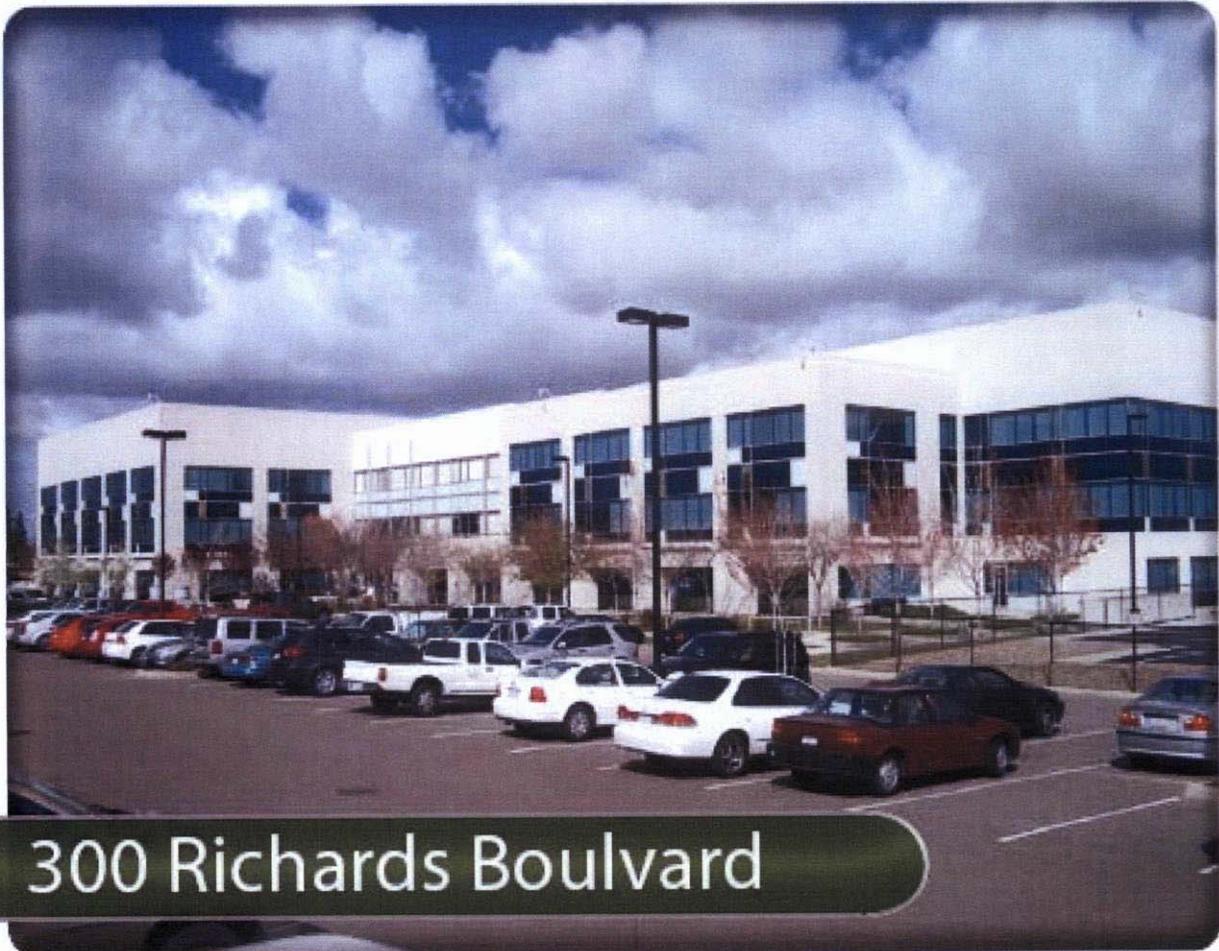
3. Affirm that we have an effective working relationship among the commissions and customers who interact with the Development Services Department

- ◆ Address overlapping jurisdiction of Commissions and mitigate circular routing of issues between the Commissions
- ◆ Enhance transparency, accountability and follow-up of Commissions actions and decisions
- ◆ Resolve conflicts between Applicants, Staff, and Commissions through team and trust building
- ◆ Create a reasonable balance for transparency of possible conflicting issues with the need for effective processes and progress
- ◆ Process, focus and service improvements

4. Focus on the future

- ◆ Continue the good work started with the Developing Partners program. This will foster the creation of strong working relationships with all private and public entities involved in creating the great developments that shape a great city
- ◆ Use our resources to support the adoption of the General Plan and its implementation
- ◆ Help build systems to be ready for the upswing of the recovery so we can better capitalize on that opportunity compared to less progressive communities
- ◆ Work to reinforce the message that Sacramento is "The West Coast Development Capital" to ensure our community will maintain its health and vitality

APPENDICES



APPENDIX 1

2007 DEVELOPMENT SERVICES DEPARTMENT ACCOMPLISHMENTS

1. Appointments made to key leadership positions

The positive direction and reputation of the DSD has enabled the department to recruit and hire highly qualified and talented candidates from the public and private sectors to fill key senior level positions. In 2007 these positions included the Operations Manager, Support Services Manager and Senior Development Project Manager.

2. Professional Growth and Development

The ultimate worth of professional growth and development for staff is the essential role it plays in employee development, morale and the quality of the work product. This means that managers must pay attention to the results of professional development on job performance, organizational effectiveness, and the success of all staff. Each professional development effort should be accompanied by a well-designed evaluation plan for determining its effectiveness. The Development Services Department has elevated the need for a professional growth and development plan to a strategic objective for 2007. This program includes the components of training, mentoring, decision-making/empowerment and career counseling opportunities for staff. All employees have met with their supervisors to review an individual professional growth plan in 2007. This plan will be revisited on an annual basis, and will be part of the new hire orientation process. In addition, a one- year mentoring program pilot was launched in 2007, including 46 participants from multiple departments. Also, a career center, featuring career counseling, change management seminars, mock interview panels and resume preparation assistance was initiated in early 2008 to assist employees with the changes associated with the reduction in work force.

3. 300 Richards

The Development Services Department has successfully (on time and under budget) managed the tenant improvement project for the recently purchased building at 300 Richards. A new model, utilizing the MATRIX approach, has been developed to improve City-owned properties. As a result of this successful effort, DSD and Police will consolidate operations into the completed site, eliminating the need to lease space. MATRIX will finally be operationalized, with all personnel in one building and arranged in teams by product type.

4. Green Building program

As a component of the Sustainability Master Plan, the Development Services Department is designing a green building program to promote sustainable private development within the City of Sacramento. Green building is generally defined as a whole-system approach to designing and building comfortable and durable buildings in a way that provides community and environmental benefits. Green building techniques target site selection, water and energy efficiency, material and resource conservation, and indoor air quality.

This program is being developed in phases with the first phase heard by City Council on December 18, 2007. At that time, staff presented an overview of green building, voluntary and mandatory programs, guidelines, checklists and rating systems, and potential incentives and requirements. The City Council voted to adopt a Resolution establishing a Green Building Program, which incorporates the following three components:

- 1) Adoption of existing green building guidelines, such as Leadership in Energy and Environmental Design (LEED) and GreenPoint Rated
- 2) Adoption of associated checklists for voluntary program participation and
- 3) The creation of public workshops and/or an advisory committee to guide future program development.

5. Successfully launched new services

The Development Services Department launched an enhanced and improved website, a combined full service permit counter, and several new lunch and learn sessions for both public and staff.

6. Gained positive feedback

Continued positive feedback regarding MATRIX, enhanced customer service and customer service success stories appeared in all forms of the media in the past year, including newspaper, television and radio. The Development Services Dept ranking moved up from number 9 to number 4 in the Sacramento Business Journal.

7. Continued to build partnerships

The department continues to build and enhance partnerships, including agency partners, development organizations, developers, real estate firms, financial services organizations, licensed professionals, and neighboring jurisdictions.

8. ICC training

The State of California transitioned to new model codes for building over the last year, resulting in the need for a monumental training and educational effort for staff and customers alike. Despite ongoing state and international code committee debates, forty two (42) members of staff went through a total of 1000 hours of training, a total of 21 classes in a nine (9) month period from April through December of 2007. Two lunch and learn sessions were conducted for customers during this time frame.

9. Central City Urban Design Guidelines

The Draft Central City Urban Design Guidelines are currently being circulated for public comment and will return to City Council for acceptance in June 2008. This document is part one of an update to the 1897 Sacramento CBD Urban Design Plan and Guidelines and establishes a framework of urban design principals to guide development in the Central City covering both the public and private realms. Part two of the update will comprise a Central City Urban Design Plan that will prescribe in more detail the preferred physical form for the emerging Central City.

10. Preservation Standards

The “public review draft” of the Preservation Development Standards for Historic Residential and Neighborhood Commercial Properties is currently out for review and comment. The standards are to provide customers, design professionals, and the public with a user-friendly document for greater predictability and clarity in interpreting the Secretary of the Interior’s Rehabilitation Standards on their historic property. The document will also augment the Rehabilitation Standards relative to designs of in-fill new construction within Historic Districts.

11. Preservation Development Project Reviews

The past year saw a record number of preservation project approvals, including major projects that have been completed or are now under construction: The Citizen Hotel adaptive reuse and new Conservatory addition to the Landmark “926 J” building; “9 on F,” a LEED-certified new 9-unit infill project in the Washington Historic District; the Firestone, an adaptive reuse of the Landmark former Firestone tire building into 4 restaurants and a nightclub; and, a major addition to the Landmark Vallejo’s Restaurant at 4th and S Streets in the Southside Historic District.

12. Regulatory Improvements

In 2007 the Development Services Department Regulatory Improvement Team successfully brought forward 18 City Code amendments and interim ordinances that were adopted by the City Council. These process improvements assisted in clarifying and streamlining the development process in the City. Several of these ordinances adopted by the Council were packaged in a bundle of various code amendments known

as “Bundle A”, adopted by Council in June and “Bundle B”, adopted by Council in October. Both groups of amendments made changes in the Subdivision Code (Title 16) and the Zoning Code (Title 17). The changes were presented in three categories:

- ◆ Streamlining – changes that simplify the development process
- ◆ Clarifying – changes that eliminate confusing code, correct errors or ensure conformance with state law
- ◆ Uniformity – changes that create consistency between processes, requirements or other codes

Examples of the adopted amendments include the addition of a definition and criteria for “temporary commercial use”, clarifying when a parcel map is required by the Subdivision Map Act or the Subdivision Code, and making public notice posting requirements consistent for all hearings.

The department has several ideas for a package of “Bundle C” improvements to the code. However, due to the reallocation of Regulatory Improvement Team staff to work on reimbursable projects and the deployment of the team’s senior planner, Sandra Yope, to the Middle East in January (she will return in June), the team has not been actively working on processing Bundle C amendments.

13. Developed strategies to meet challenging revenue and budget projections

- 1) Worked with Budget Office to revise revenue projection from \$18 to \$16 million.
- 2) Maintained department-wide hiring freeze resulting in 33 full time equivalent positions and 28 layoffs totaling 61 vacancies
- 3) Reduce services (contracts) and supplies from \$3 to 1.5 million
- 4) Review, develop and streamline core services/program/activities for activities costing implementation using the City financial system

14. Established Oak Park Historic District

The first of six historic districts, and 35 individual properties identified as potentially eligible for listing in the Sacramento Register of Historic Places, the Oak Park Historic District, was added to the Register by the City Council in March, 2008. While there are numerous individual Landmarks listed in the Register outside the Central City, this is the first historic district outside the Central City to be officially designated. The district comprises the main ‘business district’ in what had been the City’s first suburb.

15. Historic Places Fund Grant Programs

New grant programs were established from a former budget year’s surplus and have been distributed as follows: \$400,000 for rehabilitation of the Sacramento Valley Station (Depot); \$300,000 for new sprinkling system for the Elks Building; \$50,000 for window repairs to the Masonic Temple Building; and, \$250,000 for the Historic Places Grant Program, providing matching grants from \$1,000 to \$25,000. These smaller

grants are being awarded in four rounds, allocating \$62,500 in each round. Applications for round two are due Monday, March 17th.

16. Form Based Codes Pre-Test

Following the successful completion of the Form Based Codes Public Pre-Test Program in selected areas of East Sacramento, Oak Park and Alkali Flat / Mansion Flats the recommendation was brought forward to City Council that of the three communities considered, the Alkali Flat - Mansion Flats area was potentially the most appropriate community for the adoption of a Form Based Code to address community concerns with regard to the protection of Neighborhood Form.

SACOG has since engaged Consultants to work with them in a regional program to adopt the Alkali Flat - Mansion Flats area as a test case for the development of a Form Based Code Production Manual suitable for use by SACOG jurisdictions wanting to produce a Form Based Code in an Inner City Area.

17. East Sacramento Interim Design Review Ordinance

Effective May 3rd 2007 DSD staff introduced the East Sacramento "McMansion" Ordinance to establish review triggers to control super-sized residential infill projects in East Sacramento. Trigger one allows for staff level review with the option of reconsideration of staff decisions by the Design Director, Trigger two (for larger projects) provides for a public Design Director Hearing with appeal rights to the Design Commission. The Ordinance stresses the importance of contextual design in that large buildings need not be denied when they fit appropriately into their neighborhood context.

18. R Street Corridor Special Planning District (SPD) Amendments

On December 11, 2007 the City Council adopted amendments to the R Street Corridor SPD. The amendments modify development standards to facilitate vibrant mixed-use projects while preserving the unique and historic character of the corridor. The adoption of the amended SPD signaled a successful conclusion to a two-year cooperative effort with other departments and affected agencies as well as R Street Corridor residents, property owners and businesses. Paired with the adoption of the R Street Corridor Urban Design Guidelines, the amended SPD paves the way for continued investment in and revitalization of the R Street Corridor.

19. MATRIX Program - Gained Positive Feedback

The Development Services Department recently moved the MATRIX Program and teams into 300 Richards Boulevard. This centralized move has enabled the MATRIX teams to: 1) better serve our customers in one location; 2) build synergy and cohesive relationships with each other; and 3) cross train and grow professionally as a team. DSD looks forward to displaying banners in the new location to identify teams by

product types and their locations throughout the building. The MATRIX Program continues to receive positive feedback to date. The 2007 International City Manager's Conference highlighted in great detail the program and its successes and how it could be a model for other cities throughout the country. Jurisdictions such as Stockton, Sacramento, Portland and others have contacted the City interested in the MATRIX Program and expressed their desires to implement similar programs. The department continues to provide support and training to our MATRIX teams. Developers are frequently invited to MATRIX team meetings to dialogue and share their experience with the MATRIX program and lessons learned. With internal training and coaching, the MATRIX teams are becoming experts with determining fees, project management and decision making. DSD looks forward to continuing its outreach efforts and enhancement of the MATRIX program.

20. Achieved getting many customers to success

The department processed 6,789 planning entitlements, 781 public works permit applications and 18,131 building permit applications in 2007. A sampling of projects includes:

- The Railyards
- Cathedral Square
- Metropolitan
- Marriott
- Hotel Orleans
- Township 9
- Sutter
- Mercy
- 500 Capital Mall
- MARRS
- Citizen Hotel
- Gateway East Tower
- Tapistri Square
- La Rivage Hotel
- Retro Lodge
- Crocker Art Museum
- UTI
- 9 on F
- 621 Capital Mall
- L Street Lofts

APPENDIX 2 CERTIFIED AND REGISTERED LEED PROJECTS

LEED Certified and Registered Buildings as of 1/22/2008
Source: US Green Building Council

Certified					
Project Name	Owner	City	State	Country	LEED Rating
Capitol Area East End Complex, Block 225	State of California Department of General Services	Sacramento	CA	US	Gold
Capitol Area East End Complex, Blocks 17	State of California, Dept. of General Services	Sacramento	CA	US	Certified
DPR-ABD Office Building	DPR Construction, Inc.	Sacramento	CA	US	Silver
CalPERS Headquarters Expansion Project	CalPERS	Sacramento	CA	US	Gold
Joe Serna Jr. - Cal/EPA Headquarters Bui	City of Sacramento	Sacramento	CA	US	Platinum
DPR Office Building	DPR Construction, Inc.	Sacramento	CA	US	Gold
OFFICE BUILDING 10 RENOVATION	DEPARTMENT OF GENERAL SERVICES	Sacramento	CA	US	Silver
LBDG 20TH STREET BUILDING	LIONAKIS BEAUMONT DESIGN GROUP	Sacramento	CA	US	Certified
SMUD CUSTOMER SERVICE CENTER	SMUD	Sacramento	CA	US	Platinum
29TH & J ST	BP	Sacramento	CA	US	Certified
Capitol Area East End Complex, Block 225	State of California Department of General Services	Sacramento	CA	US	Gold
Capitol Area East End Complex, Blocks 17	State of California, Dept. of General Services	Sacramento	CA	US	Certified
DPR-ABD Office Building	DPR Construction, Inc.	Sacramento	CA	US	Silver
CalPERS Headquarters Expansion Project	CalPERS	Sacramento	CA	US	Gold
Joe Serna Jr. -	City of Sacramento	Sacramento	CA	US	Platinum

Cal/EPA Headquarters Bui					
DPR Office Building	DPR Construction, Inc.	Sacramento	CA	US	Gold
OFFICE BUILDING 10 RENOVATION	DEPARTMENT OF GENERAL SERVICES	Sacramento	CA	US	Silver
LBDG 20TH STREET BUILDING	LIONAKIS BEAUMONT DESIGN GROUP	Sacramento	CA	US	Certified
SMUD CUSTOMER SERVICE CENTER	SMUD	Sacramento	CA	US	Platinum
29TH & J ST	BP	Sacramento	CA	US	Certified
CA Dept. of Education Bldg. (049)	CA DEPT. OF GENERAL SERVICES	Sacramento	CA	US	Platinum
Registered					
Project Name	Owner	City	State	Country	LEED Rating System
111 Scripps Alterations	WORKSPACE Partners, LLC	Sacramento	CA	US	LEED CI 2.0
980 9th Street		Sacramento	CA	US	LEED EB 2.0
Boulder Associates Sacramento Offices		Sacramento	CA	US	LEED CI 2.0
CA Dept. of Education Bldg. (049)	CA DEPT. OF GENERAL SERVICES	Sacramento	CA	US	LEED EB 2.0
CA Dept. of Health Services Bldgs(51-54)	State of California-DGS	Sacramento	CA	US	LEED EB 2.0
CA Energy Commission Bldg. (008)	CA Dept General Svcs	Sacramento	CA	US	LEED EB 2.0
CalPERS Headquarters Expansion Project	CalPERS	Sacramento	CA	US	LEED NC 2.0
Capitol Area East End Complex - 174 TI	State of California, Department of Gener	Sacramento	CA	US	LEED CI 2.0

Capitol Area East End Complex, Block 225	State of California Department of Genera	Sacramento	CA	US	LEED NC 2.0
Capitol Area East End Complex, Blocks 17	State of California, Dept. of General Se	Sacramento	CA	US	LEED NC 2.1
DMV Headquarters 6th Floor T.I.		Sacramento	CA	US	LEED CI 2.0
DMV Headquarters Building 6th Floor		Sacramento	CA	US	LEED NC 2.2
DMV Headquarters Building Central Plant		Sacramento	CA	US	LEED NC 2.2
DMV South Sacramento Field Office	California Department of Motor Vehicles	Sacramento	CA	US	LEED NC 2.2
DOJ Suite B114		Sacramento	CA	US	LEED CI 2.0
DPR Office Building	DPR Construction, Inc.	Sacramento	CA	US	LEED CI 1.0 Pilots Only
DPR/ABD Office Building	ABD Insurance	Sacramento	CA	US	LEED EB 2.0
DPR-ABD Office Building	DPR Construction, Inc.	Sacramento	CA	US	LEED NC 2.0
Gateway Corporate Center, Building B		Sacramento	CA	US	LEED CS 2.0
George Sim Community Center		Sacramento	CA	US	LEED NC 2.2
Glenborough and Easton Place at Easton		Sacramento County	CA	US	LEED ND 1.0 Pilots Only
Joe Serna Jr. - Cal/EPA Headquarters Bui	City of Sacramento	Sacramento	CA	US	LEED EB 1.0 Pilots Only (Accepted Before 1/1/04)
Jones and Stokes		Sacramento	CA	US	LEED CI 2.0

Lawson DesignBUILD TI		Sacramento	CA	US	LEED CI 2.0
LBDG 20TH STREET BUILDING	LIONAKIS BEAUMONT DESIGN GROUP	Sacramento	CA	US	LEED CI 2.0
Loftworks 2600 Capitol	Loftworks	Sacramento	CA	US	LEED CS 2.0
Natomas East Office Building	Bannon Investors, LTD	Sacramento	CA	US	LEED CS 2.0
Oak Park Community Center Phase II		Sacramento	CA	US	LEED NC 2.2
OFFICE BUILDING 10 RENOVATION	DEPARTMENT OF GENERAL SERVICES	Sacramento	CA	US	LEED NC 2.1
Ramona Village - CSU Sacramento		Sacramento	CA	US	LEED ND 1.0 Pilots Only
Recreation Wellness Center		Sacramento	CA	US	LEED NC 2.2
SACRAMENTO ANIMAL CARE & REGUL		Sacramento	CA	US	LEED NC 2.2
Sacramento County Vineyard Surface Water	Sacramento County Water Agency	Sacramento	CA	US	LEED NC 2.2
Sacramento Natural Gas Storage Facility		Sacramento	CA	US	LEED NC 2.2
SMF Airside B	Sacramento County Airport System	Sacramento	CA	US	LEED NC 2.2
SMF Terminal B	Sacramento County Airport System	Sacramento	CA	US	LEED NC 2.2
SMUD CUSTOMER SERVICE CENTER	SMUD	Sacramento	CA	US	LEED EB 2.0
SMUD Hedge Training Facility	Sacramento Municipal Utility District	Sacramento	CA	US	LEED NC 2.2

Stafford King Wiese Architects Remodel	Stafford King Wiese Architects	Sacramento	CA	US	LEED CI 2.0
Student Housing,Phase I		Sacramento	CA	US	LEED NC 2.2
Studios for the Performing Arts		Sacramento	CA	US	LEED NC 2.2
Township 9		Sacramento	CA	US	LEED ND 1.0 Pilots Only
Turner Construction, Sacramento		Sacramento	CA	US	LEED CI 2.0

APPENDIX 3

DEVELOPMENT SERVICES DEPARTMENT OBJECTIVES FOR FY 2008/2009

Urban Design Guidelines

- ◆ Adopt an Urban Design Plan and supporting environmental documents that encompasses a variety of components to help reach the City Council's goal of making Sacramento the most livable city in America.
 - Implementation of a Central City Urban Design Plan.
 - Coordination and implementation of a River District Plan.
- ◆ Develop a model of downtown Sacramento that includes electronic modeling and GIS to help bring the Urban Design Plan to life.
- ◆ Establish a partnership with the CSUS Urban Geography Department to develop a downtown urban analysis that will guide future planning efforts.

“Tools of Transparency” and Enhanced Technology

- ◆ Continue improvements in our “Tools of Transparency,” including Accela Citizen Access and other Web-based tools and applications.
- ◆ Build upon communication and transparency by providing greater Web-based outreach and notification to the community.
- ◆ Enhance user-friendliness of the DSD Web site through reorganization of the public and internal Web sites.

Getting the Customer to Success

- ◆ Consolidate operations and improve customer service by fully implementing MATRIX principals for all development services functions at one location at 300 Richards Boulevard.
- ◆ Implement ongoing comprehensive customer surveys, and utilize the responses to measure effectiveness of department service.
- ◆ Implement electronic agendas and streamline reports and procedures for the five Boards and Commissions supported by DSD.

Developing Partners and Communicating with Stakeholders

- ◆ Continue to develop partnerships with external agencies (i.e., SMUD, Sacramento County, Regional Transit, etc.) through continued outreach and coordination.

Professional Growth

- ◆ Provide employees with the tools, training, information, and support needed for professional growth.
 - Implement our new professional growth tool kit to foster and track professional growth development among staff.
 - Continue implementation of our mentoring programs.

Being a Leader in Sustainability

- ◆ Enhance sustainability in Sacramento by implementing green building incentives for private development.
- ◆ Become a local leader in green building standards through increased outreach and training.

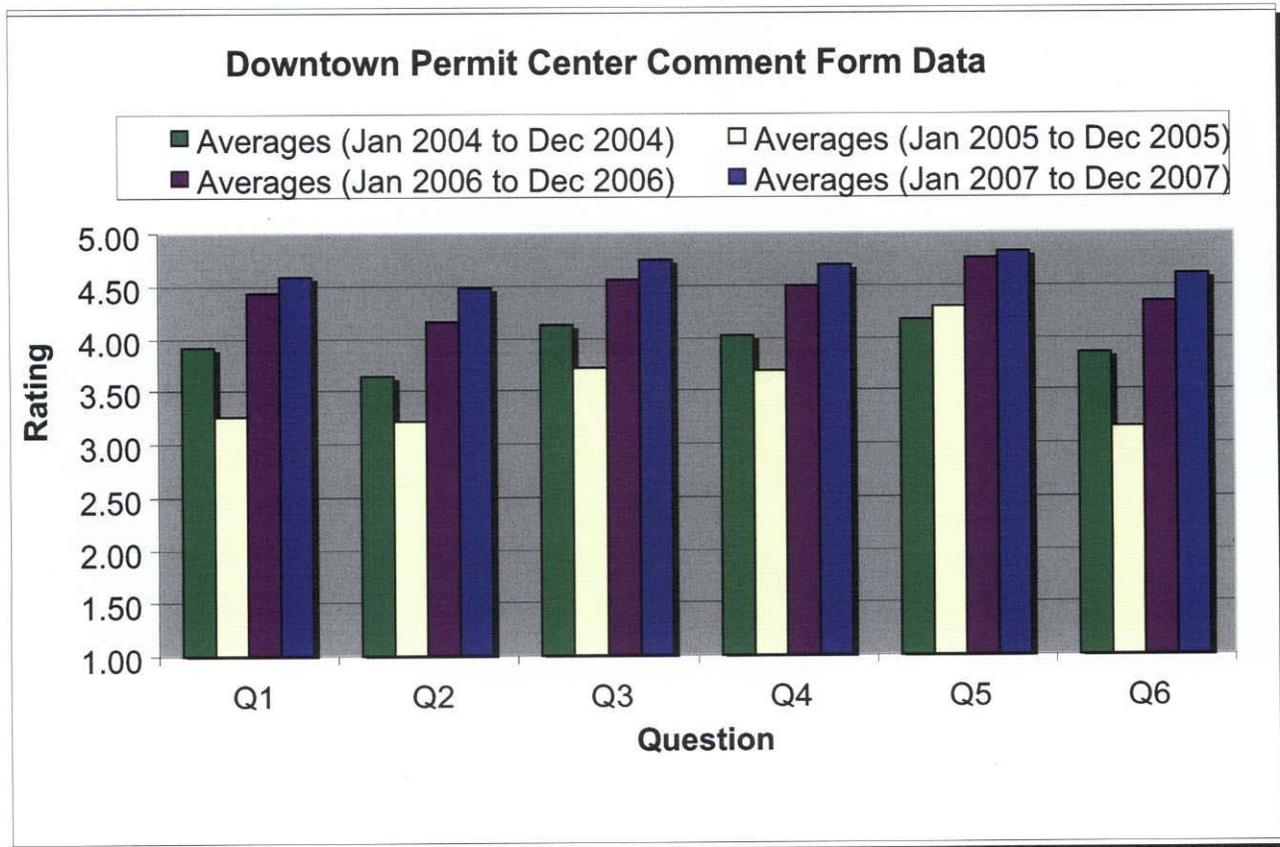
APPENDIX 4 CUSTOMER COMMENT FORM DATA

Questions:

- Q1. I accomplished the purpose of my visit today.
- Q2. Services were provided to me in a timely manner.
- Q3. Staff person(s) were helpful and treated me well.
- Q4. Staff person(s) were knowledgeable in answering my questions
- Q5. The physical facility was clean, well organized, and suitable for my visit.
- Q6. Overall, I am satisfied with the purpose of my visit today.

Ratings:

5-Excellent; 4-Very Good; 3- Good; 2-Needs Improvement; 1- Poor

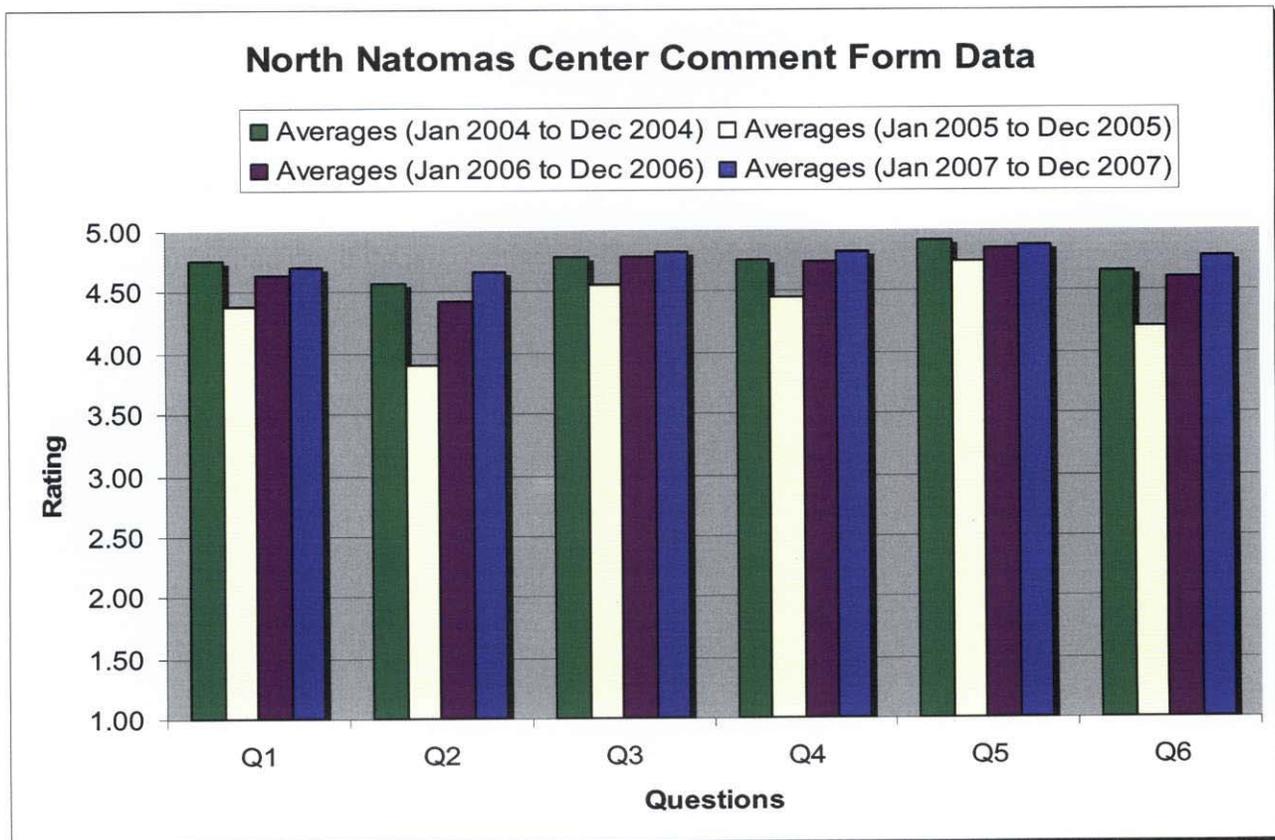


Questions:

- Q1. I accomplished the purpose of my visit today.
- Q2. Services were provided to me in a timely manner.
- Q3. Staff person(s) were helpful and treated me well.
- Q4. Staff person(s) were knowledgeable in answering my questions
- Q5. The physical facility was clean, well organized, and suitable for my visit.
- Q6. Overall, I am satisfied with the purpose of my visit today.

Ratings:

5-Excellent; 4-Very Good; 3- Good; 2-Needs Improvement; 1- Poor



APPENDIX 5 FOCUS GROUP EVALUATIONS AND DATA

Development Community Partnership Meeting May 23, 2007

City of Sacramento
Development Community Partnership Meeting 3/21/07
Session Evaluation

Total Evaluations Submitted: 15

1. What worked well today?

- Good flow of information back and forth
- To see the City working together
- The open discussion portion
- The positive interaction between all agencies & other attendees
- Open communication
- The open communication w/ dept. heads
- Open dialogue
- Good dialogue as usual-
- Format of bringing other departments to the meeting
- Forum, food was great and plentiful
- Having dept. heads present, listen and provide input
- Good open discussion that I felt was constructive
- Small groups at table

2. How confident are you that the City is on the right track with its plans for further improving customer services?

Please rate on the following scale: (1-10 1=no way 10=Hooray!)

	1	2	3	4	5	6	7	8	9	10	Avg Rank
Number Submitted	0	0	0	0	0	0	0	5	4	4	
	0	0	0	0	0	0	0	40	36	40	116
Average Ranking :											8.92

3. How confident are you that individual departments, divisions, or agencies are on the right track? (please use the same scale as above of each dept/div)

	1	2	3	4	5	6	7	8	9	10	Avg Rank	
Department Services Department as a whole											108	9
Current Planning Division							1	6	4	3	121	8.64
Building Division					1	1	2	4	2	4	115	8.21
Development Engineering Division			1	0	1	2	2	4	2	1	94	7.23
Transportation Department				1	2	3	2	1	0	2	74	6.73
Utilities Department				1	2	4	1	1	1	1	72	6.55
Fire Department		1				1	1	3	4	2	95	7.92
Other City Department (please specify)												
None specified										1	10	10.00
Parks				1							4	4.00
Planning				1							4	4.00
Other Government Agencies (e.g. SMUD)												
None specified	1				2	2	1			2	50	6.25
PGE		1									2	2.00

3. In what areas would you suggest the City give highest priority in improving services?

- Staff talking to talk
- Empowerment for decision making-take it to the lowest levels possible
- Public Works to be transparent
- Public Works Department needs more flexibility
- Ensure any person in the City that can comment on a project during any phase including construction is part of the MATRIX team from the start
- Development Engineering-frontage improvements
- Design Review
- Common sense back by accountability-information getting down the street level
- Empower staff to make decisions on minor issues
- Best practice training
- Getting Parks to cooperate and not renegotiate
- Have good metrics on function, time to complete, quality. If you don't have good data, you could not be as effective as possible in continuous improvement
- Have current, updated standards available on the internet. Don't require more standards that have not been published for consultants
- Create an intersection turn movement volume database available on the web. Make 2025 traffic volumes available on the web. Roseville has a great model for data and standards distribution

4. What ideas do you have for what we need to do to get or stay on track?

- Are we constantly looking outwards nationally to adapt "best practices" & innovative models that can be modified to meet our needs rather than "reinvent the wheel"?
- Stick to your goals set and change as needed
- Map process streamlined to record prior to improvements approved. Conditions need to be clear and upfront
- Keep up the positive attitude
- Depts need to talk and coordinate programs on to the street
- Keep up the communications
- Conference is a great idea. It should be bi-annual
- Keep up with program
- Traffic Engineering Services staff is not on board. They routinely think up last minute requirements and "change their minds" They have little regard for developer schedules
- Inspectors have too much authority to change plans in the field

City of Sacramento Development Services Department Follow-up Report to Small Developers October 2007

You Talked – We Listened!

A number of small developers who work with the City of Sacramento joined us on May 23 to offer suggestions for how we can continue improving our processes and operations. This report provides updates about what the Development Services Department (DSD) has done over the past several months to address these recommendations, as well as information that may be helpful to you throughout the development process.

Issue 1: Early Review

One area of concern expressed in May was early review of projects. DSD is committed to providing a predictable development review process. Listed below are actions we've taken in response to customer comments that help us continue to meet that commitment.

Comment*	Action Item/Response
Conditions seem to be added to projects after approval, so there seems to be a lingering mentality of adding conditions just to do so.	Per DSD's customer service warranty, which was adopted by the Sacramento City Council, customers are protected against "overriding approvals during the construction process with the exception of the discovery of a serious life safety issue or a modification to the project instigated by the applicant." If you feel that this commitment is not being met, please contact our Ombudsman program . (See final page of document.)
Project requirements sometimes change during the process, even when there is a pre-application meeting.	DSD will continue staff training and reinforcing our policies to summarize pre-application meeting agreements, as well as share with applicants any project changes that may affect project conditions.
Issues/requirements need to be addressed early and up front before time and resources are dedicated to them, particularly for smaller developers.	This is why pre-application meetings – where potential issues and project requirements are addressed up-front – are so valuable. DSD will continue to encourage applicants and staff to have pre-application meetings at the front-end of a project.
Provide Council members with information/updates about projects earlier on in process to avoid surprises at Council level.	DSD meets with Council members on a daily basis to provide project updates. We will continue this proactive involvement to ensure their awareness of projects early on.

Issue 2: Predictable Triggers	
Predictable triggers throughout the process were another area of concern for participants, continuing the theme of a desire for predictability in the development review process.	
Comment*	Action Item/Response
Design Review and Preservation seem to be very subjective. Need to have more predictable requirements for when redesign is needed instead of having customer redesign project several times.	The City is currently in the process of reviewing the possibility of citywide design guidelines.
Subjectivity and variations are problems throughout the development process. Different staff members have different opinions.	Again, see our customer service warranty for details about how we are committed to providing a predictable environment. If you feel this warranty is not being met, please contact us. (See final page.)
Customers should be able to drop off re-submittals in a bin rather than having to wait at the counter.	When DSD staff relocates to 300 Richards Boulevard in January 2008, there will be express service for re-submittals. Until then, applicants are encouraged to use counter appointments for re-submittals to avoid waiting.
New regulations (i.e., ordinances) should take into consideration the existing requirements and the area.	Regulatory improvement is an important area for DSD, and in fact, we have an entire team (the Regulatory Improvement Team) dedicated to reviewing and updating existing codes and ordinances based on a number of criteria. So far, numerous city codes have been updated to be more consistent thanks to the work of this team.
Notice of completion needs to be issued in a more expedient way to release bonds.	A notice of completion is issued for offsite improvements after the construction inspector from the Department of Transportation informs Development Engineering (DE) that all items on the construction drawings have been completed. DE checks for any outstanding fees and issues the notice of completion. The bond can then be reduced to 10% of its initial value through the one year warranty phase.
Notice to proceed – DE goes to inspector, doesn't go to contractor. Never any follow-up. Contractor should be notified at same time.	DSD is assessing whether we can set up an automatic notification for contractors using our existing tools and resources. In the meantime, contractors and customers can use our "Citizen Access" tool to find the current status of a project. Visit www.cityofsacramento.org and click on "Look up a permit, application or property."
Bring other agencies /partners (SMUD, PG&E, CSD, etc.) into the fold to make process streamlined across the board.	DSD is currently working on a "Developing Partners" initiative that will bring all development partners and agencies to the table.

Issue 3: Education	
Another area of concern for many focus group participants was the education of community and neighborhood groups about the development process	
Comment*	Action Item/Response
Work with community and neighborhoods to provide education about development process and influencing factors (i.e., costs, design standards, etc.)	We are working to schedule an educational Lunch and Learn in 2008 on how to navigate the process. For videos of our previous Lunch and Learn presentations, visit www.cityofsacramento.org/dsd/meetings/lunch-and-learn/
Educate staff by getting them into the field more to see projects versus just relying on maps/drawings.	While staff cannot always get into the field for a specific project, our GIS program now makes it easier than ever for them to get a live satellite view of the parcel, as well as important property information.
Educate groups such as the members of RAC, NAG, PAC members (community)	<p>DSD provides significant outreach and education opportunities to the community. From July to September of this year alone, we met with more than 40 community groups and organizations regarding specific projects and the development process in general.</p> <p>Based on comments from the last focus group, we're suggesting a number of solutions that may help this issue:</p> <ul style="list-style-type: none"> ◆ Provide education to small developers to help them navigate the process of outreach and community involvement. ◆ Identify complex jobs or new builders to provide them with helpful tools and education. ◆ Identify new builders and provide connections to professional services (permit runners, land use professionals, architects, etc.) ◆ Develop an applicant academy to educate applicants.

Issue 4: Timeline Review

At the last focus group, participants noted that project timelines sometimes take an extended period of time, and that codes and requirements seem to alter or change throughout the process.

Comment*	Action Item/Response
<p>Length of time on site plan review (3 to 4 weeks) between cycle is too long.</p>	<p>The City has a standard review period for site development based on the project's valuation:</p> <ul style="list-style-type: none"> ◆ Five-day review: Express review/project under \$50,000 with a B or M occupancy in Cycle 1 – in most cases over the counter if Cycle 2 needed ◆ 15 day review: Valuation less than \$3 million for Cycle 1 ◆ 10 days for any cycle thereafter ◆ 20 day review: Project over \$3 million for Cycle 1 ◆ 10 days for any cycle thereafter <p>If timelines aren't being met, be sure to contact the Team Lead assigned to your project.</p>
<p>Design Review and Preservation don't appear to have set schedules for review of plans and can take a long time.</p>	<p>The Design Review and Preservation staff are reviewing this issue and are committed to meeting project timelines. If you have a specific Design Review or Preservation issue, please contact Bill Crouch (see final page).</p>
<p>The time period for first plan review sometimes takes longer than it should, and the hang-up seems to be Development Engineering and Public Works.</p>	<p>Development Engineering staff have met with DOU, DOT and Parks to ensure all plan reviewers understand that the first review is targeted at three weeks, and two weeks for each subsequent review. It is our goal to bring the second and subsequent cycles to one week.</p>
<p>Make sure the timing of plan approval for both off-site and building plans coincide better to make the process more streamlined for the customer.</p>	<p>This can easily be done with a few specific actions on the developer's part: the offsite plans must be submitted at the same time as onsite plans; plan submittals must be complete; and re-submittals must include both onsite and offsite plans.</p>
<p>The timeline for splitting a lot is too long.</p>	<p>The current turn-around time for parcel maps is three weeks for first cycle and two weeks for subsequent cycles. If the applicant makes their re-submittals within 48 hours, staff will process the re-submittal in 48 hours. Prior to recordation of the map, the applicant must satisfy all the conditions placed on the map.</p>

Miscellaneous Comments and Suggestions	
Several of the comments you provided were easy suggestions that were implemented almost immediately, or were questions that you wanted responses to.	
Comment*	Action Item/Response
Permit counter hours should be extended.	Our department is moving to 300 Richards Boulevard in January, and we are currently evaluating what our counter hours will be.
Why do developers have to pay park fees for infill projects, such as in Oak Park?	New residential developments are required to pay Park Impact Fees in the City of Sacramento. The addition of a residential unit(s) impacts City park systems. This impact fee helps the City add new parks and recreational amenities to existing and/or new parks to serve new residents. Standard park impact fees are charged for residential development. Areas in Oak Park and other parts of the City are charged a reduced rate (half the amount of actual fee) to encourage infill development.
Provide all maps and drawings from City records online to save staff and customer time.	All offsite improvement plans have been scanned backward through 2002 (with some exceptions) for both DE and DOU. The data is available, and we will work to place it online within a year.
Water and sewer books should be placed online.	This is now available on the DSD Web site. Visit www.cityofsacramento.org/dsd/development-engineering/ and click on "Water and Sewer Map Books" under "Additional Information."
Water pressure test change criteria should be placed online for when a test is required. In addition, tap records should be placed online.	Criteria for pressure tests are on a project specific basis depending on structure type, service line size availability and time of day of test. Because of these factors and others, each test needs to be evaluated to make sure the pressure required by the Sacramento Fire Department will be available if needed.
Water table information should be placed online.	We will continue discussions with DOU regarding this issue. Discussions will include 1) mapping of existing locations with reliable information, 2) mapping of private projects water table tests, and 3) developing a program for establishing water table levels in all or parts of the city.
Tap records should also be placed online.	The tap information currently available is very limited and not available for all locations, but this is a good suggestion and we will be pursuing this in the future.

Miscellaneous Comments and Suggestions, continued	
Comment*	Action Item/Response
Line staff's ability to make decisions seems limited. Difficult at times to get through to them and often have to work with a process manager or ombudsman.	Empowerment and professional development are some of DSD's strategic areas. Training, education and empowerment are a priority throughout the coming year.
Small developers need to have an outlet for when the process gets stymied. For this customer group, it's often easier to "just do it" than argue something.	Use our Ombudsman program as a helpful resource! (See final page for contact information.)
There is a perception that large developers' projects are dealt with differently or are bigger priorities than those of the smaller developers.	DSD is making it a priority to reach out to small developers by holding focus groups. In addition, a special DOC meeting was held on September 10 to answer questions and provide helpful information relative to small developers and community members. The feedback from that meeting is included as an attachment to this document.
Required alley improvements are making financial viability difficult.	DSD will revisit the possibility of changing construction standards to allow AC alleys. This issue was taken before the DOC about two years ago and was overwhelmingly rejected in favor of keeping concrete alleys the standard.

Helpful Resources

The following contacts and Web resources may be helpful to you as you continue to work on development projects in the City of Sacramento.

Important Contacts*

Permit Center Help Line 808-5656, ezpermit@cityofsacramento.org

Department Contacts

Director, Bill Thomas	808-1918, wthomas@cityofsacramento.org
Operations Manager, Willie Harris	808-8184, wharris@cityofsacramento.org
Current Planning Manager, David Kwong	808-2691, dkwong@cityofsacramento.org
Development Engineering, David Kwong	808-2691, dkwong@cityofsacramento.org
Preservation & Design Review, Bill Crouch	808-8013, wrouch@cityofsacramento.org
Customer Service Manager, Vacant	
Administration Manager, Ryan Pham	808-2278, rpham@cityofsacramento.org
Public Information Officer, Wendy Klock-Johnson	808-5099, wklock-johnson@cityofsacramento.org

*All phone numbers have a (916) area code.

Web Resources

The DSD Web site is a valuable source of information! Visit www.cityofsacramento.org/dsd for information about the development process, specific projects, or department staff contacts. Links to specific programs are provided below:

- ◆ The **Ombudsman** is a senior staff member that assists customers with issue resolution and relationship building with the Development Services Department. If you have an issue that you would like assistance with, contact the Ombudsman phone line at (916) 808-7981. For more information, visit <http://www.cityofsacramento.org/dsd/customer-service/ombudsman.cfm>.
- ◆ Visit **Accela Citizen Access** for details about a current project. Go to www.cityofsacramento.org/dsd and click on "I need to look up a permit, application or property."
- ◆ For water books, sewer books, standard specifications and more, visit www.cityofsacramento.org/dsd/development-engineering/. Links to these resources are available at the bottom of the page.

If you still can't find what you're looking for online, please contact Wendy Klock-Johnson at 808-5099 or wklock-johnson@cityofsacramento.org

APPENDIX 6 DEVELOPMENT SERVICES DEPARTMENT EMPLOYEE SURVEY SUMMARY

City of Sacramento Development Services Department

Development Services Department Employee Satisfaction Survey 10/25/2007

During October, 2007, the Director of Development asked all DSD Staff for input regarding their job satisfaction, and 127 members of our Development Services Department responded to the request for input. That number represents 54% of staff, a very good response rate for an online survey. The following briefly outlines the responses to the survey below, and is followed by a comprehensive list of survey results for your review. Please note that some respondents did not complete the entire survey.

Over 80% of respondents replied with either “strongly agree” or “somewhat agree” or “fully informed” or “somewhat informed” to the following questions:

- ◆ Do you know what’s expected of you in your job? - 88.10%
- ◆ Do you have an opportunity to provide input on your job? - 84.92%
- ◆ Does your supervisor listen to your suggestions with an open mind? - 83.34%
- ◆ Does your supervisor approve training or shadowing opportunities? - 83.33%
- ◆ Do you feel that you have the freedom to ask for advice from other managers or supervisors in the department? - 80.84%
- ◆ Which of the following describes the level of information you have received about the Development Services Department move to 300 Richards? - 80%

Between 70-80% of respondents replied with either “strongly agree” or “somewhat agree” to the following questions:

- ◆ Do you believe, that in your work group, you and your manager look for ways to improve your services? - 77.50%
- ◆ Do you feel valued by your supervisor and division manager? - 73.81%
- ◆ Are meetings in your work group well managed? - 73.01%

The lowest scores in the department are the following, and reflect the greatest opportunity for improvement :

- ◆ Is morale high among employees in your work group- replied either “strongly agree” or “somewhat agree”? - 61.11%
- ◆ Which of the following best describes your feelings about the Development Services Department move to 300 Richards- replied either “will result in greater efficiency and am fully supportive” or “somewhat support it, but I am anxious about the move”? - 61.67%

The results of this survey will serve as the basis for an action plan for improvement, and will involve all managers and supervisors to implement this plan. The Director will continually update all staff in our progress towards improvement, and will measure our success with a follow-up survey in 6 months.

Survey Questions and Responses

Does your supervisor listen to your suggestions with an open mind?		
answer options	Response Percent	Response Count
Strongly Agree	46.83%	59
Somewhat Agree	36.51%	46
Neither Agree or Disagree	7.14%	9
Somewhat Disagree	7.94%	10
Strongly Disagree	1.59%	2
Why do you believe that?		26
answered question		126
skipped question		1
Do you have an opportunity to provide input on your job?		
answer options	Response Percent	Response Count
Strongly Agree	46.03%	58
Somewhat Agree	38.89%	49
Neither Agree or Disagree	7.14%	9
Somewhat Disagree	6.35%	8
Strongly Disagree	1.59%	2
Please provide examples.		18
answered question		126
skipped question		1
Are meetings in your work group well managed?		
answer options	Response Percent	Response Count
Strongly Agree	30.95%	39
Somewhat Agree	42.06%	53
Neither Agree or Disagree	16.67%	21
Somewhat Disagree	9.52%	12
Strongly Disagree	0.79%	1
Other (please specify)		21
answered question		126
skipped question		1
Do you know what's expected of you in your job?		
answer options	Response Percent	Response Count
Strongly Agree	46.83%	59
Somewhat Agree	41.27%	52
Neither Agree or Disagree	5.56%	7
Somewhat Disagree	6.35%	8
Strongly Disagree	0.00%	0
Please provide examples.		21
answered question		126
skipped question		1

APPENDIX 7 MISSION, VISION AND GOALS

City Council's Vision Statement

(where we want to be as a city)

City of Sacramento Will Be The Most Livable City in America

Development Services Mission

(the "business" we're in to accomplish the City's vision)

We Help Build A Great City

Operating Principles

(what we stand for and believe in)

- 1. GET THE CUSTOMER TO SUCCESS**
- 2. Promote Safety, Livability, and Economic Vitality**
- 3. Value Our Co-Workers and Customers**

Measures of Success

(how we'll measure our success)

Put in place a development review process that is:

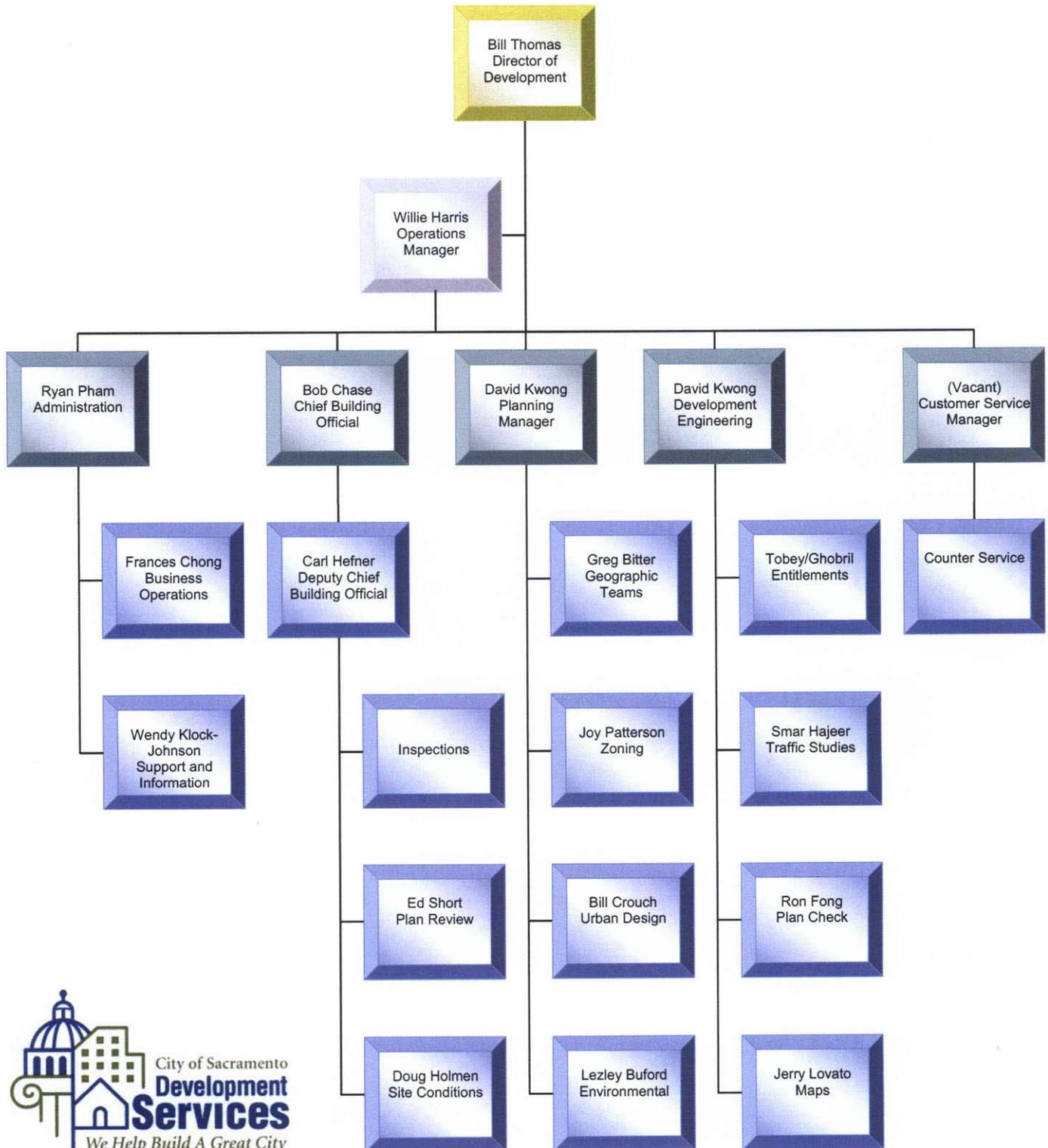
- 1. Predictable**
- 2. Timely**
- 3. Clear**
- 4. Seamless**
- 5. A Model For Other Cities**

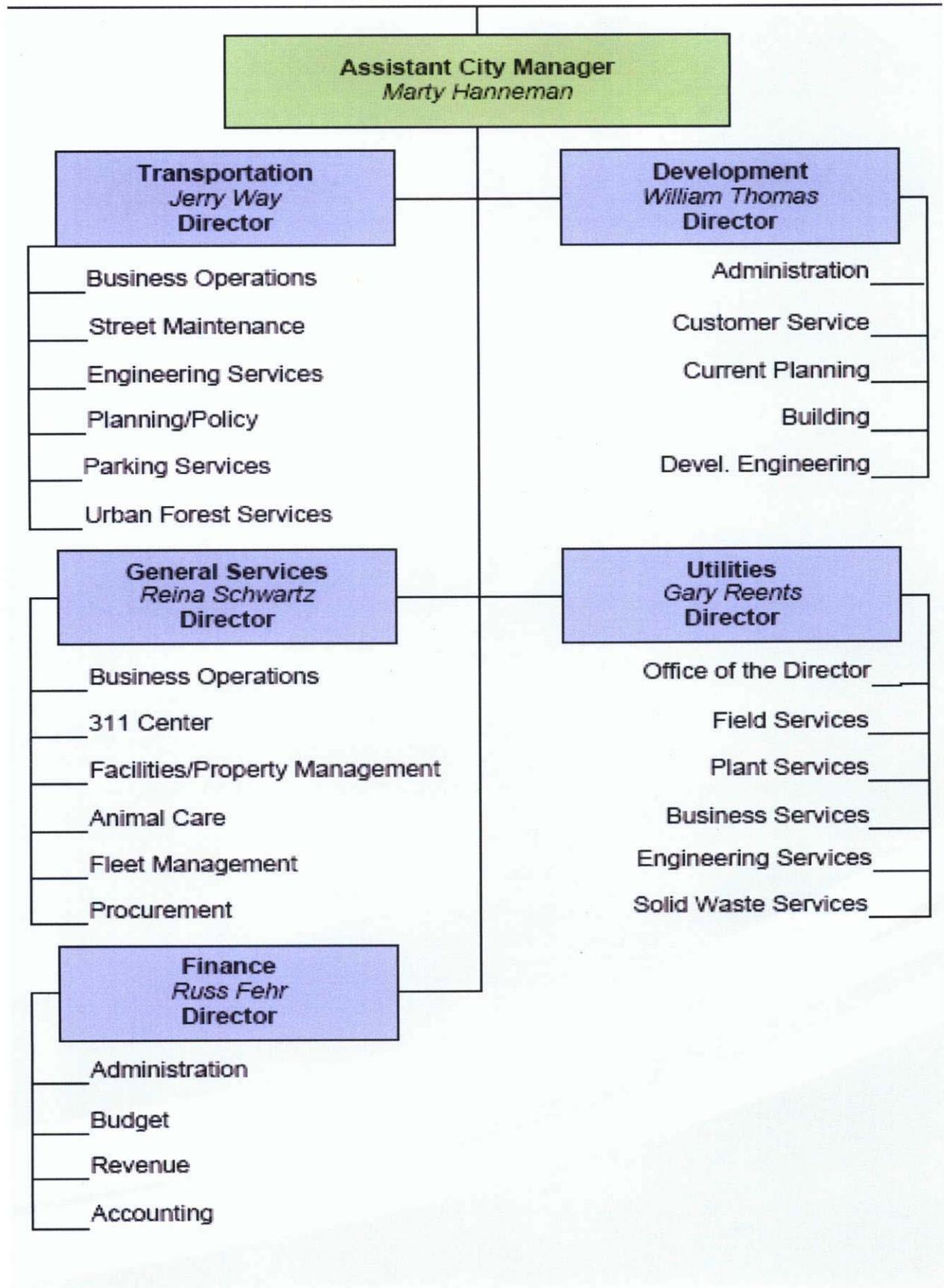
Four Strategic Areas

(how we'll get there)

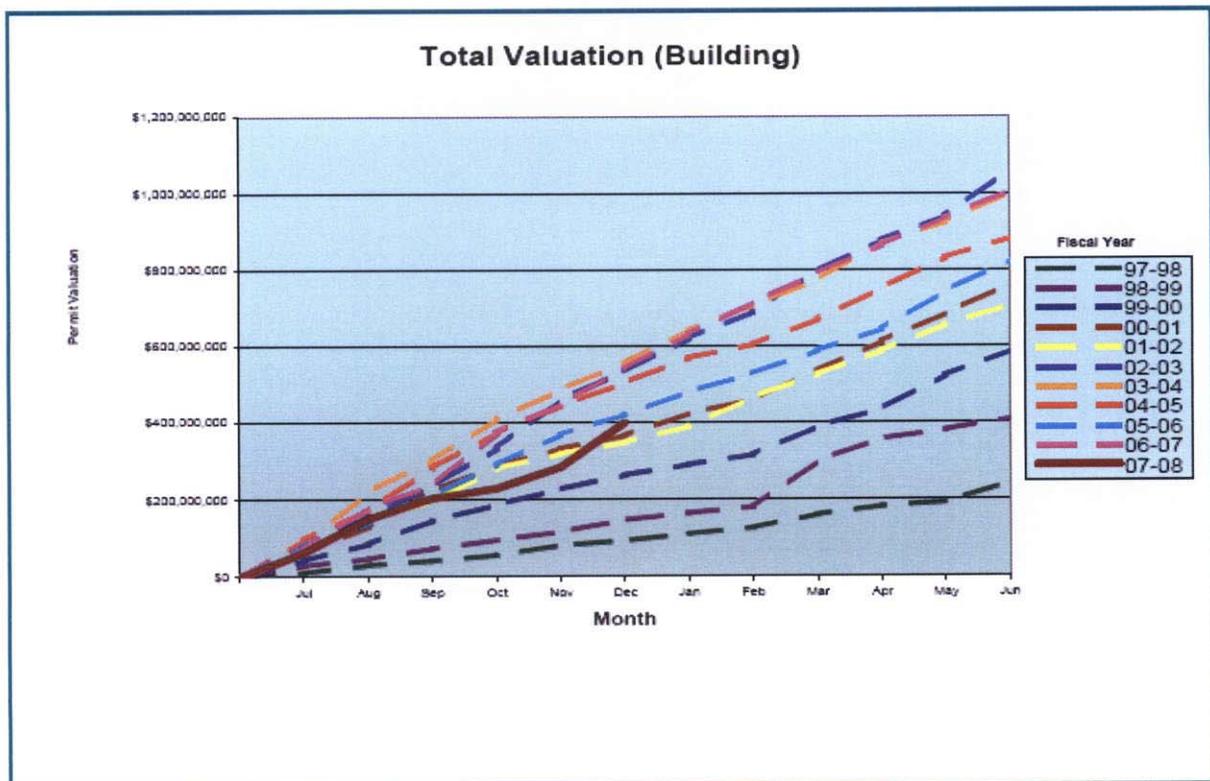
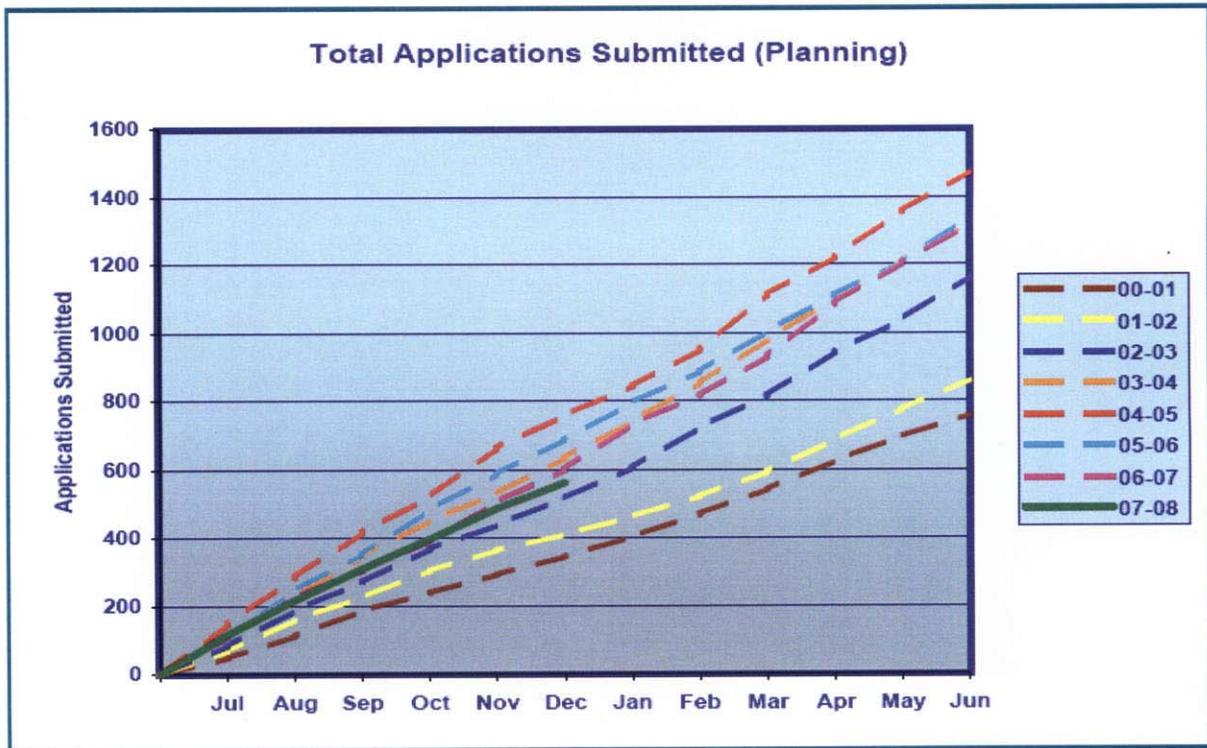
- 1. Continuing the Cultural Change of the Department**
- 2. Streamlining the Process**
- 3. Promoting an Appropriate Regulatory Environment**
- 4. Professional Growth and Development**

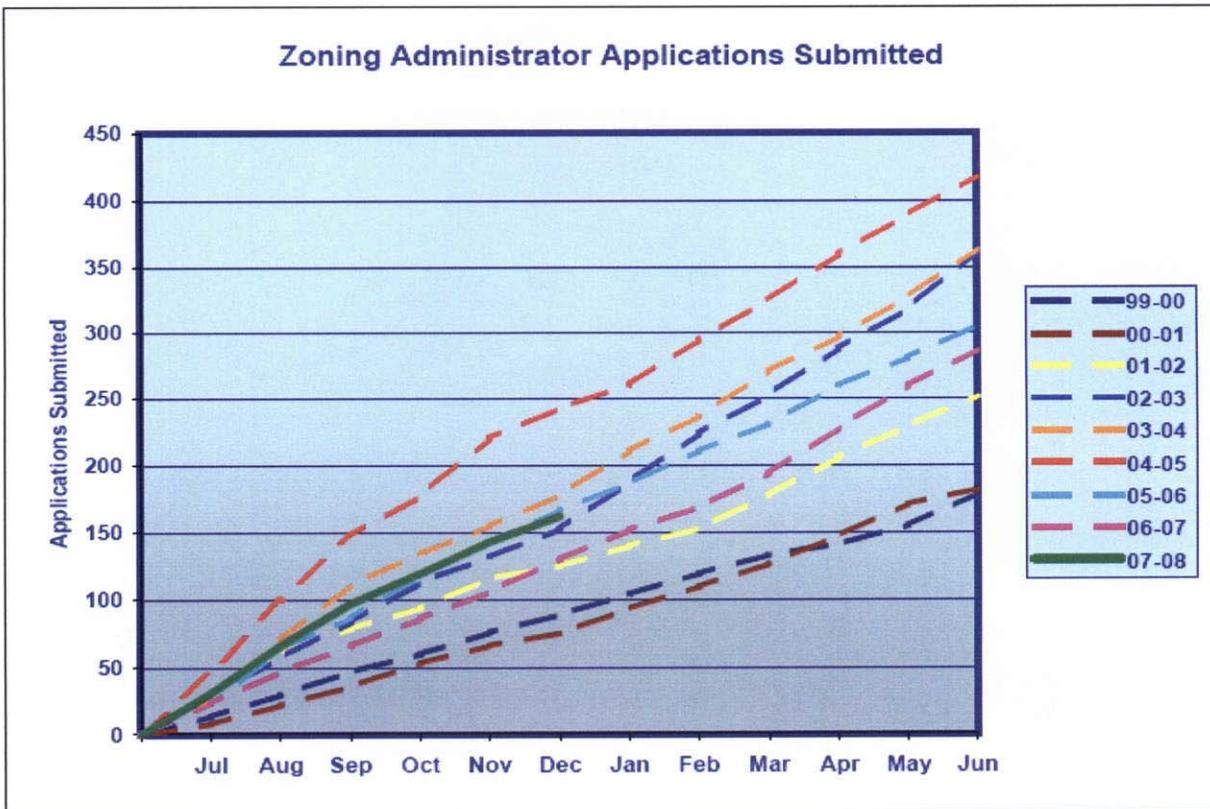
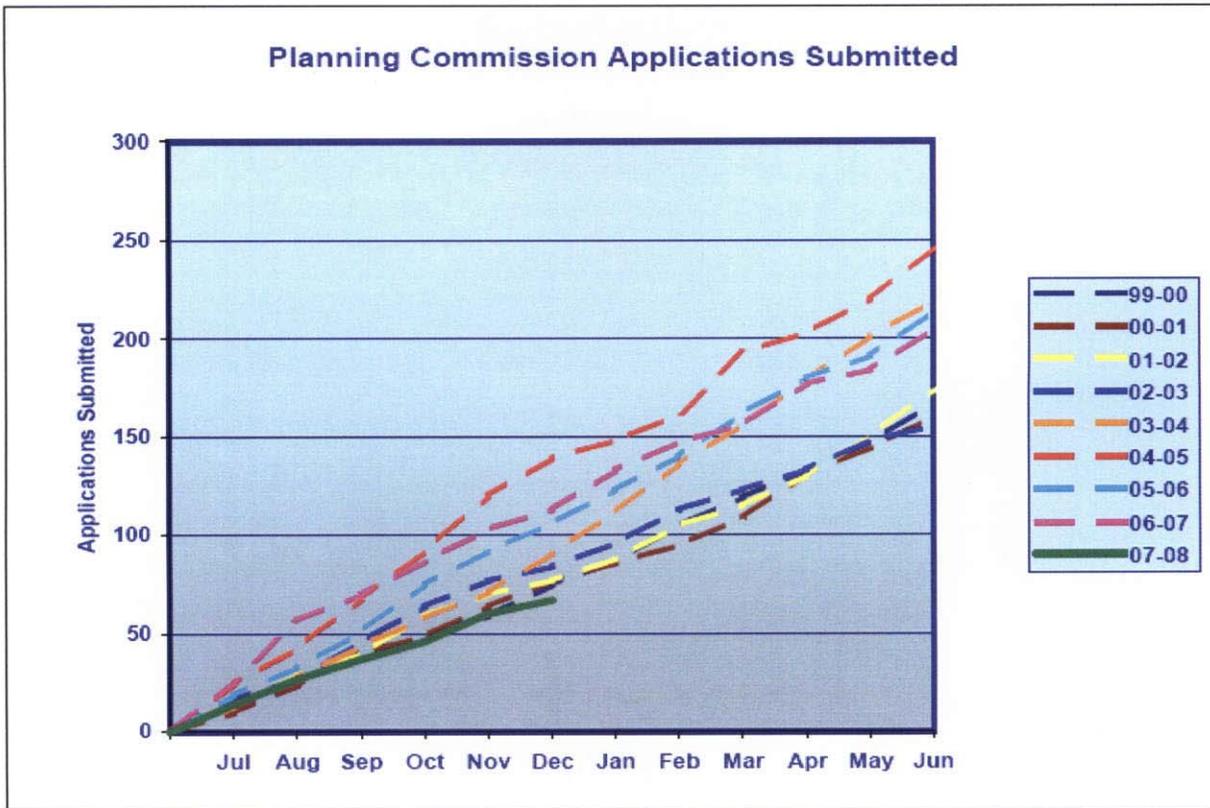
APPENDIX 8 ORGANIZATION CHART

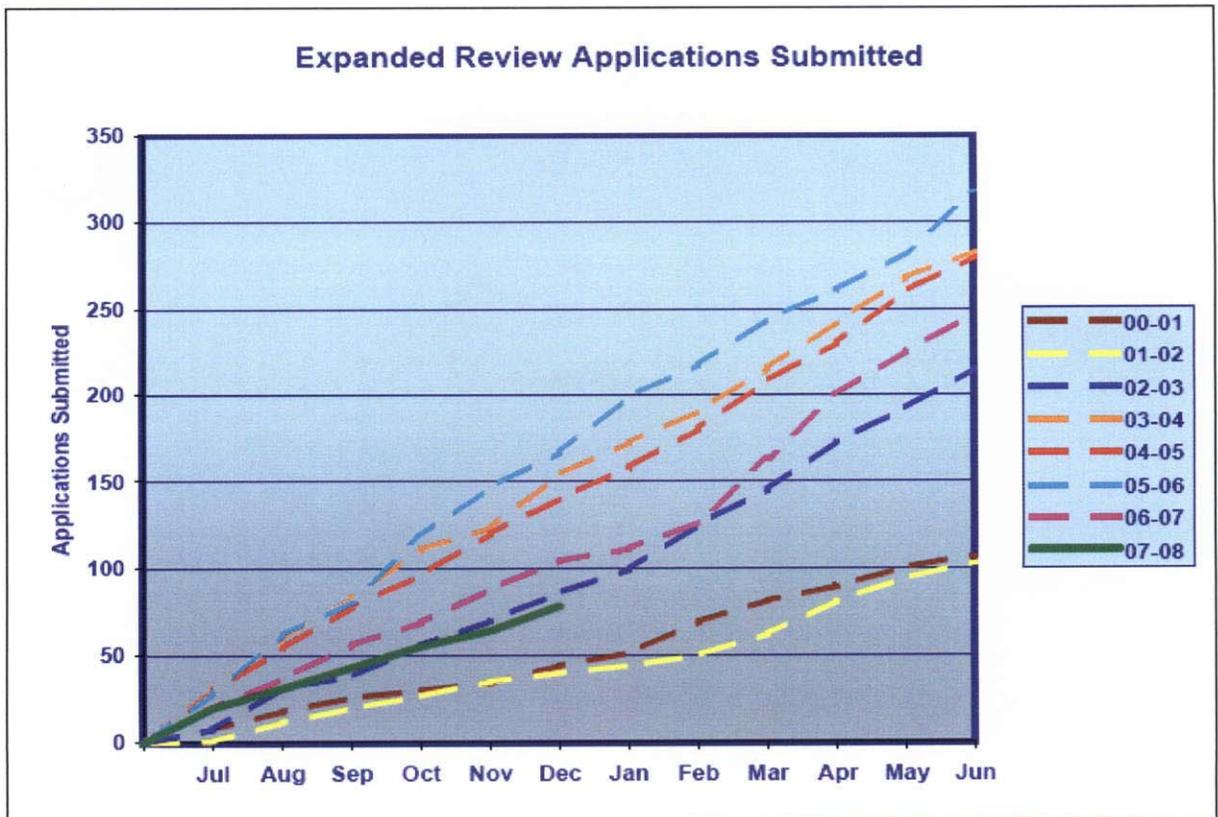
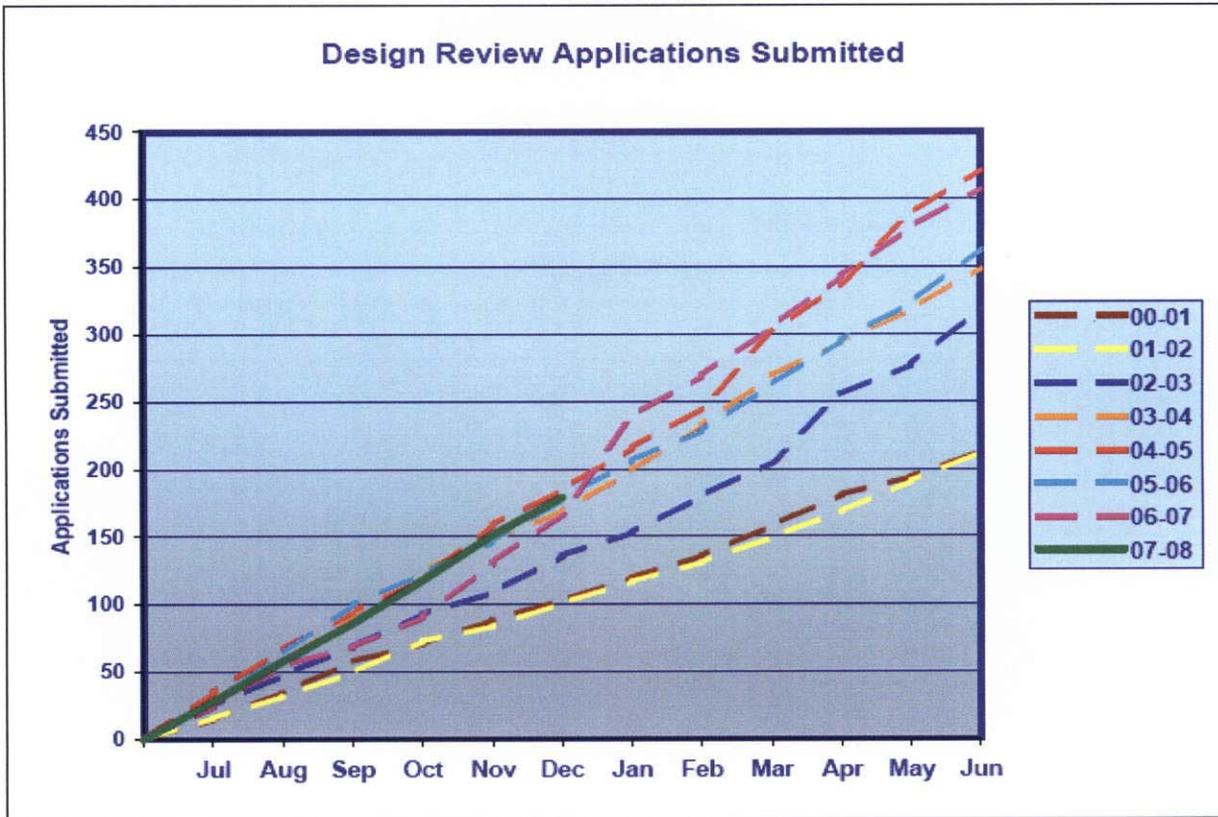


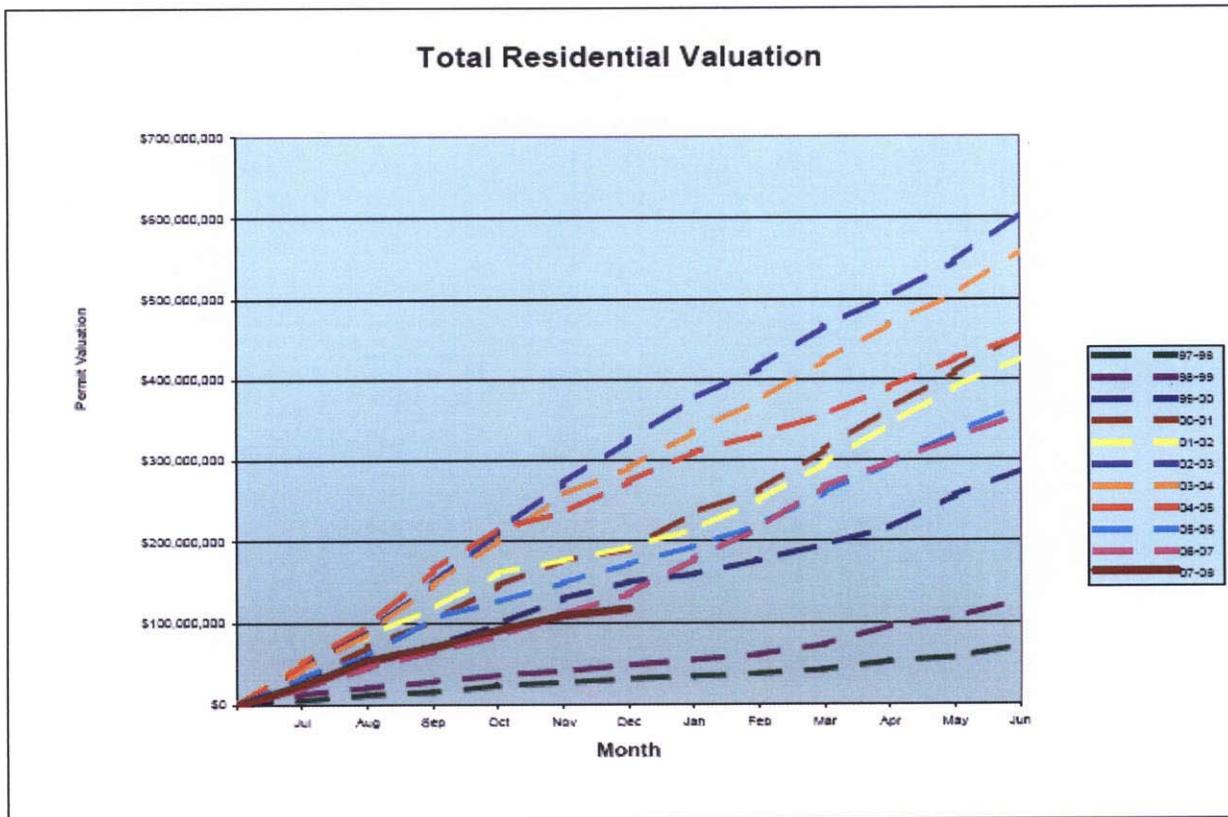
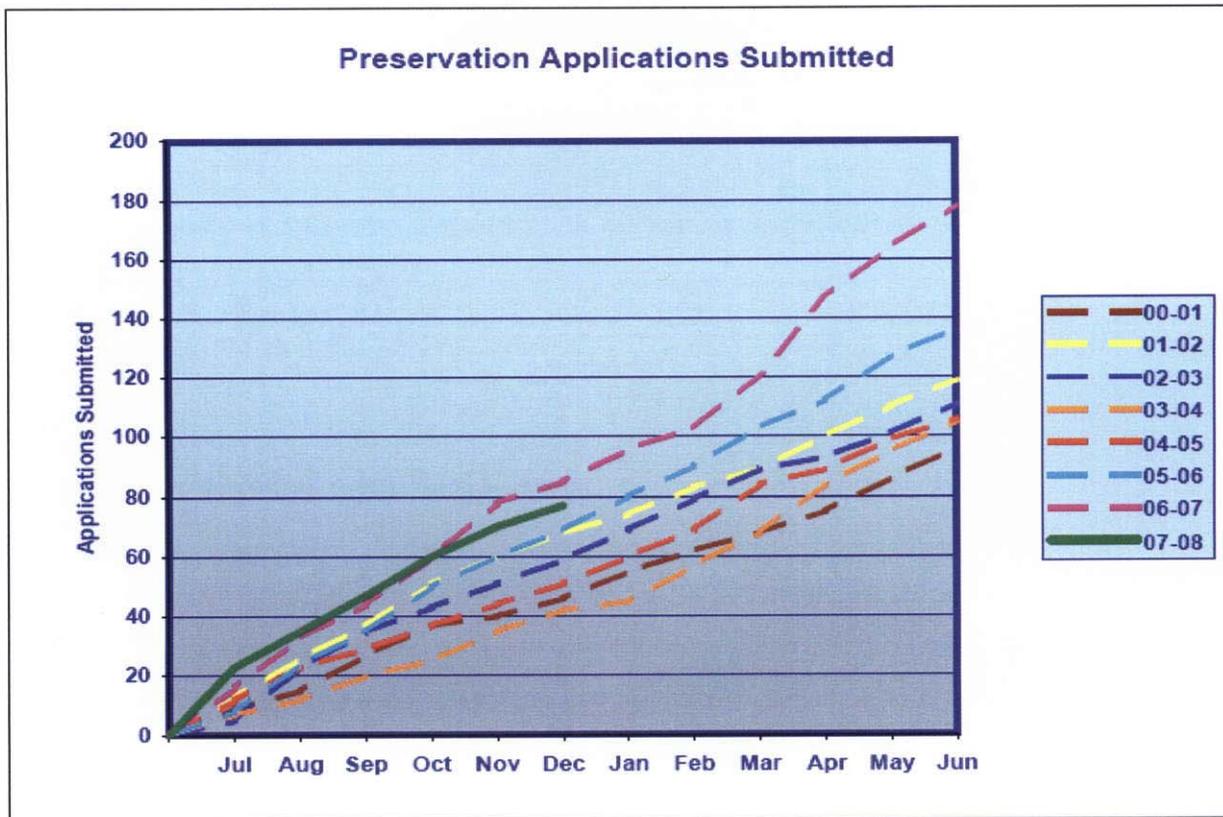


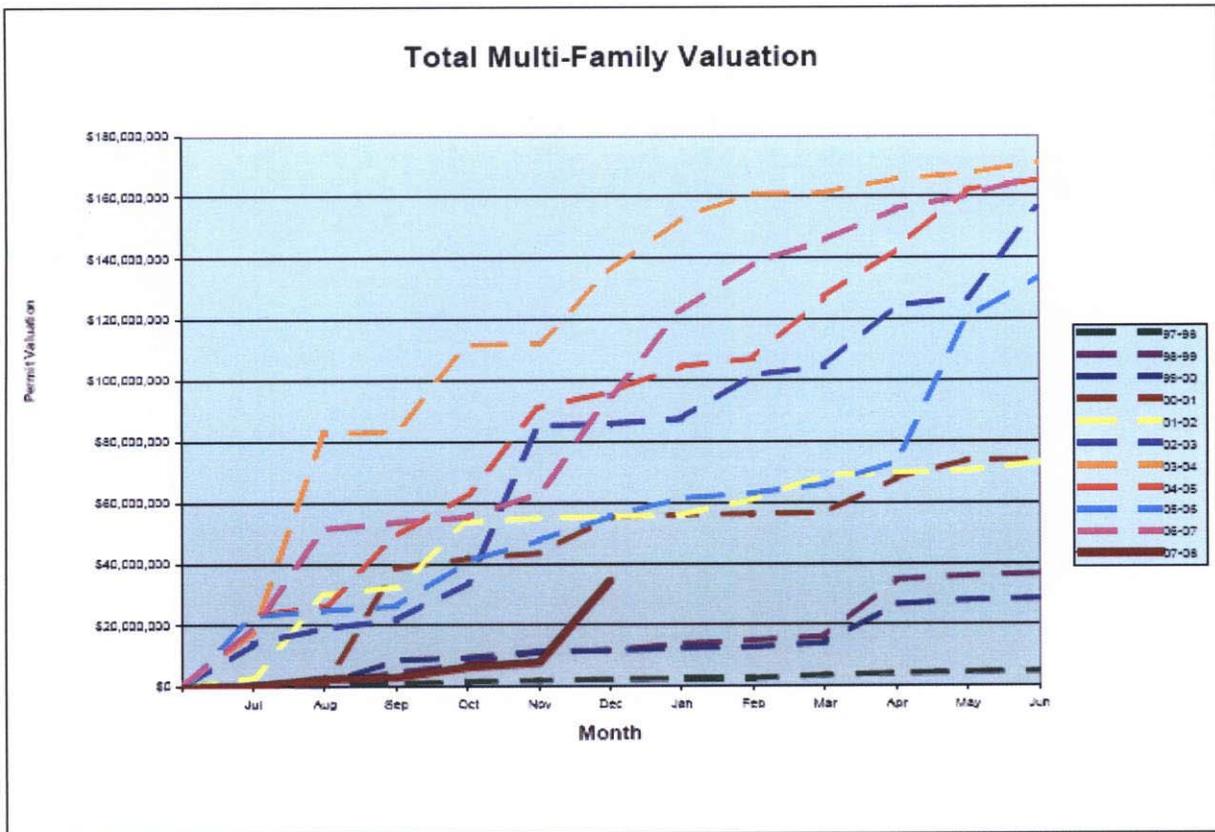
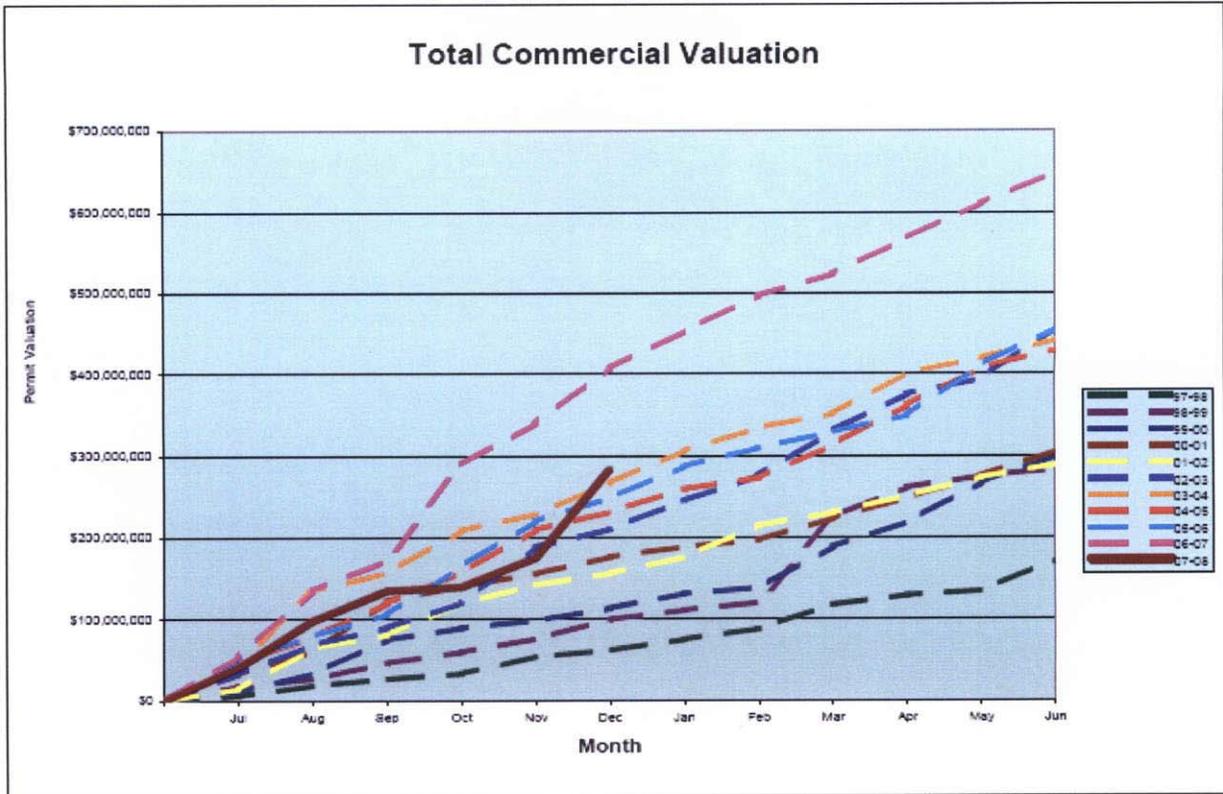
APPENDIX 9 DEVELOPMENT SERVICES DEPARTMENT WORKLOAD STATISTICS

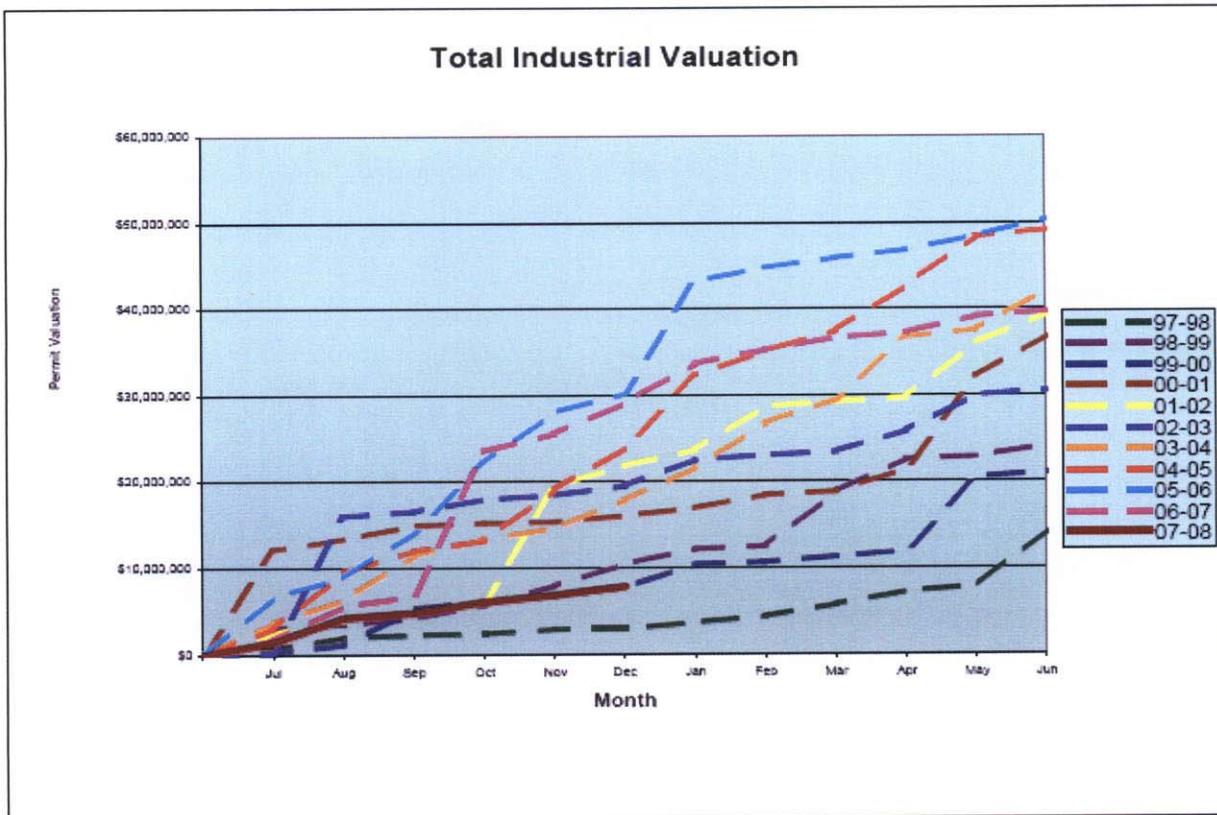
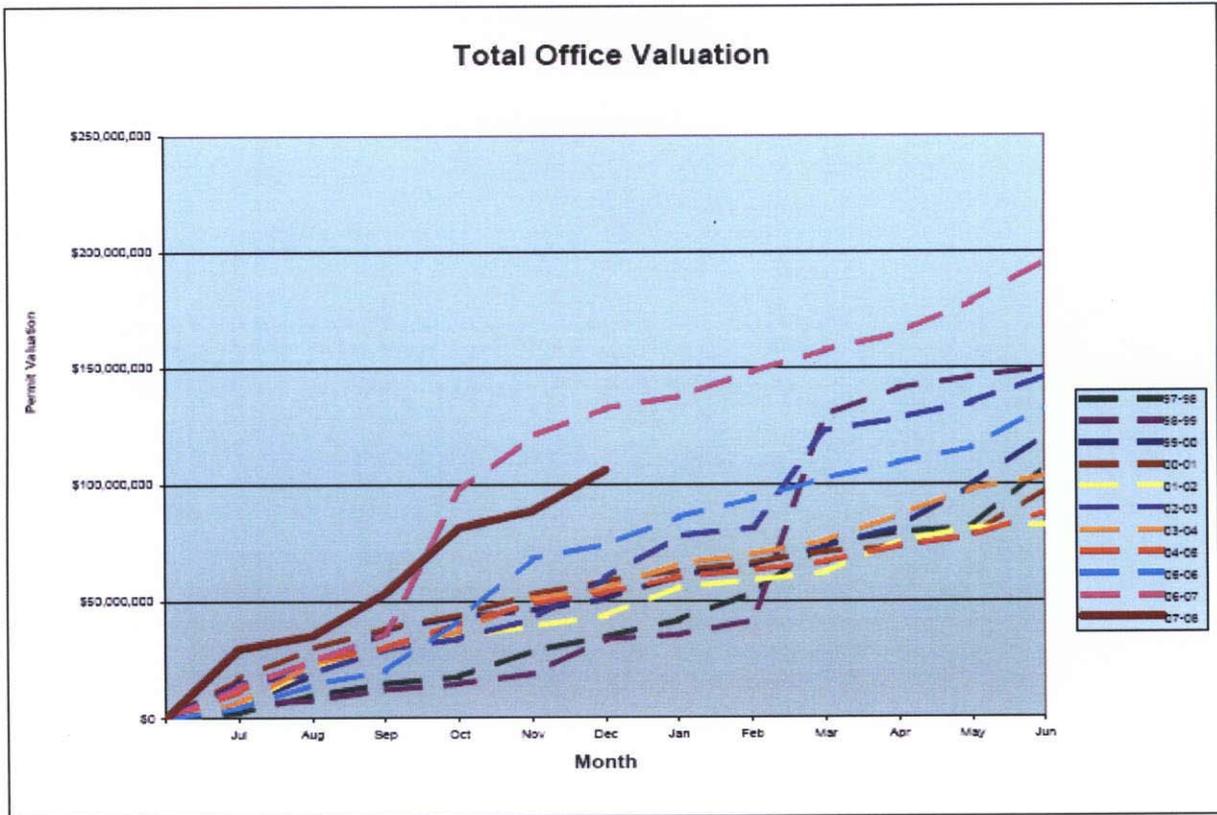


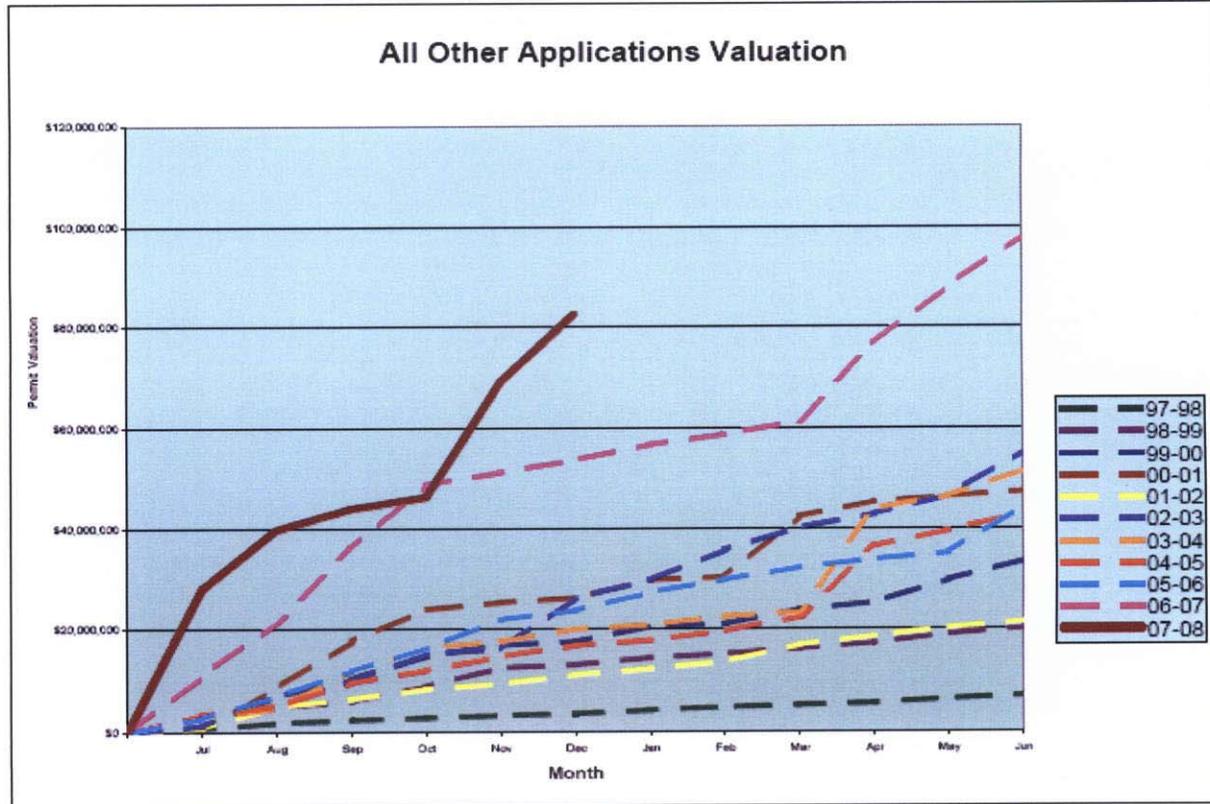
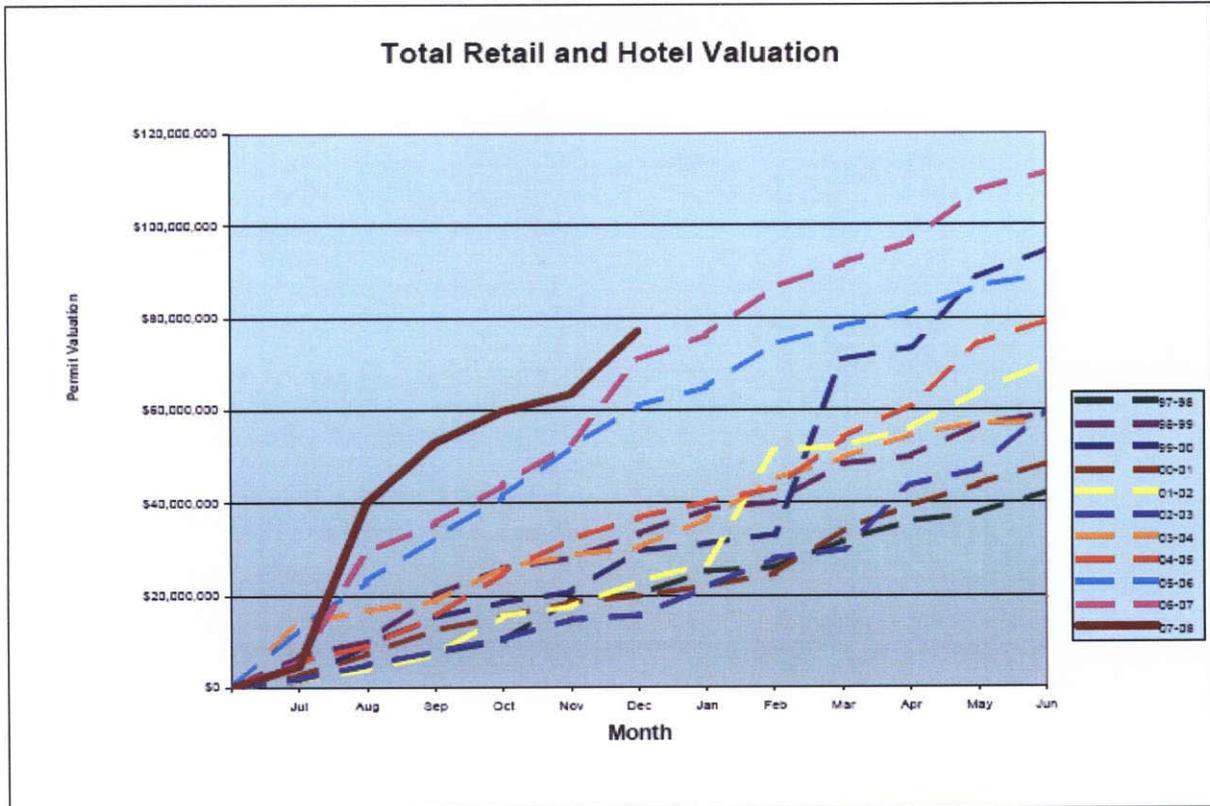












Activity	DECEMBER		Fiscal Year-to-Date	
	2007	2006	07-08	06-07
Planning				
P-File Applications				
Submitted	7	10	66	113
In-Progress	156	181		
Zoning Adm Applications				
Submitted	19	24	162	130
In-Progress	61	66		
Design Review Applications				
Submitted	28	35	179	166
In-Progress	43	57		
Expanded Review Applications				
Submitted	14	16	81	104
In-Progress	13	47		
Preservation Applications				
Submitted	7	9	77	87
In-Progress	13	25		
Total				
Submitted	75	94	565	600
In-Progress	286	376		
Building				
Permits Issued				
Commercial with Plans				
Total Permits	185	230	1,379	1,298
Valuation	\$72,073,731	\$67,447,177	\$276,983,554	\$388,954,494
Over the Counter	18		67	281
Valuation	\$1,736,468		\$7,209,063	\$17,206,605
Residential with Plans				
Total Permits	105	225	1,295	1,561
Valuation	\$5,939,839	\$21,005,335	\$94,319,406	\$102,083,939
Without Plans				
Total Permits	497	644	4,524	5,771
Valuation	\$2,933,407	\$3,658,987	\$31,982,482	\$44,148,170
Fax-In Permits	46	91	473	787
Valuation	\$286,775	\$440,726	\$2,558,468	\$6,761,182
Fax-Back Permits	61	108	625	897
Valuation	\$389,055	\$522,759	\$4,237,911	\$5,539,966
Web-In Permits	14	17	156	
Valuation	\$98,914	\$169,749	\$1,385,607	
Web-Back Permits	70	68	429	
Valuation	\$482,467	\$581,939	\$3,365,619	
Total				
Number	787	1,099	7,198	8,630
Valuation	\$80,946,977	\$92,111,499	\$403,285,442	\$535,186,603
Commercial Total				
Number	230	325	1,820	1,724
Valuation	\$72,300,865	\$68,028,855	\$282,459,175	\$373,929,654
Residential Total				
Number	557	852	5,378	6,975
Valuation	\$8,646,112	\$25,031,638	\$120,826,266	\$170,710,448

Activity	DECEMBER		Fiscal Year-to-Date	
	2007	2006	07-08	06-07
Plan Check				
Residential				
Applied				
Number	362	176	1,443	2,375
Valuation	\$55,456,858	\$11,765,253	\$122,303,953	\$114,185,525
In Plan Check (as of Print Date)				
Number	58	117		
Valuation	\$7,119,376	\$19,407,769		
Waiting (as of Print Date)				
Number	374	381		
Valuation	\$33,647,950	\$29,438,190		
Commercial				
Applied				
Number	234	202	1,152	1,868
Valuation	\$120,990,988	\$99,063,639	\$1,508,333,539	\$517,184,961
In Plan Check (as of Print Date)				
Number	125	119		
Valuation	\$154,290,898	\$90,962,837		
Waiting (as of Print Date)				
Number	341	339		
Valuation	\$372,252,259	\$225,671,239		

City of Sacramento Construction Valuation Report

December-07

Type of Structure	New Construction		Repairs and Additions	
	#	Valuation	#	Valuation
Single Family Dwellings	17	\$2,872,618	466	\$4,492,096
Half Plexes	0	\$0	20	\$146,121
Duplexes (Units - 4)	2	\$467,184	24	\$228,442
3 Plexes	0	\$0	1	\$1,000
Apartment Buildings (3 & 4 Units - 0)	0	\$0	9	\$200,626
Apartment Buildings (5+ units - 159)	9	\$25,785,469	30	\$463,586
Condominiums (units -)	0	\$0	4	\$175,681
Relocated Residential Buildings	0	\$0	0	\$0
Hotels, Motels, etc...(Transient)	4	\$9,397,006	4	\$2,315,000
Other Shelter	0	\$0	0	\$0
Amusement & Recreation Buildings	0	\$0	0	\$0
Churches and Other Religious Bldgs	0	\$0	3	\$19,800
Industrial Buildings	1	\$851,526	9	\$138,949
Parking Garages	0	\$0	0	\$0
Residential Garages & Carports	4	\$97,805	4	\$62,596
Service Stations & Repair Garages	0	\$0	2	\$60,000
Hospitals & Other Institutional Bldgs	0	\$0	1	\$100,000
Office, Bank & Professional Bldgs	6	\$14,291,323	59	\$3,171,180
Public Works & Utilities Bldgs	1	\$49,000	0	\$0
Schools & Other Educational Bldgs	0	\$0	1	\$200,000
Stores & Other Mercantile Bldgs	1	\$353,169	51	\$1,710,873
Other Nonresidential Bldgs	3	\$195,132	4	\$20,100
Structures other than Buildings	6	\$83,399	5	\$8,679,693
Pools	6	\$478,464	0	\$0
Mfg. Housing on Perm. Foundati	0	\$0	1	\$2,500
Mixed-Use (Units - 24)	2	\$3,441,311	12	\$318,996
Historical (converted mismatches)	0	\$0	0	\$0
Fire Equipment	5	\$0	0	\$0
Construction Totals	67	\$58,363,406	710	\$22,507,239

Type of Construction	2007-08 Fiscal Year		2006-07 Fiscal Year	
Residential				
New Construction	432	\$69,040,424	628	\$78,817,736
Repairs and Additions	4,716	\$48,197,641	6,128	\$56,895,059
Sub-total Residential	5,148	\$117,238,065	6,756	\$135,712,795
Commercial				
New Construction	297	\$166,164,861	400	\$301,103,592
Repairs and Additions	451	\$117,495,202	1,459	\$106,661,865
Sub-total Commercial	748	\$283,660,063	1,859	\$407,765,457
Total Construction				
New Construction	729	\$235,205,285	1,028	\$379,921,328
Repairs and Additions	5,167	\$165,692,843	7,587	\$163,556,924
Total	5,896	\$400,898,128	8,615	\$543,478,252
Signs	224	\$391,458		

Dwelling Units	2006-07 Fiscal Year	2005-06 Fiscal Year
Single Family	374	547
Duplex	19	35
Apartment	236	1,147
Total	629	1,729

Demolitions	Structures	Dwelling Units
Month	13	0
Total	107	16

DEVELOPMENT OVERSIGHT COMMISSION

2007-2008 Annual Report





Staff Report

- William Thomas, Director of Development
 - 2007-2008 Development Activities
 - Staff Recommendation



Introduction from the Chair

■ Michael Malinowski, AIA, 2007 DOC
Chair

- DOC Recap 2000 – 2008
 - Support of initiatives
 - Outreach



2007 Successes

■ Michael Malinowski, AIA, 2007 DOC Chair

- Successes
 - Developing Partners
 - Regulatory Improvement
 - Professional Growth
 - Green Building and Low Impact Development
 - Fee Streamlining



2008 Challenges

- Brian Holloway, DOC Commissioner
 - Flood Control
 - Fees
 - Technology
 - Professional Growth and Leadership
 - Developing Partners



2008 Initiatives

- Roger Valine, 2008 DOC Chair
 - Building a stronger, stable and even more effective Development Services Department
 - Help Development Services build on the strong culture of service to the customer and quality environment for staff

2008 Initiatives (cont'd)

- Affirm that we have an effective working relationship among the commissions and customers who interact with the Development Services Department
- Focus on the future