REPORT TO COUNCIL
City of Sacramento

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STAFF REPORT
December 13, 2005

Honorable Mayor and
Members of the City Council

Subject: Development Services Department Reorganization, Phase II

Location/Council District: Citywide

Recommendation:

This report is for information to receive and file.

Contact: William Thomas, Director of Development, 808-1918; Carol Shearly, Director of Planning, 808-5893.

Presenters: William Thomas, Director of Development, 808-1918; Carol Shearly, Director of Planning, 808-5893

Department: Development Services

Divisions: Customer Service, Administration, and City Planning

Organization No: 4811

Summary:
This report provides information on the next phase in reorganization of the Development Services Department to further implement the recommendations of the Development Oversight Commission (DOC) and the reforms approved by the Mayor/Council. The Phase II reorganization focuses on customer service, citywide coordination of planning and consolidation of administrative support.

Committee/Commission Action:

On October 3, and November 7, 2005, the concept of the proposed customer service, administrative, and city planning reorganization concepts were presented to the Development Oversight Commission (DOC) and the Commission members indicated their support for the proposed organizational changes.

Background Information:

On January 20, 2004, the City Council approved the concept to re-organize certain key functions within the City. One of the approved reorganizations was the creation of the new Development Services Department. The purpose of the Development Services Department is to consolidate into one entity those functions necessary to review and approve development applications. The department consists of:

- All planning functions including citywide and community planning, zoning review, environmental, historic preservation, and long range planning.
- All building functions including structural, fire/life safety, plumbing, electrical, and mechanical code review as well as on-site inspections.
- Oversight of improvement plans for construction in the public right-of-way.
- Specific areas of new growth including North Natomas, Railyards, Delta Shores, and various infill areas.
- Process management and improvement

Since the reorganization of all development functions into one department, DSD staff have conducted three team-building workshops to enhance knowledge of the development functions among all department employees, have defined our operating principles, measures of success, and strategic areas, and have successfully begun the MATRIX pilot program in the Central City.

Now, DSD staff proposes to further refine the organizational structure as follows:

<u>Customer Service Division</u>

The creation of a new division with a focus on customer service reinforces the DOC goal for creating a development friendly City and the Department's two operating principles of "getting our customers to success" and "valuing our customers and our employees".

The Division would be organized into three primary areas:
1.) Counter Services; 2.) Communications; and 3.) Quality Assurance

Counter Services is envisioned to include all the primary entry points for DSD customers seeking general information, help, and guidance. With this view in mind, counter services includes not only the traditional physical public counters, but also the department's help line which could be described as the "back office" counter; and the department's web site and emails which could be described as the department's "cyber" counter.

The Communications section will be responsible for providing consistent, accurate, timely, and accessible communication with the public, media, and department

employees. This communication continues to be a vital key and tool in the successful evolution of the Development Services Department. There are four main services identified in this section: media communications, employee relations, customer relations, and web site/graphic design management.

The work of the Quality Assurance staff would include continuation of SWAT team efforts to conduct assessments of the Department's many development review processes, determining the training needs for the Department and maintaining an ongoing program, conducting regular monitoring of all the services provided, and supporting implementation of service improvements.

Administration Division

The Administration reorganization continues the further evolution and coalescing of the formerly separate administrative entities into one cohesive division. Instead of continuing the former structure instituted by the "old" departments, it is proposed to build a new "team" that supports all entities within the department. The Administration Division will consist of four elements:

1. Accounting
2. Information Technology / Geographic Information Systems (IT/GIS)
3. Operations
4. Administrative Support Group (ASG)

The reorganization of the Administration Division is intended to achieve the following goals:

1. Strengthen the administrative processes.
2. Better serve the Boards and Commission and the DSD Divisions
3. Ensure cost effective and seamless delivery of the department's administrative functions.

City Planning

Creation of a City Planning function is designed to serve two goals:

1. Focus all citywide planning efforts, including Transportation, General Services, Utilities, Parks, Police and Fire, as well as other local agencies, on the Vision.
2. Bridge the gap between vision and private development by implementing the plans – plan, finance, and construct necessary public improvements so areas of opportunity are "shovel-/ crane-ready".

The following elements are included in the City Planning function:

1. Long Range Planning – including the General Plan Update, community plan updates, neighborhood action plans, and infrastructure master planning.
2. New Growth – North Natomas, Railyards, Delta Shores, and other future areas of opportunity.

3. Infill – focus public improvements on targeted infill areas.
4. Special Districts – use financing tools to provide prioritized public improvements.

Financial Considerations:

This report has no fiscal implications.

Environmental Considerations:

The proposed project is exempt from environmental review pursuant to CEQA Guidelines (CEQA Section 15332).

Policy Considerations:

The proposed reorganization supports the operating principles and goals of the Development Services Department. In addition, it consistent with the City's updated Strategic Plan 3 Year Goals of "achieving sustainability and livability" and "expanding economic development through out the City."

Emerging Small Business Development (ESBD):

No goods or services are being purchased under this report.

Respectfully Submitted by: _____
William Thomas
Director of Development

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Carol Shearly
Director of Planning

Recommendation Approved:

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ROBERT P. THOMAS
City Manager

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Development Services
We Help Build A Great City

Development Services Department

Organizational Review Phase II

Development Services
We Help Build A Great City

Development Services Where We've Been . . .

- In 1999, Mayor and Council created the Development Oversight Commission (DOC) to assure follow through on the recommendations of the Mayor's Commission On Development.
- Planning, Building, and Development Engineering brought together into one department beginning in FY04-05.
- New positions approved at the FY05 Mid-Year and FY06 Budget Hearings.

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Development Services Where We've Been . . .

Operating Principles

- Get the Customer To Success
- Promote Safety, Livability, and Economic Vitality
- We Value Our Co-Workers and Customers

Measures of Success:

- A Predictable, Timely, Clear, and Seamless Process - A Model for Other Cities

Four Strategic Areas:

- Improving the Organizational Structure
- Continuing the Cultural Change of the Department
- Streamlining the Process
- Promoting an Appropriate Regulatory Environment

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Development Services Where We've Been . . .

The MATRIX Pilot Program Is Focusing On:

- A Team Based Concept (No Silos)
- Improved Customer Service
- Improved Code Compliance
- Improved Internal/External Communication
- Concept to Completion (No Hand-Offs)
- Earliest Involvement (Eliminate Surprises)

MATRIX is planned to go citywide in Spring 2006

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Development Services Reorganization Phase II

Goals of Customer Service Consolidation

- Consolidate all customer service elements into one team effort.
- Define "great customer service" through process review, training, policy development, expectations standards, and recognition.
- Provide improved communication tools for our customers.
- Maintain consistent and accurate communications with customers, local media, industry organizations, and our neighborhood/community partners.

Goals of Administration Reorganization

- Consolidate and strengthen the administrative processes, including:
  - Accounting / H.R. / Facilities
  - Information Technology / GIS
  - Administrative Support
- Serve our boards and commissions more efficiently.

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Development Services Reorganization Phase II

Creation of City Planning

- Create the Vision for a Great City
- Coordinate all City planning efforts
- Prepare for private development/ investment by planning, financing and constructing necessary public improvements