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AGENDA REPORT

TO: DEANNA J. SANTANA
CITY ADMINISTRATOR

FROM: Fred Blackwell
Assistant City Administrator

SUBJECT: Informational Report Regarding
Building Services Management Review

DATE: September 11, 2012

City Administrator
Approval

Deanna Santana

Date 9/11/12

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Staff recommends that the City Council accept this informational report, executive summary, and action plan.

EXECUTIVE SUMMARY

Management Partners has completed the Management assessment of the Building Services Division. Pursuant to Council direction, as a result of Grand Jury report regarding Building Services, the City Administrators Office contracted with Management Partners to evaluate the division holistically, identify efficiencies, customer services improvements, and provide best practices and recommendations on implementing solutions.

OUTCOME

Staff will proceed with implementing the action plan as appropriate and where possible. Some changes may require additional funding that is not currently available and staff will work to identify opportunities for funding and or request appropriate funding allocation from City council in order to implement changes.

BACKGROUND/LEGISLATIVE HISTORY

Pursuant to the Council direction on September 20, 2011 to conduct an "A-Z" management review of the Building Services Division, the City Administrator's Office contracted with Management Partners to evaluate the division. Staff now returns with this informational report to present to the City Council the executive summary and action plan for implementing

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management changes that will bring Building Services in line with best practices management and supervision.

ANALYSIS

This informational report, the executive summary, and action plan sets a road map for the City Administrator's Office to strengthen management practices and improve the effectiveness and efficiency of the Division.

The management changes will require that the City Administrator's Office continue to work closely with the Division's staff, and with the Building and Planning Director for which we will be recruiting shortly. Until that time, the City Administrator's Office will work to implement changes that can be made with little to no fiscal impact. Any changes which may require new budget allocations will be made at a later time with appropriate appropriation request made to the City Council.

PUBLIC OUTREACH/INTEREST

Management Partners included in their review a stakeholder discussion that was comprised of developers, both large and small, construction firms, both large and small, and private property owners all of whom had recently engaged Building Services in order to assess how the systems were functioning or not functioning.

COORDINATION

The work conducted required coordination between and among the City Administrator's Office, Building Services, Planning, and Public Works Department staff.

COST SUMMARY/IMPLICATIONS

To the extent possible changes will be made utilizing existing staff and resource allocations. Where necessary staff will return to Council with any budgetary amendments. Staff expects that the two year budget adoption and five year long range financial plan will include staff development, software, and equipment necessary to support staff in their work.

SUSTAINABLE OPPORTUNITIES

Economic: Implementation of best management practices, improved efficiency, and coordination will provide improved service delivery to customers which will provide consistent service to Oakland residents and businesses and improve the City Economic development process.

Environmental: Improved management and oversight such improve coordination and among and between building, planning, and public works which should improve environmental protection oversight and reduce environmental impact by reducing development and construction times.

Social Equity: Improved management and efficiency will lead to uniform treatment of all Building Services customers and thereby guarantee equitable treatment to all.

For questions regarding this report, please contact Arturo M. Sanchez, Deputy City Administrator, at 510-238-7542.

Respectfully submitted,



Fred Blackwell
Assistant City Administrator

Prepared by: Arturo M. Sanchez
Deputy City Administrator

Attachments (2) –

- Management Partners Executive Summary
- Management Partners Action Plan

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September 5, 2012

Ms. Deanna Santana
City Administrator
Office of the City Administrator
1 Frank H. Ogawa Plaza, 11th Floor
Oakland, CA 94612

Dear Ms. Santana:

Management Partners is pleased to transmit the executive summary and a draft Implementation Action Plan resulting from our management review of the City's Building Services Division. The purpose of our work was to evaluate the Building Services organization, including each of the units and programs, to identify improvements in efficiency and customer service. We examined the organization holistically, focusing on the goal of positioning the division to improve customer service, assure public health and safety, and achieve the appropriate balance between regulation and quality of life in Oakland's neighborhoods.

The recommendations contained in the report and provided in the draft Implementation Action Plan are intended to help the Building Services organization improve operations within the limitations of its resources. The draft Action Plan provides detailed steps that must be taken to implement each recommendation, a suggested priority and appropriate assignments of responsibility. It is provided in draft form so that you and your staff can identify specific target dates based on the ongoing work of the organization.

We appreciate the involvement of the staff members who provided their time, insight and expertise about the work of Building Services. We are pleased to have the opportunity to assist you with this important project.

Sincerely,

Amy Cohen Paul
Corporate Vice President

Management Partners



Building Services Division Management Review

Executive Summary

A planning and building permit counter and the process of obtaining a development entitlement and a building permit is one of the few places that residents interact directly with their government in more than a cursory manner. It is also one of the key introductions to local government for businesses and developers who are considering an investment in the community. The role of the planner, plan checker and the building inspector at the building permit stage is fundamentally regulatory: applying city policies and ordinances as well as state codes that are intended to protect the health and welfare of the community in conformance with community values. That regulatory function is becoming more complex, expensive and time-consuming in the face of changing state and federal regulations, and court interpretations.

Few people or businesses relish the idea of being told what they can do with their property and how it should be done, and even fewer appreciate being charged for that privilege. Businesses are almost always frustrated by the time and costs associated with the development review process. Often, local home and apartment owners do the work without the necessary permits to avoid the time and cost, thereby endangering themselves and/or their tenants.

To address the potential dampening impact on community investment from regulation, many jurisdictions work hard to make the process as seamless, fast, predictable, comprehensible and cost-effective as possible. Certainly Oakland has tried to do that in the past. Based on Management Partners' review, it is clear that the City continues to do so for its major developers and customers who, based on the sample interviewed, were satisfied with the service they receive.

As staffing levels have shrunk, as individuals have been assigned to areas where they may not have experience, and budgets for training and staff development have disappeared, the permit process has become more opaque, onerous and time consuming for many customers. Various evaluations of the division have led to a sense of a function almost under siege, helping to create a culture of "reaction" rather than one of pro-action and continuous improvement. A changing organizational and leadership structure and budget constraints have simply reinforced staff's tendency to avoid risk, and as a result, Oakland has fallen further and further



behind the best practices followed by other jurisdictions. Moreover, the inter-departmental teamwork that is an essential element of development review has also largely disappeared.

As Oakland looks to the future, Management Partners is recommending applying some best practices, including:

- Leadership that has established a clear mission and objectives, provides the training and support needed for staff to perform at a high level, holds staff accountable for meeting objectives, and encourages innovation and reasonable risk-taking.
- Comprehensive public information available in many forms (print and electronic brochures, a robust, informative website etc.) so that customers come into the Permit Center prepared, with most of the information and application materials they need to do business.
- A seamless and predictable building permit process; effectively a single line of business.
- Technology and business systems that support an efficient, seamless operation *and* provide valued information to applicants and future customers.

Specific best practices in development services that Management Partners has set forth in detail in the report include establishing:

1. A project management and problem-solving culture in the Building Services Division so that all customers experience a commitment to their success through the process.
2. A separate Permit Counter Division reporting to the department director to elevate the importance of this customer interface.
3. A counter coordinator position reporting to the department director with the mandate for an efficient counter operation, plan check process and seamless building permit issuance process.
4. A dedicated Development Engineering Section within Building Services.
5. Training and professional development goals to enable building inspection staff to engage in continuous training and educational opportunities.
6. A single point of intake and distribution of all development applications, across disciplines within Building Services.
7. Formal turnaround and responses times for plan check (including initial submittals and re-submittals), and inspections for *all* agencies and disciplines involved in the building permit review process.
8. A transparent third-party plan check process and procedure, controlled by the City to reduce overtime, meet turnaround times or accommodate expedited schedules.
9. Revised permit application forms and comprehensive checklists that clearly inform the applicant what information is necessary for each type of application to be successful.
10. An Interactive Voice Recording (IVR) or similar system to accept, process and coordinate building and public works inspection requests.
11. A renewed commitment and schedule to scanning backlogged building and property records.



12. A robust building services website with a customer service focus on consistent and comprehensive information, online applications and checklists.

Additionally, Management Partners believes there are three critically important components of organizational effectiveness that need to be addressed. These elements will be necessary to support the framework of any organizational change, especially one well-positioned for innovation, efficiency and a service delivery model valued by the residential and business community. The three components are:

1. An organizational culture that clearly and consistently articulates the desired outcomes of the organization and how the team is expected to work together to achieve them.
2. Effective communication that values collaboration and customer service.
3. An organizational and administrative structure that provides effective management analysis which supports continuous improvement as well as performance accountability.

In support of these objectives, Management Partners makes 52 recommendations in the five focus areas below. A summary of the recommendations is provided in the attached draft Implementation Action Plan.

- Organizational Culture
- Leadership and Management
- Organizational Structure and Staffing
- Building Services Processes
- Business Systems and Technology

The City of Oakland well understands the need for a customer-friendly environment for those wishing to invest in the community. At the same time, as staffing levels shrink, regulatory requirements increase, and community scrutiny and expectations increase, it is also essential that the process be transparent and efficient. With appropriate leadership, the application of technology, and an organizational culture of continuous improvement, these goals can be met.



**City of Oakland
Building Services Division
Draft Implementation Action Plan**

August 2012

Management
Partners



Making the Most of the Draft Implementation Action Plan

Management Partners has developed this draft Implementation Action Plan to assist the the City of Oakland with the implementation of 51 recommendations. The work involved in implementing the recommendations must be integrated into the other work of the division, with appropriate assignments of responsibility for implementation, with the identification of the steps necessary to implement each individual recommendation and with a recommended priority assignment (1, 2 or 3, based on criteria described in the document).

To convert this draft to a final Action Plan, the Assistant City Administrator; Planning, Building and Neighborhood Preservation (PBNP) Department Director; Chief Building Official and appropriate staff members will need to identify specific target dates. In doing so, you may want to modify the described activities for implementing an individual recommendation based on your knowledge of what will be required for completion, or to adjust the assignment of responsibility based on workload or other considerations. The discipline of successful project planning is basic to successful execution of the work ahead.

Management Partners remains available to consult with you in this process in whatever way we can be helpful. Please do not hesitate to contact Lynn Dantzker at 925-998-6972 or ldantzker@managementpartners.com or Amy Paul at 513 309-3709 or apaul@managementpartners.com.

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
Organizational Culture					
1	Establish a mandate within the division among the associated development functions for organizational change.	<ul style="list-style-type: none"> • Form a work team empowered to lead the change effort (ideally consisting of Building Services and other associated functions) • Develop and implement a process (described in Recommendation 2) that: <ul style="list-style-type: none"> ○ Creates a vision to help direct the change effort ○ Establishes goals and strategies ○ Gains department/division head approval ○ Communicates the vision to division staff ○ Empowers staff to fulfill the vision • Review and monitor the effects of the organizational change on a regular basis 	Priority 1	Assistant City Administrator	See Recommendation 2
2	Identify the Building Services' mission, vision, values and customer service standards, in collaboration with staff.	<ul style="list-style-type: none"> • Conduct a workshop with executive management of the division, to collaborate about and establish the division's mission, vision, values and customer service standards • Communicate the results to division staff, seeking input about each individual's role in fulfilling them • Hold division staff responsible for implementing mission, vision, values and customer service standards 	Priority 1	Chief Building Official	
3	Conduct customer service training for all staff, regardless of perceptions about the need to do so.	<ul style="list-style-type: none"> • Identify a trainer/facilitator and a schedule for customer service training • Develop an agenda and training materials • Conduct session(s) to train all division staff on appropriate and effective methods of providing excellent customer service • Document discussion and key agreements 	Priority 1	Chief Building Official	Reinforce that it is part of all staff members' jobs to assist customers

¹ Priority 1: Important to accomplish without delay (within six months) and/or easy to accomplish.

Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete. These are medium-term and should be accomplished within a year.

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute. These are longer term and should be accomplished within three years.

² To establish clear accountability there should be a single manager assigned responsibility for completing implementation of each recommendation. Where more than one manager is identified in this column, responsibility should be clarified when the Final Action Plan is prepared.

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
4	Establish a culture of project management responsibility and problem solving for the customer at every level within the division so that all customers feel the City is committed to their success through the process.	<p>Following the establishment of the division’s mission, vision and values, and customer service training:</p> <ul style="list-style-type: none"> • Establish this topic as a standing item on every staff meeting agenda for discussion • Recognize successful examples regularly • Identify opportunities for improvement 	Priority 2	Chief Building Official	Implementation requires a leadership and management model that reinforces the importance of this culture at every level in the organization. Address this also during implementation of Recommendation 2.
5	Implement and monitor a formal performance evaluation system for all division staff and conduct such evaluations annually.	<p>In partnership with the Human Resources (HR) Department:</p> <ul style="list-style-type: none"> • Train managers and supervisory personnel on consistent and effective methods of evaluating performance • Empower managers and supervisors to recognize good performance and take action in response to poor performance, when appropriate • Determine annual schedule for performance evaluations 	Priority 2	PBNP Director	Human Resources will need to be integrally involved
6	Develop a set of outcome-based measures that can be monitored to inform the efficient and effective management of the division in conjunction with the implementation of the new permit tracking system.	<ul style="list-style-type: none"> • Establish a work team responsible to develop and monitor outcome-based measures • Review the measures with division staff and revise as appropriate based on input • Review measures with PBNS Director and revise as appropriate based on input • Review and monitor performance on a regular basis • Document and share results with division staff 	Priority 2	Chief Building Official	

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
Leadership and Management					
7	Establish expectations about leadership for all managers and enable and empower them to achieve those expectations.	<ul style="list-style-type: none"> Hire an outside facilitator/consultant to conduct a training session(s) and provide tools that will empower managers to realize expectations As part of the annual performance evaluation establish specific leadership goals and objectives for individual managers Review and monitor leadership expectations with managers on a regular basis 	Priority 1	PBNP Director	Chief Building Official will take the lead, but PBNP Director must approve goals and objectives for individual managers
9	Discontinue the practice of promoting people into management solely based on real or perceived technical skills.	<ul style="list-style-type: none"> In partnership with Human Resources, review management position classifications to ensure they emphasize the appropriate balance between technical expertise and management duties and responsibilities Explicitly assess candidates for management positions against skills required for effective leadership and management During the recruitment process, assess candidate's interest in performing management duties and responsibilities 	Priority 1	PBNP Director	
8	Identify and isolate the performance issues associated with pivotal or critical positions in the chain of command and work with the City's Human Resources staff to develop a plan for resolving them.	<ul style="list-style-type: none"> Review positions and performance issues with Human Resources Develop an implementable Performance Improvement Plan (PIP) for each position, as appropriate, in compliance with applicable civil service and MOU provisions Train managers to develop successful PIP applications; coach and guide them through the process Evaluate results 	Priority 2	Chief Building Official	Human Resources will need to be a significant partner in this effort
Organizational Structure and Staffing					

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
12	Establish a Development Engineering Section within the Building Services Division and consolidate agreed upon development engineering functions within this section.	<ul style="list-style-type: none"> Reassign applicable positions to a new Development Engineering Section Modify the affected job descriptions as necessary in consultation with Human Resources to reflect new responsibilities within the new section, as needed Clarify change of duties and reporting relationships of affected positions 	Priority 1	Chief Building Official	Public Works Director will need to be a significant partner in this effort
16	Reassign the city engineer function to the Public Works Department and realign the primary duties and responsibilities of a municipal building services function under a building official position.	<ul style="list-style-type: none"> Create or modify the city engineer job description in consultation with HR, with the duties and responsibilities assigned to a specific position in the Public Works Department Recruit for the city engineer position, if necessary Modify the building official job description to include only those duties relating to municipal building services Clarify change of duties with affected positions 	Priority 1	Public Works Director	With significant input from PBNS Director and HR
18	Confirm and adhere to the established reporting relationships with the implementation of a modified organization structure.	<ul style="list-style-type: none"> Confirm the reporting relationships within the existing and then proposed organization structure for the division Clarify and explicitly articulate the division's reporting relationships to all division staff and staff in other divisions, as appropriate 	Priority 1	Chief Building Official	
19	Establish a counter coordinator position reporting to the department director with responsibility and authority to maintain the efficient operation of the counter and plan check process.	<ul style="list-style-type: none"> Develop a job description in consultation with Human Resources Obtain hiring approval Advertise position, review and interview top applicants Offer position and finalize paperwork Ensure the position is empowered to work inter-departmentally to resolve system and permitting issues and to foster a seamless operation for customers 	Priority 1	PBNP Director	Human Resources will need to be a significant partner in this effort
24	Establish a new management position responsible for property enforcement reporting directly to the building official.	<ul style="list-style-type: none"> Develop a job description in consultation with Human Resources Obtain hiring approval Advertise position, review and interview top applicants Offer position and finalize paperwork 	Priority 1	Chief Building Official	Human Resources will need to be a significant partner in this effort

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
10	Establish a new Permit Counter Division within the Planning, Building and Neighborhood Preservation Department reporting directly to the department director.	<ul style="list-style-type: none"> Reassign applicable positions to a new Permit Counter Division Modify the affected job descriptions in consultation with HR to reflect new responsibilities within the new division, as needed Clarify change of duties and reporting relationships of affected positions 	Priority 2	PBNP Director	
11	Consolidate all plan check staff except civil engineering into a discrete section within Building Services under a plan check management position to balance workload and ensure accountability for turnaround standards.	<ul style="list-style-type: none"> Reassign applicable positions to a new Plan Check Section Modify affected job descriptions as necessary in consultation with HR to reflect new responsibilities within the new section, as needed Clarify change of duties and reporting relationships of affected positions 	Priority 2	Chief Building Official	
13	Establish a matrix reporting relationship with development services engineering staff remaining in the Permit Center reporting to the Building Services Division head for day-to-day customer service and management and to Public Works for technical issues and engineering policy.	<ul style="list-style-type: none"> Clarify change of duties and reporting relationships of affected positions Establish accountability protocols Set up new systems as needed to support interdepartmental cooperation Schedule regular meetings to review performance, tweak systems and discuss issues 	Priority 2	Chief Building Official	In coordination with the Public Works Director
14	Integrate on- and off-site civil plan review in the new Development Engineering Section.	<ul style="list-style-type: none"> Determine what, if any, additional resources are needed for on- and off-site civil plan review to occur in the new Development Engineering Section Reassign applicable positions or acquire new resources if necessary Review and monitor function on a regular basis 	Priority 2	Chief Building Official	

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
15	Consolidate the inspection functions that currently reside under the Planning/Engineering Coordination Section in the Building Inspections Section, with the exception of some planning mitigations (to be determined) and engineering construction inspections (public infrastructure).	<ul style="list-style-type: none"> Reassign applicable positions to a Building Inspection Section Modify the affected job descriptions as necessary in consultation with HR to reflect new responsibilities within the new section, as needed Clarify change of duties and reporting relationships of affected positions 	Priority 2	Chief Building Official	
20	Establish a principal civil engineer position as the manager of the new Development Engineering Section, with a matrix reporting relationship to the building official and city engineer (in Public Works).	<ul style="list-style-type: none"> Develop a job description in consultation with Human Resources Obtain hiring approval Advertise position, review and interview top applicants Offer position and finalize paperwork Review the working relationship between the city engineer and principal civil engineer to ensure cooperation 	Priority 2	Chief Building Official	In conjunction with the City Engineer. Human Resources will need to be a significant partner in this effort.
21	Ensure the new Engineering Services Section is staffed with appropriate positions trained in the engineering disciplines required to adequately review development projects.	<ul style="list-style-type: none"> Determine the positions needed to adequately staff the Development Engineering Section Recruit to fill positions, as necessary, and/or reassign Public Works engineering staff to Building Services Conduct applicable training to ensure staff have the knowledge and skills required to review development projects 	Priority 2	PBNP Director	Human Resources will need to be a significant partner in this effort
22	Establish a new position of building inspection manager (or similar title), reporting directly to the building official, with responsibility for all inspection functions in Building Services except construction inspection.	<ul style="list-style-type: none"> Develop a job description in consultation with HR Obtain hiring approval Advertise position, review and interview top applicants Offer position and finalize paperwork 	Priority 2	Chief Building Official	Human Resources will need to be a significant partner in this effort

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
23	Establish an additional principal inspection supervisor position to enable greater oversight and professional development of building inspection staff.	<ul style="list-style-type: none"> Develop a job description in consultation with HR Obtain hiring approval Advertise position, review and interview top applicants Offer position and finalize paperwork 	Priority 2	Chief Building Official	Human Resources will need to be a significant partner in this effort
25	Reassign the principal civil engineer responsible for Building Services/Engineering as the section head responsible for building plan check.	<ul style="list-style-type: none"> Modify the job description for the principal civil engineer to be the section head of building plan check, in consultation with HR, to reflect new responsibilities as head of the new section Clarify change of duties and reporting relationships of affected positions 	Priority 2	Chief Building Official	
27	Require inspector supervisors to hold regular meetings of all inspectors to discuss issues in the field and code interpretations.	<ul style="list-style-type: none"> Determine the frequency with which regular meetings to discuss issues in the field and code interpretations should be held Adopt a practice whereby inspector supervisors hold regular meetings and articulate the need for consistent interpretation of policies and codes Communicate agreed upon times and dates of regular meetings to inspectors Develop and maintain a Standard Operating Procedures (SOP) manual for staff to reference that details potential field issues and code interpretations 	Priority 2	Chief Building Official	
28	Establish professional development training goals and then schedule and allocate resources to enable building and property enforcement staff to engage in continuous training and educational opportunities.	<ul style="list-style-type: none"> Meet with staff to determine training needs and assess professional development goals Schedule regular in-house training for building and property enforcement staff that will help meet these goals Assign an appropriate budget to allow staff to attend professional conferences and other educational opportunities; encourage/require staff to attend 	Priority 2	Chief Building Official	

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
17	Create a separate Business Services Division under the department director to integrate business functions into an effective, cohesive entity supporting the entire department.	<ul style="list-style-type: none"> Reassign applicable positions to a new Business Services Division Modify the affected job descriptions in consultation with HR to reflect new responsibilities within the new division, as needed Clarify change of duties and reporting relationships of affected positions 	Priority 3	PBNP Director	Additional positions may need to be added; this should be evaluated once functions are identified
26	Conduct an evaluation of the duties, skills and abilities required for building inspection and code enforcement positions to ensure they meet current standards for success in the position, in conjunction with the Human Resources Department.	<ul style="list-style-type: none"> Review duties, skills and abilities required for each affected position Ensure each affected staff member has the appropriate background, experience and knowledge required for their position Provide training, as necessary, to staff who lack skills and abilities required for success in their position 	Priority 3	Chief Building Official	

Building Services Processes

29	Establish a single point of intake and distribution for ail development applications in conjunction with all internal departments with a development review function.	<ul style="list-style-type: none"> Establish a single point of contact for intake and distribution of all applications Implement work processes so the contact person can track the permit process among various divisions and departments as questions from customers arise 	Priority 1	Chief Building Official	
30	Establish formal turnaround and response times for plan check and inspections for all agencies involved in the building permit review process.	<ul style="list-style-type: none"> Based on best practices, create several categories of building permits, and determine turnaround times for each Based on best practices, implement a mechanism for monitoring plan check and inspection activity to ensure established turnaround times are followed by all agencies involved (the proposed new tracking system will likely do this) Evaluate the mechanism for ease of use, accuracy, etc. Actively review and monitor on a regular basis Adjust processes as necessary to ensure they are met 	Priority 1	Chief Building Official	

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
32	Establish turnaround times (for initial submittal and resubmittals) for each different building permit category based on the complexity of the plan check.	<ul style="list-style-type: none"> Based on best practices, determine turnaround times (for initial submittal and resubmittals) for each different building permit category Based on best practices, implement a mechanism for monitoring plan check and inspection activity to ensure established turnaround times are followed Identify costs and resources needed for monitoring mechanism Implement Review and monitor on a regular basis 	Priority 1	Chief Building Official	
31	Mandate and monitor use of the new permit tracking system by all City development services functions to ensure single location and common tracking of development activity.	<ul style="list-style-type: none"> Establish a sense of urgency for all division staff to use the permit tracking system Conduct training sessions so that staff understand how to use the system Review and monitor the new tracking system to ensure proper use 	Priority 2	Chief Building Official	
33	Establish a single project coordinator (likely the Permit Center coordinator or designee) to ensure that all reviewing parties are meeting expected review deadlines.	<ul style="list-style-type: none"> Establish/assign a single point of contact to be responsible for project coordination Empower the individual to monitor review deadlines for all staff involved Report results on a regular basis 	Priority 2	Chief Building Official	The percent of time review deadlines are met should be one of the divisions' performance measures
38	Revise permit application forms to make them simpler, with clear and comprehensive checklists that inform the applicant what information is necessary for each type of application.	<ul style="list-style-type: none"> Establish a work team/individual responsible for revising forms and creating checklists Collect application forms and checklists from peer agency websites to serve as samples Based on best practices, revise forms and create checklists Gain department head approval Upload forms and checklists to website; make hard copies available in Permit Center 	Priority 2	Chief Building Official	In conjunction with Recommendation 39

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
39	Assign responsibility for modifying checklists and other forms to a Building Services staff member (and ultimately the Permit Coordinator for ongoing maintenance).	<ul style="list-style-type: none"> Select a Building Services staff member with the responsibility of modifying the checklists and forms Agree upon a time frame for completion Revise and modify checklists and forms, based on peer checklists and forms and best practices Assign responsibility for on-going updates/modifications to checklists and forms to the Permit Coordinator 	Priority 2	Chief Building Official	This is an ongoing responsibility and needs to be assigned to a specific individual
40	Reengineer the civil plan review fee structure (both on- and off-site) to ensure it is sufficient and appropriately managed to support the services required.	<ul style="list-style-type: none"> Establish a work team responsible for revising the civil plan review fee structure Collect fee schedules from peer agency websites Revise fee structure in accordance with state law, based on best practices and in consultation with stakeholders Gain City Council approval Implement new fee structure 	Priority 2	Chief Building Official	
41	Mandate the plan check of civil plans (mostly off-site) as a priority and ensure accountability (turnaround times) through the new permit system.	<ul style="list-style-type: none"> Articulate turn-around times and other expectations to staff Review and monitor to ensure plan check of civil plans are performed to standards 	Priority 2	Chief Building Official	Public Works Director will be a partner in this effort.
43	Reestablish parameters regarding when the City will undertake plumbing and electrical plan checks and institute procedures and fees to carry out the work.	<ul style="list-style-type: none"> Determine what, if any, additional resources will be required to reinstitute plumbing and electrical plan check services Engage the development community in the objective and benefits of reestablishing this plan check process Train and assign staff to undertake these reviews Determine fees and turn-around times Implement 	Priority 2	Chief Building Official	

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
45	Reengineer the fire plan check process and fee structure to support appropriate staffing levels to meet established turnaround times and improve customer service.	<ul style="list-style-type: none"> Establish a work team responsible for reengineering the fire plan check process and fee structure Research fire plan check processes and fee structures in peer agencies Based on best practices, revise plan check process so the operation is seamless, meets established turn-around times, and does not create a bottleneck Determine what, if any, resources are necessary to support new fire plan check process Based on best practices, revise fee structure Review and monitor new process on a regular basis 	Priority 2	Chief Building Official	Fire Chief or applicable Fire Division Head will need to be partners in this effort
34	Empower the proposed new Permit Center coordinator position with the responsibility and authority to make the counter a customer-friendly, responsive, robust environment that meets the needs of its customers.	<ul style="list-style-type: none"> Adopt and distribute a written policy that articulates the new Permit Center coordinator's duties (i.e., ensuring the counter is customer-friendly and responsive to the needs of its customers) Empower the contact person to act as project manager and address inconsistencies, resolve issues with other divisions or departments, and enforce established turn-around times 	Priority 3	PBNP Director	
35	Ensure that all functions with development review responsibility are able to provide service to the Permit Counter, including fire and engineering.	<ul style="list-style-type: none"> Determine regular times and dates when development review functions located outside of Building Services can provide services to the Permit Counter Publicly display the scheduled times when these functions will be available at the counter so customers are informed Enforce and confirm that these services are available to customers at the agreed-upon times 	Priority 3	Chief Building Official, until Permit Coordinator position is filled	
36	Evaluate whether and how the inspections Counter can be consolidated into the Permit Center.	<ul style="list-style-type: none"> Determine all functions and tasks performed at the Inspections Counter Determine which positions are responsible for performing functions and tasks at the Inspections Counter Evaluate whether Inspections Counter functions and tasks can be performed at the Permit Center, reassigning staff as necessary 	Priority 3	Chief Building Official	

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
37	Establish a third-party plan check process and procedure which is transparent and controlled by the City to reduce significant overtime, meet turnaround times or accommodate an expedited schedule.	<ul style="list-style-type: none"> Develop and issue a request for proposals (RFP) for third-party plan check firms to provide plan check services on an as-needed basis Review proposals and select vendor(s) Establish contract with third-party firm(s) in accordance with City policies and procedures Monitor work of third-party firm(s) to assure quality plan check is occurring 	Priority 3	Chief Building Official	
42	Reestablish the Development Coordinating Committee (or equivalent) that brings the various development services functions together at the beginning of the development process (during entitlement).	<ul style="list-style-type: none"> Articulate the purpose and goals of the new committee Recruit/assign committee members assuring all development services functions are represented Adopt a policy that dictates when the committee will meet (for which types of development projects, and at what point in the development process) Hold committee meetings as agreed upon Review and monitor on a regular basis 	Priority 3	PBNP Director	
44	Establish standard operating procedures.	<ul style="list-style-type: none"> Collect sample SOPs from peer agencies Review existing guidelines and procedures Establish new SOPs to meet Building Services' operational objectives Document and monitor Publish electronically for reference by staff and make a hard copy available, if necessary 	Priority 3	Chief Building Official	

Business Systems and Technology

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
46	Ensure that Public Works civil plan check is an integral part of the first phase of the implementation of the new permit tracking system.	<ul style="list-style-type: none"> • Thoroughly document Public Works' civil plan check and inspection workflow processes • Collaborate and reach a consensus on how to integrate Public Works' processes into the overall development process • Implement • Ensure the agreed upon integration is represented in the new permit tracking system 	Priority 1	Chief Building Official	Public Works Director and engineering development services staff will be involved in this effort
47	Allocate resources to support acquisition of the Fire Department development services plan check permit tracking module and ensure it is integrated into the new system.	<ul style="list-style-type: none"> • Research and determine applicable fire plan review module associated with the new permit system • Allocate funds to acquire new module • Document work plan process • Implement module 	Priority 2	Fire Chief	With assistance from the Chief Building Official
49	Acquire an Interactive Voice Recording or similar system as soon as feasible to accept, process and coordinate building and public works inspection requests.	<ul style="list-style-type: none"> • Develop and issue an RFP for an IVR or similar system • Review proposals and select vendor/product • Purchase and implement IVR system • Train staff on new system, affected work processes and procedures • Plan information campaign to inform customers about new system • Monitor system to ensure customer satisfaction and ease of use 	Priority 2	Chief Building Official	
52	Revise the City's development services website with a customer service focus on consistent and comprehensive information, online applications and checklists.	<ul style="list-style-type: none"> • Assign an individual to establish priorities for improvements to the website content and documentation • Revise/update documentation (see Recommendation 38) and edit website content to ensure an easy-to-navigate, customer-friendly information source • Upload new documents and web content to the website 	Priority 2	Chief Building Official	To be achieved in conjunction with Recommendation 38

Project Report Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	Comments
48	Conduct regular information sessions with division staff to clarify what the new permit system will accomplish in Phase 1 and the future.	<ul style="list-style-type: none"> Identify who will facilitate the information sessions and inform participants about sessions Conduct regular information sessions as the new permit system rolls out, as needed Document discussion and key agreements Develop follow-up and distribute to session participants, as applicable 	Priority 3	Chief Building Official	
50	Develop and implement a plan to complete the scanning of backlogged building records.	<ul style="list-style-type: none"> Determine feasibility of contracting with a private firm to complete the scanning of backlogged records If using a contractor to scan records is approved, develop and issue an RFP Review proposals and select vendor Establish contract with third-party firm If using a contractor to scan records is not an option, determine the administrative support required to complete the scanning of records 	Priority 3	Chief Building Official	
51	Assess the resource (administrative support) required to continue scanning of records henceforth and ensure that it is accomplished.	<ul style="list-style-type: none"> Determine the administrative support required to scan records going forward Assign an administrative work team to accomplish the scanning Establish a timeframe and other expectations going forward Review and monitor progress 	Priority 3	Chief Building Official	