

II. INTRODUCTION AND SUMMARY

A. BACKGROUND AND PURPOSE

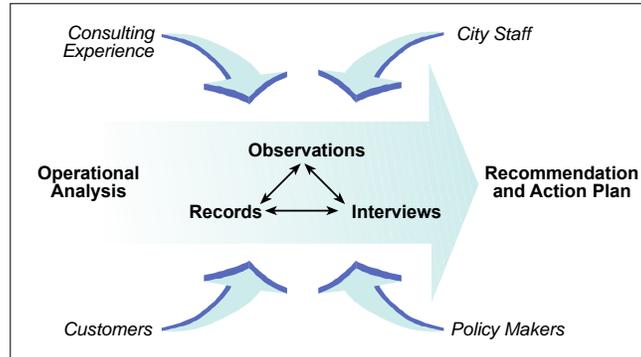
This study was initiated by the City Manager to conduct an organizational and operational analysis of the department in an effort to increase process efficiency, customer satisfaction and delivery of accurate and timely services. Specifics included examining current workflows, organization structure, facilities, staffing, and service delivery of each division within the department and to identify recommendations for improvements.

The RFP for the study was issued March 17, 2014 with a pre-proposal conference on March 28. Proposals were due April 17, and interviews were held May 13. Zucker Systems was notified of its selection on May 19 and the City Council approved the contract on June 26. Zucker Systems staff spent time in Austin on August 5, 6, 7, September 2, 3, 4, 30, November 1, 2, October 28, 29, 30 and April 7, 8, 9.

B. METHODOLOGY

Zucker Systems used a proprietary well-tested, integrated methodology for this study, as shown in Figure 1. We brought our extensive experience to the study, worked closely with Department staff, and solicited input and observations from customers and policy makers. The methodology is built on interrelating records, observations, and interviews. Each is necessary for valid studies. National research has shown that each one of these three—if relied upon exclusively—can be subject to substantial error. For example, record systems are often found to be as high as 50% in error, or the wrong things are measured. We used observations and interviews to verify records. Records and interviews were used to verify observations. Records and observations were used to verify interviews. Each group of people, shown in Figure 1, was an important part of the process.

**Figure 1
Methodology Overview**



Specific activities conducted for this study included the following:

- 16 Stakeholder focus groups of 132 people;
- A mail survey to 2,101 applicants for development approvals or permits;
- Met with 274 employees in group meetings;
- Short questionnaire completed by 274 employees;
- Interviewed the chairperson of 9 Boards and Commissions;
- Long questionnaire completed by 204 employees;
- Interview with the City Manager;
- Interview with Assistant City Manager;
- Confidential interviews with 13 employees who requested individual interviews;
- Review of extensive background data and reports;
- Tour of the Department's offices; and
- Meeting with CodeNEXT Advisory Group.

C. FINDINGS AND RECOMMENDATIONS

This assessment found many exemplary features within the Planning and Development Review Department as well as a number of areas where improvement is possible.

Areas of Strength

Specific strengths include:

- Collocation of many planning development related functions;
- Website reports on activity numbers and performance standards;

- Partial use of a robust software program, AMANDA;
- Work underway to upgrade AMANDA, accept plans and credit cards over the Internet, and electronic plan review;
- Good technology to manage customer wait and service times at the counters;
- GIS system and Web Viewer;
- Adoption of the Imagine Austin Comprehensive Plan;
- Work underway to update the Development Code, CodeNEXT;
- Willingness of staff to participate in this study;
- Detailed organization charts; and
- Detailed process for setting construction standards (Rules).

Opportunities for Improvement

Problem areas and opportunities for improvement are described throughout this report. Many of these were pointed out to us in the employee surveys. What we consider to be seven key areas, or themes, are discussed in the Executive Summary, the first chapter in this report.

Table 1 summarizes the 462 recommendations and opportunities for improvement made throughout this study. To assist the reader, each summarized recommendation is cross-referenced to the page on which the supporting text appears. Although all of these recommendations are important, each was given a priority number in order to help the City with implementation. There are 125 priority number one recommendations, 266 priority number two recommendations and 71 priority number three recommendations. We are recommending an initial appropriation of \$4,250,000 million to implement this report. The funds should be made available immediately.

To further help the City and the Department in implementation, we have also coded all the recommendations. “Phase One Actions” are recommendations that we believe should be completed in the first twelve months. “Phase Two Actions” we believe should be completed within 24 months.

There are 342 Phase One Action recommendations. Some of these are given priority 1, 2 or 3. However, that does not mean that only the priority 1 recommendations should be addressed. There are 120 Phase Two Action recommendations. PDRD should develop a detailed implementation plan with time targets for these recommendations.

For each recommendation, we also indicate a preliminary responsible party for implementation. The final column show how each recommendation relates to the seven key priority areas. Some recommendations may relate to more than one of the key priority areas.

Note: This report and its topics are in most cases arranged in alphabetical order to assist the reader in finding material. The order of presentation has no relation to priorities.

While the above priorities and action schedules should help the City with its implementation plan, it's essential to initially focus on the seven key priorities discussed in the Executive Summary. Additionally, we have highlighted a number of key recommendations' in bold type.

**Table 1
Table of Recommendations**

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
1.	Agree on an implementation plan	PDRD Director, City Manager and the Mayor and City Council	41	1	X		All
ISSUES RELATED TO ENTIRE PLANNING AND DEVELOPMENT DEPARTMENT							
2.	Explore broken window theory issues in PDRD	Managers and Supervisors	43	3			2
3.	Develop an approach for continued Stakeholder involvement in PDRD activities	Managers and Supervisors	43	1	X		2
4.	Develop strategy to improve communication in PDRD	Managers and Supervisors	44	2	X		2
5.	Continue internal newsletter and expand content	Public Info & Mktg Mrd	44	2	X		2
6.	Update and redesign all handouts	Managers and Supervisors	45	2	X		2
7.	Consultant to design signs and examine wayfinding for PDRD.	Support Services	46	2	X		2
8.	Return all phone calls and emails same day received	Managers and Supervisors	46	1	X		2
9.	Use percentages rather than averages in counter software	Bans System Analyst Supv	47	2	X		4
10.	Serve 90% of customers within 15 minute wait time at all counters	Managers of all counters	48	2	X		4
11.	Develop time strategy for all counters and monitor performance	Counter managers	48	2	X		4
12.	Change culture in PDRD regarding plan reviews and responding to customers	Managers and Supervisors	48	1	X		All
13.	Begin a phased in expediting process	Managers and Supervisors	54	2		X	4
14.	Review methodology for Expense Refunds	Financial Manager and Budget Officer	57	2		X	1
15.	Consider Expense Refund from Code Compliance	Financial Manager and Budget Officer	57	2		X	1
16.	Annual review of Transfers and Support Services for PDRD	Financial Manager	58	2		X	1
17.	Develop separate account for One-Stop-Shop	Financial Manager and City Budget Office	65	1	X		1
18.	Appropriate \$4,250,000 million to implement	City Council	65	1	X		1

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
	this report						
19.	Establish reserve account for the One-Stop-Shop	City Budget Office and Legal Department	65	1		X	1
20.	Do not reduce fees for large projects	Financial Manager	66	2		X	1
21.	Add fees after third review	Financial Manager	66	2		X	1
22.	Pursue grants for PDRD	Assistant Director, Comprehensive Planning	67	2		X	1
23.	Develop annual projection of development activity	Financial Manager	69	2		X	1
24.	Uniform office hours for all planning and development functions	PDRD and related departments	70	3	X		2
25.	Note office hours on handouts, website, etc.	Public Info & Mktg Mrd	70	3	X		2
26.	Appoint single attorney for Land Division	Legal Department	70	2		X	2
27.	Evaluate role of Code Enforcement and Legal Services Team	SSI Manager and Legal Department	71	2	X		2
28.	Clarify legal issues and services related to PDRD	PDRD and Legal Department	71	2	X		3
29.	Evaluate compensation level of PDRD legal advisor position.	HR	71	2		X	2
30.	Locate PDRD and related departments in a one floor building	City Council	74	1		X	2
31.	Remove words, "One-Stop-Shop" from signs	Public Info & Mktg Mrd	75	2	X		2
32.	Explore option of office trailers to address space needs	Chief Administrative Officer	75	2	X		2
33.	Add Deputy Director for Operations to PDRD	PDRD Director	77	1	X		2
34.	PDRD Director to re-set priorities and increase delegation	PDRD Director	77	1	X		2
35.	DAC, Plan review and Permit Center to report to the same Assistant Director	PDRD Director	78	2	X		2
36.	Land Use and Site/Subdivision Inspection to report to the same Assistant Director	PDRD Director	78	2	X		2
37.	Financial Manager to report to Administrative Officer	PDRD Director	79	1	X		2
38.	Change topics for Lead Team and Division Manager meetings	PDRD Director	81	2	X		2
39.	Have agenda for Lead Team and Division Managers meetings	PDRD Director3	81	3	X		2
40.	Review attendance for Lead Team meetings	PDRD Director	81	3	X		2
41.	Reduce or combine the number of reviewers for plan review in residential and commercial plan review.	PDRD Director	83	1		X	2
42.	All reviewers of plan review should have times recorded in AMANDA	PDRD Director	83	1	X		5
43.	Operating departments to be responsible for construction standards and up-date	Operating Departments	86	1		X	3
44.	Consolidate plan reviews and inspection in PDRD	City Manager	86	1	X		3
45.	Transfer operating department plan review staff and resources to PDRD as needed	City Manager	86	1	X		3

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
46.	Consolidate all infrastructure inspection to PDRD	City Manager	87	1	X		3
47.	Hire consultants to analyze the recommendations re plan review and inspections	PDRD and all operating departments	88	1	X		3
48.	Use three performance measure techniques as outline in the report	PDRD managers	92	1	X		4
49.	Present performance measures in more usable format	Chief Administrative Officer	93	2	X		4
50.	Modify website performance standards	PDRD and all departments	93	1		X	4
51.	All performance standards to be in business days	PDRD and all operating departments	95	2		X	4
52.	Establish 90% target for meeting performance standards	PDRD and all departments	95	1	X		4
53.	Use additional staff or consultants as needed to meet performance standards	PDRD and all departments	97	1	X		6
54.	Adopt new performance standards as shown in Table 16	PDRD and all departments	101	1	X		4
55.	Develop program to improve relation to industry	Public Info & Mktg Program Manager	102	2	X		2
56.	Strengthen relations to neighborhoods	Public Info & Mktg Program Manager	102	1	X		2
57.	Develop strategy to relate to all groups	Public Info & Mktg Program Manager	106	3		X	2
58.	Use consistent terminology	Public Info & Mktg Program Manager	106	2		X	2
BUILDING INSPECTION							
Organization Issues							
59.	Combine Building and Fire Board of Appeals, Electric Board, Mechanical, Plumbing and Solar Boards	City Council	114	2	X		2
60.	Remodel inspector office space	Support Services and Assistant Director	114	2		X	-
61.	Revise inspector job qualifications	PDRD HR and Assistant Director	115	2	X		6
62.	Revise Municipal Code re references to prior supervisor experience	PDRD HR and Assistant Director	115	3		X	6
63.	Add qualitative standards for building inspection	Assistant Director, CBO	117	2		X	4
64.	Add fees for excessive re-inspections	Assistant Director, CBO, Finance Officer	118	2			1
65.	Add the equivalent of three Combination Inspectors and one supervisor	Assistant Director, CBO, Finance Officer	120	1	X		6
66.	Monitor the need for additional combination inspectors	Assistant Director, CBO	120	2		X	6
67.	Use contract inspectors or retired inspectors to supplement staff while permanent staff are undergoing additional training	Assistant Director, CBO	123	2	X		6
Policy Issues							

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
68.	Adopt International Code Council national codes	Assistant Director, CBO	124	2	X		7
69.	Work to eliminate local code amendments	Assistant Director, CBO	124	2		X	7
70.	Change approach to expired permits	Assistant Director, CBO	125	2	X		7
71.	Record expired permits with life safety concerns against the property	Assistant Director, CBO	125	2		X	7
72.	Conduct site visits on projects approaching expiration date	Assistant Director, CBO	125	2	X		7
73.	Treat expired permits as part of work load	Assistant Director, CBO	125	3		X	7
74.	Extend active permits from 180 days to 365 days	Assistant Director, CBO	126	2	X		7
75.	Monitor third-party Special Inspections	Assistant Director, CBO	127	2	X		7
Process Issues							
76.	Resolve inspection concerns with Austin Energy	Chief Electrical Inspector and Austin Energy	127	2	X		3
77.	Expedite upgrading of field inspector computers	Assistant Director, CBO and IT	128	2	X		5
78.	Front counter staff to become Certified Permit Technicians	Assistant Director, CBO and PDRD HR	128	2		X	6
79.	Modify IVR system for better usability	Assistant Director, CBO and IT	129	2	X		5
80.	Contact other communities re IVR use	Assistant Director, CBO	129	3		X	5
81.	Post daily inspection schedules on-line	Assistant Director, CBO and IT	130	2	X		5
82.	City owned cell phones for inspectors	Assistant Director, CBO and Financial Officer	130	1	X		5
83.	Inspector cell phone numbers to be available to public	Assistant Director, CBO	130	2	X		2
84.	Update the Building Criteria Manual	Assistant Director, CBO	131	2		X	7
85.	Review use of G Drive	Assistant Director, CBO and Support Services	131	2		X	5
86.	Notify customers if next day inspection cannot be met	Assistant Director, CBO	132	1	X		2
87.	Redistribute inspection requests to meet performance standards	Assistant Director, CBO	132	2	X		4
88.	Implement an inspection audit program	Assistant Director, CBO	133	1	X		4
89.	Implement on-going in-house training program	Assistant Director, CBO, PDRD HR	33	2	X		6
90.	Training program for historical preservation developments	Assistant Director, CBO	133	2	X		6
91.	Improve Residential Combination Inspector Program	Assistant Director, CBO and State of Texas	135	2		X	6
COMMERCIAL PLAN REVIEW							
Organization Issues							

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
92.	Review if all management positions are needed	Assistant Director, CBO, PDRD HR	142	1	X		2
93.	Increase qualifications for Plans Examiners	Assistant Director, CBO, PDRD HR, and HR	142	1	X		6
94.	Immediately fill the vacant Plan Review Coordinator positions	Assistant Director, CBO, PDRD HR, and HR	143	1	X		6
95.	Managers and supervisors to become more responsive to staff	Assistant Director, CBO	143	2	X		2
96.	Improve definitions of what is being measured for each performance standard	Assistant Director, CBO	45	3		X	4
97.	Include performance standards for Austin/Travis County Health, Austin Fire, Austin Water and Austin Energy	Austin/Travis County Health, and City Manager	145	1	X		4
98.	Monitor performance standards for all groups re staffing implications	Assistant Director, CBO	146	2	X		4
99.	Set standards for commercial projects exceeding \$1 million valuation to 20 work days	Assistant Director, CBO	147	1			4
100.	Use outside consultants to eliminate commercial plan review backlog	Assistant Director, CBO	148	1	X		6
101.	Establish plan review workload units	Assistant Director, CBO	148	2		X	6
102.	Monitor workload units re staff capacity	Assistant Director, CBO	148	2		X	6
103.	Use fee study to help determine workload units	Assistant Director, CBO and Financial Manager	148	3		X	1
104.	Use consulting contracts to help develop workload units	Assistant Director, CBO	149	2	X		6
105.	Complete plans examiner job descriptions and hire as necessary	Assistant Director, CBO, and HR	149	2	X		6
106.	Add five position to commercial plan review	Assistant Director, CBO, and HR	149	1	X		6
107.	Add consultants for peak demand during training of new employees.	Assistant Director, CBO	150	1	X		6
Policy Issues							
108.	Create career ladders for Commercial Plan Examiners	Assistant Director, CBO, and HR	150	2		X	6
109.	Encourage experienced inspectors to pursue employment as Plans Examiners	Assistant Director, CBO	151	3		X	6
Process Issues							
110.	Cross train commercial intake staff	Assistant Director, CBO	151	3		X	6
111.	Hire designer for consolidated counters	Assistant Director, CBO and Deputy Director	151	2		X	-
112.	Plans Examiners to perform Project Manager responsibilities	Assistant Director, CBO	152	1	X		7
113.	Update or add MOU's as needed to set Project Manager system	Assistant Director, CBO	153	1	X		7
114.	Modify the way projects are assigned to Plans Examiners	Assistant Director, CBO	153	2	X		7
115.	Audit work of Plans Examiners	Assistant Director, CBO	153	2	X		7

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
116.	First reviews to be comprehensive	Assistant Director, CBO	154	1	X		7
117.	Use audit results to improve in-house training	Assistant Director, CBO	154	2		X	7
118.	Audit program to include review of outside consultants	Assistant Director, CBO	154	3		X	7
119.	Review how Quick Turn-Around projects are determined	Assistant Director, CBO	155	1	X		7
120.	Assign Quick Turn-Around reviews to Plans Examiner I's	Assistant Director, CBO	155	3			7
COMPREHENSIVE PLANNING							
Organization Issues							
121.	Have consistent entry of task orders	Assistant Director	163	3	X		7
122.	Create monthly performance reports	Assistant Director	163	2	X		4
123.	Create management plan for updating neighborhood/small area plans	Assistant Director	163	1	X		-
124.	Prepare work program for Demographer	Assistant Director	164	2	X		6
Policy Issues							
125.	Focus on Imagine Austin implementation	Assistant Director	165	1	X		-
126.	Add emphasis to nodal activity centers in CodeNEXT	Assistant Director	166	2	X		-
127.	Prepare and adopt an infrastructure plan	City Manager	166	1	X		-
128.	Work with Capital Austin	Assistant Director	167	2	X		-
129.	Consider the three strategies suggested in the report	Assistant Director	167	3		X	-
130.	Redefine neighborhood boundaries	City Council	169	3		X	-
131.	Define neighborhood advocacy approach	Assistant Director	169	2	X		-
Process Issues							
132.	Delegate FLUM constituency review	Assistant Director	169	3	X		7
CURRENT PLANNING							
Organization Issues							
133.	Eliminate and replace the OSS position on organization chart	Dvpt Srv Mgr	176	3	X		6
134.	Provide adequate administrative staff coverage for Board and Commission meetings	Dvpt Srv Mgr	176	2	X		6
135.	Administrative staff to complete work assignments	Dvpt Srv Mgr	176	2	X		4
136.	Update application forms and packets	Dvpt Srv Mgr	177	2	X		7

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
137.	All application forms to be computer fillable	Dvpt Srv Mgr	177	2	X		5
138.	Application forms to be available in Spanish and posted online	Dvpt Srv Mgr	177	2		X	2
139.	Work on changes to AMANDA to support managing Current Planning	Dvpt Srv Mgr, and IT	178	2	X		5
140.	Use out-cards for files	Dvpt Srv Mgr	179	3	X		7
141.	Develop protocols for electronic files	Dvpt Srv Mgr	179	2	X		5
142.	GIS system to use both assessor parcel numbers and address numbers	Dvpt Srv Mgr and IT	180	2	X		5
143.	Revise reoccurring meetings as outlined in the report	Dvpt Srv Mgr	181	2	X		2
144.	Discuss mission and training in staff meetings	Dvpt Srv Mgr	181	2	X		2
145.	Code Amendment Planner to attend CodeNEXT meetings	Dvpt Srv Mgr	182	2	X		2
146.	Create a policies and procedures manual	Dvpt Srv Mgr	183	2		X	7
147.	Empower current planners to be Project Managers	Dvpt Srv Mgr	185	1	X		7
148.	Solve technology issues related to the Current Planning Division	PDRD IT staff	186	3	X		5
149.	Conduct internal training sessions on topics outlined in the report	Dvpt Srv Mgr, PDRD HR	188	2	X		7
150.	Identify training needs related to customer service and the AMANDA system	Dvpt Srv Mgr	188	2	X		7
151.	Provide cross training for current planners	Dvpt Srv Mgr, PDRD HR	189	3		X	7
152.	Create an annual Work Program	Dvpt Srv Mgr	189	2	X		4
Process Issues							
153.	Create policy to reject incomplete applications	Dvpt Srv Mgr	193	1	X		7
154.	Give priority to electronic submittals and payments for Administrative applications	Dvpt Srv Mgr, and IT	193	2	X		5
155.	Full processing of Administrative applications electronically	Dvpt Srv Mgr	193	1	X		5
156.	Following electronic process delegate case management to principal level staff	Dvpt Srv Mgr	193	2	X		7
157.	Update MUD and PID policies and provide an growth management framework	City Council	195	1	X		-
158.	Create and electronic Annexation Module	Dvpt Srv Mgr and IT	197	2	X		7
159.	Create a staffing model for the Code Amendment function	Dvpt Srv Mgr, PDRD HR	198	2	X		6
160.	Create an electronic Code Amendment Process Module	Dvpt Srv Mgr and IT	201	2	X		5
161.	Create a staffing module for the Historic Preservation function	Dvpt Srv Mgr, PDRD HR	201	2	X		6
162.	Provide for online submittal and payment of Historic Preservation applications	Dvpt Srv Mgr	205	1	X		5

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
163.	Post flow charts of Historic preservation process on-line	Dvpt Srv Mgr	205	3		X	5
164.	Do completeness checks for Zoning application if 5 working days	Dvpt Srv Mgr	209	1	X		4
165.	Distribute all applications in 1-2 working days	Dvpt Srv Mgr	210	1	X		4
166.	Establish a DRC function for complex zoning projects	Dvpt Srv Mgr	212	1	X		7
167.	Purchase I -pads or laptops for all Commission members	IT Manager	214	2		X	5
168.	Distribute packets electronically	Dvpt Srv Mgr and IT	215	2		X	5
169.	Use electronic system for ordinance drafting process	Dvpt Srv Mgr and IT	215	2	X		5
170.	Modify City Council post postponement policy	City Council	217	3		X	7
CodeNEXT Team							
171.	Appropriation for mapping and an electronic code	City Council	225	1	X		5
172.	PDRD Director to actively participate in CodeNEXT	PDRD Director	225	1	X		2
DEVELOPMENT ASSISTANCE CENTER (DAC)							
173.	Designate several lead employees	Mgr Develop Assistance Services, PDRD HR	233	1	X		2
174.	Establish employee performance standards	Mgr Develop Assistance Services, PDRD HR	233	2	X		2
175.	Establish approach to staffing levels	Mgr Develop Assistance Services, PDRD HR	235	2	X		6
176.	Provide backup for Environmental Review Specialists	Mgr Develop Assistance Services and Land Use Division	236	1	X		6
177.	Examine how DAC specialists are managed	Mgr Develop Assistance Services and Land Use Division	236	2	X		2
178.	Examine if Records Management needs additional staffing	Mgr Develop Assistance Services	237	2	X		2
179.	Add four staff or consultants to DAC	Mgr Develop Assistance Services	238	1	X		2
Process Issues							
180.	Deliver plans approved by Commercial and Residential Plan Review to first floor DAC for distribution	Mgr Develop Assistance Services	238	2	X		7
181.	Improve signage in DAC	Mgr Develop Assistance Services	239	2	X		2
182.	Complete meeting summaries of customer meetings	Mgr Develop Assistance Services	239	2	X		2
183.	Manage to methodically disseminate information to all employees	Mgr Develop Assistance Services	240	1	X		2
184.	Schedule staff meetings to disseminate information	Mgr Develop Assistance Services	240	2	X		2

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
185.	Communicate process and interpretation changes to employees	Mgr Develop Assistance Services	240	1	X		2
186.	Place public notices in secure location	Mgr Develop Assistance Services	241	3		X	2
187.	Use large print for posted notices	Mgr Develop Assistance Services	241	3		X	2
188.	Make handouts attractive and readable	Mgr Develop Assistance Services	241	2	X		2
189.	Examine availability of technology to redact confidential information from documents	Mgr Develop Assistance Services	242	3		X	5
190.	Examine possibility to eliminate maintaining approved site plans	Mgr Develop Assistance Services	242	1	X		7
191.	Move large files of site plan mylars off site	Mgr Develop Assistance Services	243	3		X	-
LAND USE REVIEW							
192.	Examine possibility to increase cost reimbursement for PIRs	Managing Engineer and Legal Department	254	3		X	1
193.	Review legal support for Land Use Documents	Managing Engineer and Legal Department	254	2	X		2
194.	Configure AMANDA to collect and report on data for Intake/Notification	Administrative Supervisor and CTM	255	2	X		5
195.	Address Managing Engineer span of control issues	Managing Engineer and supervisors	256	2	X		2
196.	Revise content and approach to reoccurring meetings	Managing Engineer	256	2	X		2
197.	Update Land Use training manuals	Each section manager	259	2	X		6
198.	Policy and procedural changes to be discussed and announced to all staff in advance of implementation	Managing Engineer	259	1	X		2
199.	Add one customer service representative	Managing Engineer	260	1	X		6
200.	Create a staffing model for Intake and Notification	Managing Engineer	260	2	X		6
201.	Carefully monitor staff turnover in Land Use	Managing Engineer, PDRD HR, and HR	261	2		X	6
202.	Correct Land Use related AMANDA issues	Managing Engineer and CTM	262	2	X		5
203.	Examine if walk-in City Arborist customers could be included in CWS system	Managing Engineer and CTM	262	2	X		5
204.	Expand internal training re consistency	Managing Engineer and PDRD HR	263	1	X		2
205.	Expand AMADA training	Managing Engineer and PDRD HR	263	2	X		5
206.	Conduct staff cross training	Managing Engineer, and PDRD HR	263	2	X		6
207.	Clarify responsibilities re Travis County	Managing Engineer and Travis County	264	3		X	3
Specialized Land Use Division Sections							
208.	Solve coordination issues with City Attorney	Managing Engineer and City Attorney	265	2	X		3

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
209.	Conduct detailed staffing analysis for Environmental Section	Managing Engineer and Env Prgm Coord	266	2	X		6
210.	The 245 Grandfathering meetings should be open and include an applicant presentation	Managing Engineer	267	1	X		7
211.	Review option of moving Barton Springs Operating Permits to Site and Subdivision Division	Managing Engineer, Assistant Director and Division Manager Construction Inspection	267	2		X	2
212.	Examine if General Permit Program is sufficiently offset by franchise fees	Managing Engineer	267	2		X	1
213.	Add transportation engineer to Transportation Section	Managing Engineer	267	1	X		6
214.	Review job qualifications and specification for Planner Seniors in Transportation Review Section	Managing Engineer, PDRD HR, and HR	268	2	X		6
215.	Determine how to meet AMANDA timelines 90% of the time	Managing Engineer	268	1	X		5
216.	Review staffing levels after job specification review	Managing Engineer and HR	268	2	X		6
217.	Review Supervising Engineers delegation	Managing Engineer and Supervising Engineer	269	2	X		2
218.	Review reporting relation of Engineer B located within DAC	Managing Engineer and DAC manager	270	1	X		2
Process Issues							
219.	Application review process to follow four items outlined in the report	Managing Engineer	271	1	X		4
220.	Set site plan and subdivision review times as shown in the table	Managing Engineer	272	1	X		4
221.	Update Administrative Site Plan flow chart	Managing Engineer	274	2	X		7
222.	Update Administrative Subdivision review flow chart	Managing Engineer	275	2	X		7
223.	Update submittal checklist for Commission approved applications	Managing Engineer	275	2	X		7
224.	Assign Completeness Check Review process to Intake/Notification function	Managing Engineer	276	2	X		7
225.	Update Procedure Manual for submittal processes	Managing Engineer	277	2	X		7
226.	Automate completeness check process	Managing Engineer	277	2	X		7
227.	Review site plan and subdivision submittal checklist	Managing Engineer	278	2	X		7
228.	AMANDA to calculate accurate review due dates	Managing Engineer and IT	278	1	X		5
229.	Correct AMANDA re reviewers in completeness check process	Managing Engineer and IT	278	2	X		5
230.	Configure AMANDA to accurately handle all fees	Managing Engineer and IT	279	1	X		5
231.	Set AMANDA so customers can see comments and check progress	Managing Engineer and PDRD IT	279	2	X		5
232.	Completeness review in 5 business days	Managing Engineer	279	1	X		4
233.	Configure AMANDA for autofill and automatic emails	Managing Engineer and IT	280	1	X		5

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
234.	Amend Interlocal Agreement with Travis County re performance standards	Managing Engineer, Travis County, and Assistant Director	283	2	X		4
235.	Update administrative checklist to reduce copies	Managing Engineer	284	2	X		7
236.	Add temporary or contract staff to remove intake function backlog	Managing Engineer	287	1	X		6
237.	Provide early notice within 3 days of application receipt	Managing Engineer	288	2	X		7
238.	Narrow criteria for invoking Appeals for time extensions	Managing Engineer	291	2		X	7
239.	Site Plan staff to act as true Project Managers	Managing Engineer and Director	291	1	X		7
240.	Review the qualifications for site plan case managers	Managing Engineer	292	2	X		7
241.	Streamline site plan and subdivision staff reports	Managing Engineer	292	2		X	7
242.	Expand items for administrative subdivision cases	City Council	293	1		X	7
243.	Allow some final plats to be approved administratively	City Council	293	1		X	7
Site Plans							
244.	Consolidate site plan application to single Master Application	Managing Engineer	298	2	X		7
245.	Publish Development Guide for Site Plans	Managing Engineer	298	2		X	7
246.	Configure AMANDA to collect and report on case load by reviewer	Managing Engineer, PDRD IT, and CTM	299	2	X		5
247.	Use out card system for paper files	Managing Engineer	299	3	X		7
248.	Training policies and procedures to reflect code and operational changes	Managing Engineer and PDRD HR	300	2	X		7
249.	Integrate additional GIS data into AMANDA	Managing Engineer and IT	300	2		X	5
250.	Simplify the site plan flow chart for the public	Managing Engineer	306	2		X	2
251.	Add a planner to the site plan function	Managing Engineer	307	1	X		6
252.	Develop staffing model for site plan review	Managing Engineer and PDRD HR	308	2	X		6
253.	Hire contract staff to remove site plan backlog	Managing Engineer	308	1	X		6
254.	Develop a strategy to remove the site plan backlog	Managing Engineer	308	1	X		4
255.	Conduct internal training on site plan process	Dev Svc Proc Coord and PDRD HR	308	2	X		7
Subdivisions							
256.	Update subdivision flow chart	Dev Svc Proc Coord	310	2	X		7
257.	Add drafting table for short term needs	Dev Svc Proc Coord	314	3	X		-
258.	Add Adobe Reader software	Dev Svc Proc Coord and PDRD IT	314	3	X		5

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
259.	Update subdivision policies and procedures manual	Dev Svc Proc Coord	315	2	X		7
260.	Add one employee to subdivision function	Dev Svc Proc Coord	316	1	X		6
261.	Integrate variance and waiver data into AMANDA	PDRD IT	316	2		X	5
Tree Process – Arborist/Urban Forestry							
262.	Configure AMANDA for the Arborist functions	Prgm Mgr. Urban Forestry, PDRD IT and CTM	319	2		X	5
263.	Develop procedures for file management	Prgm Mgr. Urban Forestry	319	3		X	7
264.	Modify reoccurring meetings as outlined in the report	Prgm Mgr. Urban Forestry	320	2	X		7
265.	Reconfigure 4 th floor reception area	Support Services	320	2		X	-
266.	Create a staffing model for the Arborist/Urban Forestry function	Prgm Mgr. Urban Forestry and PDRD HR	321	2	X		6
PERMIT CENTER							
Organizational Issues							
267.	Establish career ladder for Permit Review Specialist	Permit Program Supervisor, PDRD HR, and HR	326	2		X	6
268.	Cashier to report to Permit Center	Permit Center and Support Services	327	3	X		2
269.	Conduct monthly staff meetings	Permit Program Supervisor	327	2	X		2
270.	Develop improved method to communicate with staff	Permit Program Supervisor and Support Services	328	2	X		2
271.	Residential Review Manager and Permit Center Supervisor to meet weekly	Permit Program Supervisor and Residential Review Manager	328	2	X		2
272.	Train for enhanced leadership for the Permit Center Supervisor	Assistant Director, Division Manager, PDRD HR, and HR	328	1	X		2
273.	Revise the Permit Center Performance Measures table	Permit Program Supervisor	330	1	X		4
274.	Update activity levels quarterly	Permit Program Supervisor	332	2	X		4
275.	Add 3 Permit Review Specialists to Permit Center	City Council	333	1	X		6
276.	Require Permit Review Specialist to possess certification as a Permit Technician	Permit Program Supervisor, PDRD HR, and HR	334	1		X	6
Policy Issues							
277.	Establish weekly in-house training program	Permit Program Supervisor and PDRD HR	334	1	X		6
278.	Reception desk to be permanent highly qualified position	Permit Program Supervisor	335	1	X		6
279.	Develop comprehensive training program for new employees	Permit Program Supervisor	335	1	X		6

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
Process Issues							
280.	Develop employee audit program	Permit Program Supervisor, Finance Manager, PDRD HR, and HR	335	2		X	6
281.	Following on-line permits, phase out escrow accounts	Permit Program Supervisor and Finance Manager	336	2		X	1
282.	Reassign staff re fax function	Permit Program Supervisor	336	3		X	2
283.	Use technology to track and locate plans and documents	Permit Program Supervisor and PDRD IT	337	3		X	5
284.	Expand Permit Center	Permit Program Supervisor and Support Services	338	2	X		-
285.	Create a policies and procedures manual	Permit Program Supervisor	339	2	X		7
RESIDENTIAL PLAN REVIEW							
Organization Issues							
286.	Provide workspace to accommodate plans	Dvpt Srv Mgr and Support Services	346	2	X		-
287.	Add conference rooms to second floor	Dvpt Srv Mgr and Support Services	346	2		X	-
288.	Adopt new performance standards for residential review	Dvpt Srv Mgr	347	1	X		4
289.	Revise Performance Measures Table	Dvpt Srv Mgr	349	2	X		4
290.	Combine Residential and Commercial Intake counters	Dvpt Srv Mgr and Support Services	350	2		X	7
291.	Formally develop Project Manager Program	Dvpt Srv Mgr	350	1	X		7
292.	Revise reporting for counter wait times	Dvpt Srv Mgr and IT	351	2	X		5
293.	Be more specific on purpose of customer visits	Dvpt Srv Mgr and IT	351	2	X		5
294.	Staff to track time in AMANDA	Dvpt Srv Mgr and PDRD IT	352	2		X	5
295.	With new data, establish staffing levels	Dvpt Srv Mgr	352	1		X	6
296.	Hire contract staff to meet performance standards	Dvpt Srv Mgr	354	1	X		4
297.	Residential Technical Plan Review to report to the Chief Plans Examiner	Dvpt Srv Mgr and Chief Plans Examiner	354	2	X		2
298.	Expand staff training program for residential plan review	Dvpt Srv Mgr	355	2	X		2

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
299.	Joint training Residential Review Planners and Current Planning	Dvpt Srv Mgr and Current Planning	355	2	X		2
300.	Additional computer training	Dvpt Srv Mgr and IT	355	2	X		5
Policy Issues							
301.	Develop staff audit program	Dvpt Srv Mgr, PDRD HR, and HR	356	2		X	2
302.	Improve communication between Current Planning and Residential Review	Dvpt Srv Mgr, Current Planning manager, and Assistant Directors	357	2	X		2
303.	Document meetings with customers in AMANDA	Dvpt Srv Mgr	357	2	X		5
304.	Create an inspector ride-along program for plans examiners	Building Official	358	2	X		2
305.	Identify expired permits with life safety issues	Dvpt Srv Mgr	358	2		X	7
306.	Plans Examiners to be certified to perform residential plan review	Dvpt Srv Mgr, PDRD HR, and HR	359	2		X	6
Process Issues							
307.	Develop audit program for zoning plan review and technical plan review	Dvpt Srv Mgr	360	2	X		4
308.	Periodically audit intake staff performance	Assistant Director, CBO	360	2		X	4
309.	Do not Assign express plan reviews to Sr. level Plans Examiners	Dvpt Srv Mgr	361	3		X	2
310.	Develop simple flow chart for the permit submittal process	Dvpt Srv Mgr	362	3	X		7
311.	Enter all required information into AMANDA before saying permit is ready	Assistant Director, CBO	362	1	X		5
312.	Purchase additional scanning machines	Support Services	363	2	X		5
313.	Prepare comprehensive Zoning interpretations Manual	Dvpt Srv Mgr	363	2	X		7
SITE AND SUBDIVISION INSPECTION (SSI)							
Organization Issues							
314.	Bi-weekly meetings SSI and Land Use Managers	Division Manager Construction Inspection and Land Use Manager	370	2	X		2
315.	Develop notice system for Land Use projects to be permitted in next 30-45 days	Division Manager Construction Inspection and Land Use Manager	370	3	X		4
316.	Fill vacant Engineer C position	Division Manager Construction Inspection and PDRD HR	370	1	X		6

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
317.	The supervisors for R/W Excavation, and Utilities ("Tap"), should report to the Professional Engineer (Engineer C)	Division Manager Construction Inspection and PDRD HR	370	2	X		2
318.	Review workload for Excavation and RW inspection group	Division Manager Construction Inspection	371	1	X		6
319.	Environmental Inspection Group to be more integrated with SSI division management	Division Manager Construction Inspection	371	2	X		2
320.	Add Administrative Supervisor position	Division Manager Construction Inspection and HR	372	1	X		6
321.	EV Admin specialist to report to Administrative Supervisor position	Division Manager Construction Inspection and PDRD HR	372	2	X		2
322.	Increase delegation to key supervisors	Division Manager Construction Inspection	372	2	X		2
323.	Revise SSI Organization Chart as shown	Division Manager Construction Inspection	373	1	X		2
324.	All calls for inspection to come through Intake and Acceptance work group	Division Manager Construction Inspection	374	2	X		7
325.	Show incoming work group at a staff level position	Division Manager Construction Inspection	375	3	X		2
326.	Review if three offices is optimal	Division Manager Construction Inspection	375	3		X	-
327.	If PDRD moves to new facility, include SSI Division	Division Manager Construction Inspection	375	3		X	-
328.	Expand content of SSI meetings	Division Manager Construction Inspection	377	2	X		2
329.	Have quarterly division wide staff meeting	Division Manager Construction Inspection	377	3		X	2
330.	Rename Tap group to reflect actual assignments	Division Manager Construction Inspection	377	3	X		2
331.	Conduct tailgate safety meetings	Division Manager Construction Inspection and PDRD HR	378	3	X		7
332.	Develop policies for City vehicles	Division Manager Construction Inspection and PDRD HR	378	3		X	-
333.	Provide on call consultants for field inspection staff	Division Manager Construction Inspection	381	1	X		6
334.	Use on call consultants prior to adding any permanent staff	Division Manager Construction Inspection	381	1	X		6
335.	Develop a staffing model	Division Manager Construction Inspection and PDRD HR	381	2		X	6
336.	Use Land Use Division data to project workload	Division Manager Construction Inspection	381	3	X		6
Policy Issues							
337.	Modify the way testing laboratories are assigned for SSI	Division Manager Construction Inspection and Public Works	382	2	X		7

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
338.	Testing lab to be available within 5 days of request for service	Division Manager Construction Inspection	383	2	X		4
339.	Testing labs to provide same day testing for calls made prior to 10 am	Division Manager Construction Inspection	383	2	X		4
340.	Update website re SSI functions	Division Manager Construction Inspection and web master	383	3	X		5
341.	Increase staff judgment and modifications in the field	Division Manager Construction Inspection	384	1	X		2
342.	Document plan changes or deviations in AMANDA	Division Manager Construction Inspection, PDRD IT, and CTM	384	2	X		5
343.	Complete a policies and procedures manual	Division Manager Construction Inspection	385	2		X	7
344.	Acknowledge inspection requests in 24 hrs.	Division Manager Construction Inspection	386	2	X		4
345.	Forward advance notice of pending Land Use approvals to SSI	Land Use manager	386	2	X		7
346.	Monitor response times for call for inspection	Division Manager Construction Inspection	386	2		X	4
347.	Have calls for inspection via Internet as well as IVR	Division Manager Construction Inspection and IT	386	2		X	7
348.	Set per-construction conferences within 5 working days of request for inspection	Division Manager Construction Inspection	387	2	X		4
349.	Provide dedicated phone line for IVR calls.	Division Manager Construction Inspection and IT	387	2		X	2
Process Issues							
350.	SSI and Land Use to review how well they are partnering	Division Manager Construction Inspection and Land Use	388	2	X		2
351.	Initiate partner process with other departments	Division Manager Construction Inspection	388	1	X		3
352.	Full size plan sets to be on all job sites	Division Manager Construction Inspection	390	2	X		7
353.	Develop a mobile paperless system	Division Manager Construction Inspection and IT	391	1	X		5
354.	Continue to evolve work assignment scoring system	Division Manager Construction Inspection	394	2	X		6
SUPPORT SERVICES, BUDGET, ACCOUNTING & FISCAL SURETY							
355.	All Budget and accounting functions to report to Chief Administrative Officer	PDRD Director	399	1	X		1
356.	Provide smart boards for all the conference rooms	IT	399	2	X		-
357.	Up-date facilities with paint and carpets	Support Services	399	2		X	-

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
358.	No city vehicles to park in surface lot outside the building	Support Services and Building Management for One Texas Center	400	3	X		-
359.	Modify Support Services performance measures	Chief Administrative Office	401	3	X		4
360.	PDRD revenue to indicate in CAMPO booking is part of the revenue	Financial Manager	401	2	X		1
361.	Conduct review of cashier function	Accounting Manager	402	2	X		2
362.	Monitor impact of new credit card system	Accounting Manager	402	2		X	1
363.	Undertake a review of the Surety system	Accounting Manager	402	3		X	1
364.	Accounting Manager to report to Financial Manager	Chief Administrative Officer	403	2	X		2
365.	Determine how Tree Mitigation fees show in PDRD budget	Financial Manager	403	2	X		1
366.	Create career advancement plans for all PDRD employees	PDRD HR, HR, and Department Director	405	2		X	6
367.	Conduct detailed review of professional registrations and memberships	PDRD HR and Department Director	406	2	X		6
368.	Add \$15,000 to 2014-15 budget for professional registrations	City Council	406	1	X		6
369.	Prepare and circulate clear policy on Conflict of Interest	PDRD HR and Department Director	407	2	X		6
370.	Address any conflict of interest issues	Human Resources Manager and PDRD Director	407	2	X		6
371.	Develop employee orientation program	Human Resources Manager	408	2		X	6
372.	Improve communication re the hiring and promotion process	Human Resources Manager	408	2	X		2
373.	Conduct training session on hiring process	Human Resources Manager	409	2	X		2
374.	Review and update all job descriptions	PDRD HR and all managers and supervisors	409	2		X	6
375.	Update pay and classification study for PDRD	PDRD HR and HR	409	2		X	6
376.	Develop performance standards for all position	PDRD HR and all managers and supervisors	410	3		X	4
377.	Review handling of certification requirements during probation	PDRD HR and all managers and supervisors	410	2	X		6
378.	Develop transition plans for turnover and retirements	PDRD HR and all managers and supervisors	410	2		X	6
379.	Develop program where new hires can be on board prior to position being vacant	City Human Resources Manager	411	3		X	6

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
380.	Add \$175,000 for training budget	City Council	413	1	X		6
381.	Review training budgets, section by section	Human Resources Manager and all managers and supervisors	413	3		X	6
382.	Increase use of supervisors and managers academy	Department Director and Executive Teamr	414	2	X		2
383.	Conduct a 360 degree evaluation for all managers and supervisors	City HR or consultant	415	1	X		2
384.	Hire a consultant for creation of PDRD logo and branding	Public Info & Program Mktg Mgr	415	3		X	2
385.	Update SOP for receptionist function	Public Info & Program Mktg Mgr and HR	416	3		X	6
386.	Add button for receptionist desk	Support Services	417	3	X		-
387.	Add one Public Information Specialist for public information	Public Info & Mktg Mgr	417	2	X		6
388.	Conduct detailed analysis of phone issues	Public Information Specialist	418	1	X		2
389.	Add one Public Information Specialist for website	Public Info & Mktg Mgr	419	2	X		6
390.	Change checklist and forms outside the Rules process	Support Services	420	2	X		7
391.	Develop SOP for Rules process	Support Services	424	1		X	7
392.	Automate notices to stakeholders	Bus Proc Spec	424	2	X		7
393.	Reduce timelines for Rules process	Bus Proc Spec	424	1	X		4
394.	Clarify Stakeholders in Rules process	Bus Proc Spec	424	2	X		7
TECHNOLOGY							
395.	Set three day standard for certain AMANDA changes	Bsns System Analyst Supv and CTM	439	2	X		5
396.	Enforce AMANDA data entry requirements	Bsns System Analyst Supv	439	1	X		5
397.	Improve smart data entry in AMANDA	Bsns System Analyst Supv and CTM	440	2		X	5
398.	Automate interface between AMANDA and AFS3 General Ledger	Bsns System Analyst Supv	440	2		X	5
399.	Expand AMANDA training program	Bsns System Analyst Supv and HR Manager	441	2	X		5
400.	Prepare regular reports on application performance	Bsns System Analyst Supv	441	1	X		4

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
401.	Prepare weekly or bi-weekly performance reports	Bsns System Analyst Supv	441	2	X		4
402.	Provide online training materials for AMANDA	Bsns System Analyst Supv and HR Manager	441	2	X		5
403.	Integrate AMANDA 6.1 with EDIMS software	Bsns System Analyst Supv and CTM	442	2		X	5
404.	Deploy AMADA Mobile to inspectors	Bsns System Analyst Supv	442	2	X		5
405.	Explore field printing for inspectors	Bsns System Analyst Supv	442	2	X		5
406.	Proceed to implement AMANDA 4.4 to 6.1	Bsns System Analyst Supv	443	1	X		5
407.	Work on new reporting software	Bsns System Analyst Supv	443	1	X		5
408.	Look ahead to updated AMANDA or replacement	Bsns System Analyst Supv	444	2		X	5
409.	Media campaign for online applications	Bsns System Analyst Supv	445	2	X		5
410.	Complete AMANDA Customer Portal II	Bsns System Analyst Supv and CTM	445	1	X		5
411.	Expand AMANDA Customer Portal to all PDRD application	Bsns System Analyst Supv and CTM	445	1	X		5
412.	Intake digital plans at all intake counters	Bsns System Analyst Supv	446	1	X		5
413.	Relax scaling requirements for paper submittals	Bsns System Analyst Supv	446	2	X		5
414.	Implement ProjectDox	Bsns System Analyst Supv and CTM	446	1	X		5
415.	Integrate ProjectDox with AMANDA Customer Portal II	Bsns System Analyst Supv and CTM	446	1	X		5
416.	Implement EDIMS for all PDRD document management functions	Bsns System Analyst Supv	447	2	X		5
417.	Formalize document retention policies	Bsns System Analyst Supv and document librarian	447	2	X		5
418.	Expand Use of GIS	Bsns System Analyst Supv	448	3		X	5
419.	Add two GIS staff	Bsns System Analyst Suprv	449	1		X	6
420.	Automate maintenance of land use data	Bsns System Analyst Supv	449	3		X	5
421.	Add an additional IT staff to PDRD	Bsns System Analyst Supv	449	1	X		6
422.	Update Development Web Map software	Bsns System Analyst Supv	450	3	X		5

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
423.	Provide direct two-way linkage between AMANDA and GeoCortex GIS viewer	Bsns System Analyst Supv	450	2	X		5
424.	Purchase additional copies of Adobe Creative Suite	Bsns System Analyst Supv	451	3	X		5
425.	Create additional statistical reports on customer wait times	Bsns System Analyst Supv	452	2	X		4
426.	Change video feed in DAC	Bsns System Analyst Supv and Public Info Program Marketing Manager	453	3	X		2
427.	Improve website to improve intuitiveness	Bsns System Analyst Supv and Public Information Program Marketing Manager and CTM	454	2	X		2
428.	Designate person re oversee PDRD Website	Public Information and Program Marketing Manager	455	2	X		2
429.	Implement changes to PDRD website as identified	Public Information and Program Marketing Manager	455	2	X		2
430.	Provide telephone system training	Bsns System Analyst Supv and Public Information and Program Marketing Manager	456	2	X		2
431.	Prepare reference guide for misdirected calls	Bsns System Analyst Supv and Public Information and Program Marketing Manager	456	2	X		2
432.	Implement automated voicemail-to-text	Bsns System Analyst Supv and CTM	456	3		X	5
BOARDS AND COMMISSIONS							
433.	Reduce the number of Boards and Commissions	City Council	468	2	X		-
434.	Keep size of Boards and Commissions to 5 or 7	City Council	468	3	X		-
435.	Boards and Commission members to undergo training	City Council	468	2	X		-
436.	Joint bi-annual meetings with BOA and City Council	City Council	470	2		X	-
437.	Improve noticing for BOA hearings	DAC	470	1	X		7
438.	Require technical staff report on BOA applications	DAC	471	1	X		-
439.	Increase fee for BOA cases	Financial Manager	471	2	X		1
440.	Consider reassigning BOA cases to another group	PDRD Director	471	2	X		2
441.	Set minimum qualifications for Building and Fire Code Board of Appeals	City Council	472	2		X	-
442.	Change by-laws for Building and Fire Code Board of Appeals	City Council	472	3		X	-

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions	Implements Key Priority Area Numbers
443.	Consider increasing members of Design Commission while keeping member qualifications requirement	City Council	474	3		X	-
444.	Consolidate Electrical Board with Building and Fire Code Board of Appeals	City Council	475	2	X		-
445.	Change member qualifications for Electric Board	City Council	475	2	X		-
446.	Expand responsibilities of Electric Board	City Council	475	3		X	-
447.	Consolidate Mechanical, Plumbing and Solar Board with Building and Fire Code Board of Appeals	City Council	479	2	X		-
448.	Change qualifications for Mechanical, Plumbing and Solar Board	City Council	479	2	X		-
449.	Expand responsibilities of Mechanical, Plumbing and Solar Board	City Council	479	2	X		-
450.	Schedule bi-annual meetings between the PC and City Council	City Council	482	2	X		-
451.	Commission action should not be postponed to a future meeting because one member cannot attend the meeting.	Commission chairpersons	482	2	X		7
452.	PC and ZAP to use same citizen comment sign-in system	PDRD staff	482	2	X		7
453.	Determine which items require legal council	Current Planning Manager	483	2	X		7
454.	Add revision notes to Board and Commission work books	Current Planning Manager	483	3	X		7
455.	Additional training for all Board and Commission members	Current Planning Manager	483	2	X		-
456.	Assign responsibilities of the Residential Design and Compatibility Commission to the Board of Adjustment	City Council	485	2	X		-
457.	Encourage members of the RDCC to seek appointment to other City Commissions	RDCC members	485	3		X	-
CUSTOMER PERCEPTIONS							
458.	Review customer material to determine improvement areas and forward comments to appropriate chairpersons	PDRD, other departments, Boards and Commissions	491	1	X		-
459.	Review detailed comments in Question 42 and forward comments to appropriate chairpersons	PDRD, other departments, Boards and Commissions	495	1	X		3
460.	Review detailed comments in Questions 18 and 19	PDRD, other departments, Boards and Commissions	495	1	X		3
461.	Review all customer negative responses	All PDRD managers	496	1	X		2
462.	Review three questions related to website	Website manager	497	2	X		2

Before the City begins implementing this study, we suggest that it take the following action.

1. Recommendation: The Director of the Planning and Development Review Department, and the City Manager should review the study and agree on an implementation plan, which should include:

- An agreed-upon timetable and work program;
- Costs estimates and method of funding;
- Methods to communicate with Stakeholder groups; and
- Action on budget and policy matters by the Mayor and City Council.

The Planning and Development Review Department already has many important tasks they are undertaking and may find the 462 recommendations overwhelming. However, as improvements take place and staff becomes empowered to change, the City may be surprised at how fast implementation can occur.

