

To: Brenda Fischer, City Manager
From: Danielle Casey, Assistant City Manager
Subject: Development Services Department Review Implementation Plan
Date: October 23, 2012

Developing this Implementation Plan

From the acceptance of the Zucker Systems Development Services Department Review through the end of September 2012, an Implementation Plan, in spreadsheet format (Exhibit B), was developed through a series of departmental meetings with managers of each division in the department (Planning, Building Safety, Engineering/Transportation, CIP, Facilities, Public Works) and the Development Services Director and Assistant City Manager. These were working meetings for the purposes of reviewing each recommendation in the report to determine: should they occur; if so, how and in what timeframe; who is responsible; costs associated; and whether Council action will be required. In addition, estimated needs with fiscal impact are listed in the charts at the end of this document (Exhibit A).

Focus Areas

Focus in the overall Implementation Plan was given to the Seven (7) Key areas identified in the Zucker Report, outlined in the executive summary portion:

1. Customer Service
2. Timelines
3. Technology
4. Development Services Department Management
5. Building Section Management
6. Capital Improvement Program
7. Planning

Key Areas of Discovery in Development of Implementation Plan

In development of the Implementation Plan, based on the Review observations and recommendations, some key observations and recurring themes stood out that will continue to drive the process as well as analysis of the team's success. These included"

1. Munis (the permitting system software) is a key priority as it is a top obstacle as well as potential resource for departmental efficiencies
2. Staff across all divisions need access to training and leadership opportunities; while everyone is significantly busy, lack of attention in this area has had detrimental effects to performance and morale
3. Staffing levels are a top concern – it is difficult to devote time to enhancing processes, improvement of services, or professional development when routinely short staffed or inappropriately assigned

4. There is a significant need to release key leaders from ‘whirlwind’ tasks or non-management activities, to allow them to focus on organizational goals and efficiencies
5. The department should be directing attention to long range planning for the future, as well as revising guiding documents for the next phase of City growth – these documents are generally the largest source of challenges for staff in working with customers; this is the Zoning Code, General Plan, City Code, etc.
6. Customer Service needs focus, as well as touting positive interactions with the public; this includes:
 - a. Formal staff training on customer interactions, and the use of customer service mottos and scenarios to create a common culture of service
 - b. Empowerment for staff in decision-making to assist customers better and faster
 - c. Offering classes to businesses on how to work with the City of Maricopa
 - d. Surveying customers for feedback on their interaction with City representatives; we cannot fix what we do not know is broken
7. Internal communications can be enhanced; this can be assisted with attention to technology use and processes, as well as understanding the roles of each department better and implementing processes for notifications between Development Services and Economic Development.
8. Working to monitor best practices, and consider launching new initiatives for competitiveness, such as self-certification processes for building plan reviews, paperless office and electronic plan checks.

Measuring Results of Implementation Plan

Measuring the results of the execution of this Plan is key in determining the success of the efforts as well as the benefit to the public and all customers of the City. The following will be areas of focus in tracking improvement:

- Continual review and reporting on deliverables in implementation plan (Quarterly written updates)
- Performance metrics and timeline reporting for review turnarounds and service delivery, in comparison to goals and benchmark communities
- Customer service surveys
- Improved tools and impact on staff efficiency (zoning code, online requests and submittals)
- Staff feedback and employee morale

EXHIBIT A

FY12-13 (CURRENT FISCAL YEAR) BUDGETARY TRANSFER REQUEST		
Item	Purpose	Amount
INTERIM Planning & Zoning Administrator	Will alleviate critical need for support for DS Director, as well as focus on long range planning	** included in Zoning Code Update CIP project; full time staff recruited in FY13-14
MUNIS Training for Staff	Required to train staff for use of current and new Munis permitting database modules	\$13,000
Server and Network needs to Install Customer Self Service Module	Must establish secure environment to automatically open the site to the public in its current state (details listed below) <ul style="list-style-type: none"> • VMware vSphere Enterprise - \$4,000 • Compellent 300GB FC 15k Disk with licensing and support - \$12,000 • HP ProLiant BL460c G7 Server Blade with 3 year support - \$10,000 • HP 1GB Ethernet Pass-Thru Module for c-Class - \$4,000 • HP Quad Port Multifunction Gigabit Server Adapter - \$1,600 • Windows Server 2008 R2 Standard x 2 = \$2,400 • Security (Firewalls 5500x) - \$6,000 • Router Cisco 2900 series - \$6,000 • ISP Century Link - \$12,000 p/year • Other (certificates, monitoring license, cables, and small hardware) - \$3,000 	\$61,000
Contract Support for Database Cleanup and field customization, Custom Reports	Currently, staff is spending hours and hours creating spreadsheets with data exports and trying to track measures manually; this will automate all reporting and tracking required to monitor turnaround times and produce data for the public such as permit totals, etc. and enhance interdepartmental communications	\$96,000
Building Official Certification	Costs associated with ensuring certification per job description	\$5,000
Training Funds	Various training programs associated with offering training and professional development opportunities to staff	\$10,000
Additional Consultant Assistance Costs	These funds will be utilized for assistance should consultant hours be required to accomplish project timelines and goals, in light of recent staff attrition and accelerated timelines	\$15,000
TOTAL	The amount represented is a not-to-exceed amount, and it is anticipated that expenses can be less than this total.	\$200,000

ANTICIPATED FY13-14 REQUESTS (costs to be determined in budget planning process)	
Item	Purpose
STAFF MEMBER: Planning & Zoning Administrator	Will alleviate critical need for support for DS Director, as well as focus on long range planning.
STAFF MEMBER: Senior Engineer	Already short-staffed, the City Engineering department needs additional support due to the high level of flood plain issues in the community for public and private development.
STAFF MEMBER: Fleet Services Trainee	The entire City fleet has only one staff member servicing it, which includes Fire, Police and Public Works. A trainee is needed to begin learning the process and procedures who will evolve into a seasoned maintenance worker.
VARIOUS RECLASSIFICATIONS	Some positions may require or warrant classification adjustment based on skills and duties needed and assigned. Some modest costs may be incurred if classification level increases result.
Training Funds	Divisions will be required to prepare and submit training and professional development plans which describe training needs, costs, and also the benefit it would provide to the City, for consideration in the budget development process.
Equipment for Streets/Sign Inventory	The City currently has no sign inventory to track signs, replacements, etc. This could create a significant liability in the future from a safety perspective. Equipment and software will be required, and Global Water's Fathom system will be utilized for GIS purposes.
Tough-books/tablets for Inspectors in Field	Proper equipment will allow field inspectors to complete inspections while in the field, significantly reducing turnaround times and keeping development projects moving forward rapidly.



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EXHIBIT B

Implementation Plan:
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Report Priority	Phase	Report Page	Number	Division	Type	Recommendations	Strategy	Status	Est. Completion	Actual Completion	Exhibit/Report to be created?	Cost	Council Direction or Approvals Needed?	Responsibility
1	1	12	1	ALL		Agree on an implementation plan	set a timeframe, schedule, etc	IN PROCESS	10/15/12	10/30/12	DONE			City Manager, ACM, DSD
1	1	15	2	Entire DSD	Organizational	Review approach to customer service	Conduct group training exercises, focusing on the message that customer services is EVERYONE's issue. Promote at least 2 positive press articles via City channels per month; department wide team meeting included teambuilding exercises; team service motto has been created!	IN PROCESS	Ongoing		YES			ACM, DSD
2	1	16	3	Entire DSD	Organizational	Current DSD organizational structure to remain except Operations to split	create job description for Operations Director position in future budget, to coincide with new City Hall and new PW Facility	IN PROCESS	7/1/13		YES	\$100-120k with benefits	YES	DSD
3	2	17	4	Entire DSD	Organizational	Review approach to cost recovery	As part of the budget process, determine cost recovery schedules and propose an appropriate one to be adopted in this process; ED Dept to provide research support; FINANCE Dept working on schedule and plan	IN PROCESS	2/1/13		YES		YES	Council, Manager, DSD, Finance Dir
2	1	18	5	Entire DSD	Organizational	Economic Development Department and DSD to work closer together	Continue bi-weekly team meetings; determine protocol for ED Dept notifications of business prospects at counter. Ask for a mutual memo of processes and coordination; these efforts will be ongoing in the future, and annual updates requested	COMPLETED	Ongoing		DONE			DSD, EDD
2	1	18	6	Entire DSD	Organizational	Consider partner process for Development Services Director and Economic Development Department	Identifying opportunities for partner projects such as the development of the design standards manual; this will be a partnership between 2 departments to complete by 5/1	IN PROCESS and ONGOING	5/1/13		YES		YES	DSD and EDD
1	1	18	7	Entire DSD	Organizational	Conduct a comprehensive evaluation of DS Director	Completed, and includes goals and overview of strategies to focus on for departmental improvement and guidance. However, does not replace regular annual reviews due to rollout of new City performance review process for consistency	COMPLETED	9/15/12	9/15/12	DONE			Assistant City Manager
2	1	19	8	Entire DSD	Organizational	Update all handouts	Initial handout updates with accurate contact information completed; second phase is by Spring of 2013 launching Customer Self Service online submittals - need Council approval for funds for training and implementation of this module	IN PROCESS	4/1/13				YES	Permit Tech, ACM, IT Dept
3	2	19	9	Entire DSD	Organizational	Group and label handouts for easy customer	Provide email summary of process and new organization	COMPLETED	7/17/12	7/17/12				Permit Tech
3	2	19	10	Entire DSD	Organizational	All handouts to include email address	Include new generic email in all handouts with update	COMPLETED	7/17/12	7/17/12				Permit Tech
1	1	19	11	Entire DSD	Organizational	DSD Director to increase delegation	Hiring of interim and permanent P&Z Administrator a key tool for assisting in ability to delegate high level projects and long range planning; contract position in FY12-13, with full staff position recruited for in FY13-14	IN PROCESS	8/1/13		YES	Up to \$100k with benefits	YES	Assistant City Manager; HR Director
3	2	20	12	Entire DSD	Organizational	Hire filing consultant for DSD	Costs associated may be significant; staff is instead recommending first completing enhanced automation via Munis to free time of existing Admin staff and then determining third party needs for FY13-14 budget	IN PROCESS	7/1/13		YES	TBD		Administrative Assistant
2	1	20	13	Entire DSD	Organizational	Modify Development Services Department staff meeting	send revised strategy and agenda for review by ACM for documentation; report in 3 months on impact (perhaps via anonymous staff survey)	IN PROCESS	10/1/12		YES			Director of Development
2	1	21	14	Entire DSD	Organizational	Communicate information from City Manager meetings to staff	already in process as routine activity	COMPLETED	7/15/12	7/15/12				Director of Development
1	1	22	15	Entire DSD	Organizational	Train IT staff in use of Crystal Reports	ALTERNATIVE RECOMMENDATION: In an internal evaluation of Munis, it has been determined that additional report creation is necessary but that significant work on the database itself, including version updates and launching of online modules, is the actual fix for the current challenges. Media Specialist for the City is acting as project manager to coordinate efforts, and consultant assistance is in process for automation and cleanup of reporting	IN PROCESS	4/1/13		YES	TBD	YES	IT Division/Media Specialist
2	2	22	16	Entire DSD	Organizational	Gain greater control over GIS system	Hold discussion with Global Water RE Fathom System and City GIS needs; do more evaluation to see what we can farm out or do in-house; A GLOBAL WATER MOU task force has been created and will begin launching bi-monthly discussions in late October	IN PROCESS	9/1/13			TBD	TBD	IT Division

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2	2	23	17	Entire DSD	Organizational	Provide cell phones and tablet computers for field	Improvements in functionality already in place by initiating cell allowances in August for those that were not able to have access to smart phones previously; tablet and associated software solutions will be explored for FY13-14 budget inclusion along with a cost-benefit analysis	IN PROCESS	8/1/13		YES	TBD	YES	City Manager
1	1	23	18	Entire DSD	Organizational	Hire consultant to advise on <i>Munis</i> and GIS	ALTERNATIVE RECOMMENDATION: Staff has evaluated the system internally and determined that 1) we have many modules and tools we have NOT deployed; 2) the City needs dedicated staff support for database needs for all depts, with a focus on <i>Munis</i> reporting needs and custom report creation; and 3) additional training and setup funds are needed	IN PROCESS	10/30/12	10/15/12	YES	\$157,000	YES	ACM and IT Manager
3	2	24	19	Entire DSD	Organizational	Increase budgets for training	Will be recommending funding allocations in FY13-14, with all departments providing advanced requests with information on need, justifications, and benefit to organization for each opportunity, as well as requests for current fiscal year		7/1/13		YES	\$30,000	YES	City Manager
3	2	24	20	Entire DSD	Organizational	Website to have clear paths to access information	Completed in conjunction with the rollout of the new City website; DSD staff also trained to add their own material, and feature sections for CIP projects developed	COMPLETED	9/1/12	9/1/12				DSD
3	2	24	21	Entire DSD	Organizational	Include organization chart on website	Need to update and add to the City site for each department; revisions occurring with the creation of the annual Budget Book will be added to the City website under each dept page or the HR section	IN PROCESS	12/1/12		YES			DSD
3	2	25	22	Entire DSD	Organizational	Draw attention to handouts on website	Ability to do so created in new website rollout; staff now must focus on listing and importing forms to the site	IN PROCESS	12/1/12					DSD
3	2	25	23	Entire DSD	Organizational	Expand website	Site has been redone with enhancements, and staff trained with ability of dept staff to add content without waiting for communications team assistance; ongoing updated and edits of the site are needed, and additional staff support will be provided as requested	COMPLETED	9/1/12	9/1/12				DSD
3	1	26	24	Entire DSD	Processing	Train staff as back-up to Permit Tech at one-stop	Planning staff to provide recommendation and memo on training	IN PROCESS	12/1/12		YES			Development/CIP Project Manager
2	2	27	25	Entire DSD	Processing	When development picks up, split function of Development Expeditor/CIP	Duplicative in later elements - determined to be a necessary activity, in future FY		8/1/12	8/1/12				DSD Director
3	1	27	26	Entire DSD	Processing	Accept credit cards for application fees	This will be part of the <i>Munis</i> re-launch rollout and initiation of already owned customer self service function, with anticipated launch in Spring of 2013	IN PROCESS	4/1/13			(listed above)	YES	Finance Director
3	1	28	27	Entire DSD	Processing	Change criteria for Fast Track projects	Review current Council approved Fast Track program timelines/data needs and update - ED Director and DSD should review the fast track document and make edits to Council-approved doc, in conjunction with incentives policy	IN PROCESS	1/1/13		YES		TBD	DSD Director and ED Director
1	1	29	28	Entire DSD	Processing	Shorten timelines for Fast Track projects	concurrent with above; see table 4, page 28 of report		1/1/13					Development Expeditor
2	2	30	29	Entire DSD	Processing	Use <i>Munis</i> or similar software to track projects	With rollout of new performance metrics, team has begun tracking and reporting upon turnaround times in quarterly metrics report with automatic report creation which has been developed with database consultant assistance	COMPLETED	11/1/12	10/15/12	DONE - quarterly metrics	included in consultant support of IT Dept		DSD Director and Finance Director
1	1	30	30	Entire DSD	Processing	All staff to meet pre-set timelines	After revisions of timelines and monitoring of tracking, create a system of accountability for not meeting review timeframes (include as part of annual reviews) and solution for assistance if staffing is not sufficient to meet them (consultants, etc)	IN PROCESS	1/1/13			TBD		DSD Director
2	1	34	31	Building	Policy	Adopt 2012 International Codes	Staff completed significant outreach to the homebuilding and business communities in this effort	COMPLETED	11/1/12	10/16/12	DONE - see 10/16 Council agenda		YES	Building Official
2	1	34	32	Building	Policy	Create comprehensive training program for staff	Will also involve looking into local training and inviting other departments and third parties to benefit; training is ongoing, additional funds would allow for formal class attendance	IN PROCESS	12/15/12		DONE	See item 19 above		Building Official
3	1	35	33	Building	Organization	Revise building customer handouts	Provide summary note of what has been updated and what improvement that provides as a customer service issue	IN PROCESS	8/1/12		YES			Building Official

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3	2	35	34	Building	Organization	Create standard format for handouts	Additional research into Munis system has determined that the highest level of service will be available with the deployment of the customer self service module, allowing customers to submit directly online rather than downloading and filling a form; however, for those unable to be added into Munis, a revised template is being developed	IN PROCESS	9/1/12							Building Official
3	2	35	35	Building	Organization	Assign staff to manage handouts and business	Assigned to Permit Tech	COMPLETED	7/15/12	7/15/12						Building Official
3	2	35	36	Building	Organization	Up-date flow charts	Provide a copy for inclusion in Implementation Plan report		8/1/12							Building Official
3	2	36	37	Building	Organization	Create desk manual for counter functions	This should be a comprehensive procedural guide, and should coordinate with the Starting a Small Business Guide the ED Dept is working on		2/1/13		x					Expeditor, Permit Tech, Official
3	2	36	38	Building	Organization	Solicit customer comments re building function	will be part of the customer service survey developed city-wide; data will be reported quarterly and the department will be measured on its efforts to collect responses	ONGOING	9/18/12	10/15/12	DONE					Building Official, Marketing & Communcations
3	2	37	39	Building	Organization	Increase building permit fees	will be part of Finance Dept evaluation of cost recovery policies and comparisons of fees charged by area communities; will be presented to BFO	IN PROCESS	3/1/13					YES		Building Official, Finance
3	2	37	40	Building	Organization	Update building job descriptions	Full analysis, including org chart revision as applicable and addition to website of org chart	In process, nearly complete	9/1/12		YES					HR Director and Building Official
3	2	37	41	Building	Organization	Create career ladder for building staff	Will be part of comprehensive training and professional development plan, to be compiled by December 2012 in preparation for proposal in upcoming FY budget		12/31/12		YES	TBD				HR Director and Building Official
1	2	39	42	Building	Organization	Building Official to be CBO certified within 9 months or as soon as possible	City will provide funding, 2 classts (\$750, \$950) plus travel, lodging required (WWW.CONSTRUCTIONEXAM.COM)		6/1/13		YES	\$5,000 max	YES			DSD Director
1	1	38	43	Building	Organization	Building Official to undergo a comprehensive evaluation	Review to be completed as a feedback process, not as substitute to annual performance review and not tied to merit increases	COMPLETED	9/15/12	10/1/12	YES					Assistant City Manager
2	1	39	44	Building	Organization	Building to conduct periodic staff meetings	Provide summary of changes in structure and info on the schedule for meetings, and impact on team morale after 3 months of new efforts; hold meetings every two weeks = need more info in this memo	IN PROCESS	11/1/12		YES					Building Official
3	2	39	45	Building	Organization	Establish mentoring program	Part of succession planning efforts developed through assistance of HR Dept		1/1/13		YES					Building Official
3	1	40	46	Building	Organization	Define temporary assignments for building staff	Provide list of suggestions for review by DSD	IN PROCESS	10/1/12		YES					Building Official
3	1	40	47	Building	Organization	Solicit employee suggestions for additional assignments	conduct internal team survey or discuss in meeting	IN PROCESS	8/1/12		YES					Building Official
3	1	40	48	Building	Organization	Building Official to participate in Building Officials organizations	Building Official to supply a proposal on costs, times, etc required to increase this participation		9/1/12		YES	TBD				Building Official
2	1	40	49	Building	Organization	Create mission statement for building division	Needs to be part of a managed exercise with facilitated discussion - ACM will attend an upcoming team meeting - waiting until department wide service motto is done		9/1/12							Building Official / ACM
2	1	41	50	Building	Organization	Implement new employee performance system	Completed via overall City process	COMPLETED	7/1/12	7/1/12						Building Official
2	1	41	51	Building	Organization	Develop records management plan	Estimates to be compiled and presented as part of the budget plan for consultant assistance - duplicative of earlier item	IN PROCESS	3/1/13		YES	TBD				Building Official
2	2	43	52	Building	Organization	Base staffing levels on activity levels	Any additional resources needed should be on contract basis and staff resources should be reallocated to assist in this implementation plan	COMPLETED	7/15/12	7/15/12						Building Official
2	1	44	53	Building	Organization	Support attendance at local and State code classes	Report quarterly on attendances and benefits - first report to come in by 10/15/12		Ongoing		YES	TBD				Building Official
3	2	44	54	Building	Organization	Monitor staff certifications and qualification	Develop and keep a list on file, update twice annually or at staff review times		Ongoing		YES					Building Official
3	2	44	55	Building	Organization	Increase budget for training	To be presented and considered in next FY budget; Building Official to present recommendations in budget planning process	IN PROCESS	7/1/13		YES	SEE ITEM 19	YES			Building Official
3	1	44	56	Building	Organization	Weekly training for building staff	BS department would like support on this from leadership, and need a strategy to increase this strategy; have strategy developed by October 2012	IN PROCESS	10/1/12							Building Official
2	2	45	57	Building	Processing	Expand code enforcement tools, such as Code Changes	Review of current codes, and create a timeline (to be submitted by December 2012) for proposed changes to address issues by Spring 2013	IN PROCESS	4/1/13		YES			YES		Building Official and Code Enforcement Officer

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3	2	46	58	Building	Processing	Establish performance standards for inspectors for field performance evaluations	City leadership prefers that this flows with the recently approved performance review documents, although an in-field evaluation process should be developed as an addendum	IN PROCESS	12/1/12		YES				Sr. Building Inspector
3	2	46	59	Building	Processing	Establish inspector auditing program	This will be a program to include ride-alongs, site visits and surveys of interactions given to customers that are returned to the CBO. Program should be DEVELOPED and rolled out by 1/1/13, and results by 6/1/13.		6/1/13		YES				Sr. Building Inspector
3	2	46	60	Building	Processing	Include audit data in employee evaluations	This will be part of the review of staff performance as to whether they are completing all duties.	ONGOING							Building Official
3	2	46	61	Building	Processing	Update Plans Examiner job description	uplicative of earlier job description reviews								HR Director and Building Official
3	2	47	62	Building	Processing	Establish performance standards for Plans Examiner performance	to be completed by the Senior Plans Examiner and approved by SBO	IN PROCESS	12/1/12		YES				Building Official
3	2	47	63	Building	Processing	Establish plan review auditing program	Program will include periodic reviews of work, as a 'quality spot check'	IN PROCESS	12/1/12						Building Official
3	2	47	64	Building	Processing	Include plan review audit data in employee reviews	When reviews are conducted information from these spot checks and ride alongs should be incorporated for reference	ONGOING							Building Official
1	1	49	65	Building	Processing	Set new and shorter plan review timelines	Roll out new timeline goals and provide comparison to other benchmark Valley communities to determine competitiveness of these goals; finally, market them and our actual averages to the building community	IN PROCESS	12/1/12		YES				Building Official
1	1	49	66	Building	Processing	Track plan review times	Establish system for tracking and reporting on review times via Munis or other system - this is in the quarterly metrics as developed, but we now need to create Munis automated reporting which will be part of new system rollout	IN PROCESS	3/1/13		YES	TBD	YES		Building Official
2	2	53	67	CIP	Policy	Ensure that up to date transportation and flood plans are in the General Plan update	Will be a focus area when General Plan update is in process		7/1/14			TBD	YES		Planning Manager
2	1	55	68	CIP	Organization	Add additional person to CIP division	Make one full time CIP Manager; price out any additional consultant assistance needed on a project by project basis that would be managed by the CIP Manager, and begin incorporating staff costs in future CIP planning. At this time, there is not budget or capacity for an additional FTE but consulting an option. Consideration for staffing for FY14-15	IN PROCESS	7/1/14			TBD	YES		DSD Director and City Manager
2	1	55	69	CIP	Organization	Coordinate the two Administrative Assistant positions	Provide list of changes in assignments and duties, and recommend any changes via memo or edit to job descriptions	IN PROCESS	8/1/12		YES				DSD Director and Building
2	2	56	70	CIP	Organization	Investigate feasibility of relinquishment of State highway through Maricopa to the City.	Discussion will need to be held with ADOT but current input suggests that this could compromise potential for assistance with grade separation, so discussion held until appropriate time recommended per staff and advisors	ON HOLD	TBD		YES	TBD	YES		DSD Director and Assistant City Manager
2	1	56	71	CIP	Organization	Provide stronger advocacy to outside agencies and utilities for projects in the City's interests	Hold meetings at the start of a project to determine level of importance to the city, identify potential issues related to outside orgs, and work to mitigate ahead of time. Should become NEW SOP.	COMPLETED	7/15/12	7/15/12			NO		DSD, ACM, EDD
2	1	56	72	CIP	Organization	Expand liaisons with development groups	redundant comment	COMPLETED	8/1/12	8/1/12		N/A	NO		DSD Director and all managers
1	1	57	73	CIP	Organization	Designate Development/CIP as lead on all CIP projects	in addition to creating a new classification, establish as its own division via budget process	IN PROCESS	7/1/13			TBD	YES		DSD Director
3	2	57	74	CIP	Organization	Delegate addressing function to Permit Tech or Planner	Delegated to Permit Tech and Allan as backup, requires training by Expeditor - determination of GIS licenses needed from IT, and will work with Global regarding opportunity for Fathom assistance; need to update the SNAP	IN PROCESS	9/1/12		YES	TBD			DSD Director
1	1	58	75	CIP	Processing	Charge CIP administrative charges to projects	In creation of FY13-14 CIP budget, factor in administrative costs for specific projects (this will begin with the Zoning Code update in FY12/13)	IN PROCESS	4/1/13		YES	TBD	YES		DSD Director and Finance Director
2	1	58	76	CIP	Processing	Modify employee time sheets	Explore opportunity for inputting into Munis in association with project numbers for reporting	IN PROCESS	1/1/13						DSD Director and Finance Department
2	1	58	77	CIP	Processing	Assign CIP environmental reports to Planning	Must be added to the Planning & Zoning Administrator job description	DONE	7/15/15	7/15/12	YES				DSD Director
2	1	64	78	Engineering/Transportation		Revise Mission Statement	should be done in facilitated manner - perhaps as part of larger department wide group meeting; Engineer to lead the discussion with team		10/1/12		YES				Engineering/Transportation
2	1	64	79	Engineering/Transportation		Clarify roles of supporting departments in CIP process	Have CIP Manager handle		3/1/13						Engineering/Transportation

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3	2	65	80	Engineering/ Transportation		Transfer supervision of Maintenance Contracts to PW/Maintenance	determine tracking methodology and document that process; would be on the job requirement of a PW Director	IN PROCESS	6/30/13		YES			Engineering/Transportation	
2	2	65	81	Engineering/ Transportation		Include all CIP and engineering files in records	Need funds for the tools, and research to collect old information; this is a longer-term issue		7/1/14			TBD	NO	DSD Director	
2	2	67	82	Engineering/ Transportation		Add position of Professional Traffic Engineer	Staff recommends a general engineer, not specific to Traffic Engineering at least at this time.		12/1/13		YES	TBD	YES	DSD Director and City Council	
2	2	67	83	Engineering/ Transportation		Use consultants or Building staff for CIP inspection	Need a summary memo explaining this and the evaluation of the effectiveness of this resource, as well as their availability		10/1/12		YES		NO	DS ADMIN	
2	2	67	84	Engineering/ Transportation		Appoint PW Inspector to supervisory position	Just did a review - this would be most appropriately addressed in a future budget cycle	FUTURE ITEM	7/1/14			TBD	YES	DSD Director and Engineering/Transportation Manager	
3	2	67	85	Engineering/ Transportation		Review Adm. Assistant needs for Engineering/Transportation Division	hold evaluation meeting/discussion along with HR rep, and submit a memo outlining the evaluation; this could likely be facilitated later if staff time is freed with the addition of automation processes for inspectors	IN PROCESS	10/1/12				NO	DSD Director and Engineering/Transportation Manager	
3	2	67	86	Engineering/ Transportation		Move field supervision of PE maintenance contracts to consultant staff	DUPLICATION FROM PRIOR ITEMS	COMPLETED	7/15/12	7/15/12				NO	DSD Director and Engineering/Transportation Manager
2	2	68	87	Engineering/ Transportation		Document traffic engineering policies	Place online in accessible location - DSD staff now has the ability to add to the City website	IN PROCESS	12/1/12					NO	Engineering/Transportation Manager
2	2	68	88	Engineering/ Transportation		Document staff time in Engineering/Transportation Division spent on CIP	This will require a CIP amendment or change in next FY plans, as well as creating a tracking system for Munis		4/1/13		YES	TBD	YES	Engineering/Transportation Manager	
3	2	73	89	Operations Divisions	Policy	Consider franchise system for refuse collection	Staff has researched in the past and determined several challenges; a memo will be submitted as well as information regarding ways to assist the Heritage District	IN PROCESS	11/1/12		YES	TBD	NO	ACM and DSD Director	
2	1	74	90	Operations Divisions	Organization	Conduct general staff meeting on quarterly basis	offsite (ACM to assist); meeting summary notes provided to ALL participants post-meeting - FIRST MEETING DONE. NEED TO SCHEDULE NEXT ONES.	IN PROCESS	Ongoing		YES	\$600			DSD Director
2	2	74	91	Operations Divisions	Organization	Consider creating a Public Works Department by FY13-14 to coincide with new City Hall	Separate in FY14-15 budget, and determine recruitment period for Operations Director (mid-year FY13-14 or start of FY14-15)		7/1/14		YES	TBD	YES	City Manager	
2	2	74	92	Operations Divisions	Organization	Recruit Public Works director prior to creation of the separate department to facilitate the change	Create job description to have available at appropriate time		5/1/14		YES	TBD	YES	City Manager, HR Director, ACM	
2	1	75	93	Operations Divisions	Organization	Select Corporate Yard location	Meetings to begin quickly - need to move forward on 1) Gin site for 6 acre yard; 2) additional sites for eastern yard	IN PROCESS	3/1/13		YES	TBD	YES	City Manager and DSD Managers	
3	2	76	94	Operations Divisions	Organization	Consider land swap or sale of City land near City	NO ACTION REQUIRED, simply a recommendation	N/A	N/A						City Manager
2	1	76	95	Operations Divisions	Organization	Install security for City equipment	Security equipment will be budgeted for in conjunction with new facility construction		7/1/13			TBD			DSD Manager
2	1	76	96	Operations Divisions	Organization	Review staff assignments for maintenance workers	submit report on any issues that need to be addressed; a reclassification may be required from a maintenance worker to equipment operator	COMPLETED	11/1/12	7/31/12	DONE				Street Superintendent
3	2	76	97	Operations Divisions	Organization	Document employee training time	This has been done since 2004; total hours should be reported in annual metrics. Report demonstrating this has been submitted.	DONE	7/15/12	7/15/12	DONE				Street Superintendent
3	2	77	98	Operations Divisions	Organization	Review 4/10 work schedule for field crews	Analysis as needed if issues arise; otherwise, on 1-year pilot; MEMO COMING FROM STAFF	COMPLETED	7/15/12	7/15/12	YES				City Manager and DSD Director
2	1	77	99	Operations Divisions	Organization	Review assignments for building inspectors	Have a need for a reclassification to equipment operator; will be considered with FY13-14 budget		7/1/13		YES	TBD	YES		Building Official
2	1	77	100	Operations Divisions	Organization	Add building specialist staff for maintenance	this would be a FY13-14 action and possibly in conjunction with strategy for new public works yard		7/1/13		YES	TBD	YES		DSD Manager
3	2	77	101	Operations Divisions	Organization	Consider contracting janitorial services	there are pros and cons, and will be a need for new folks; working on a rebid for the contracted services currently used and will factor in for FY13-14 budget plans		12/1/12		YES	TBD	YES		Facilities Manager
3	2	78	102	Operations Divisions	Organization	Add assistant/trainee to fleet services	Will require the addition of a staff member in FY13-14 to coincide with new PW Facility		7/1/13		YES	TBD	YES		Fleet Manager
3	2	79	103	Operations Divisions	Organization	Review maintenance contracts for facilities		In process, nearly complete	12/1/12						Engineering/Transportation Manager
3	2	79	104	Operations Divisions	Organization	Prepare street/signs index	Gilbert and Ray doing inventories; need to get cost estimates via Staff Memo done to determine project plan and expenses/equipment required as well as the benefits		10/1/12		YES	TBD	YES		Engineering/Transportation Manager

Implementation Plan:
Zucker Systems Development Services Department Review
Updated 10/23/2012

2	2	82	105	Planning Division	Policy	Update General Plan to meet 10 year target	Zoning code will be completed first but staff is working to 1) have Scope done by 1/1/13 and start of recruitment, so we can award a contract in July of 2013. Draft Scope has already been developed.	IN PROCESS	3/1/15			TBD	YES	Planning Manager
2	1	82	106	Planning Division	Policy	Develop annual planning work program	Annual progress report should be done in June of each Fiscal Year		6/1/13		YES			Planning Manager
1	1	82	107	Planning Division	Policy	Hire consultant to up-date Zoning Ordinance	need to also have staff to support		12/1/12		YES	\$250k	YES	DSD Director
2	2	84	108	Planning Division	Organization	Change decision process for zoning approvals	will be part of Zoning Ordinance rewrite, giving the Administrator more flexibility and removing requirement to go to Council for some items		12/1/13		YES		YES	City Council and Planning Commission
3	2	84	109	Planning Division	Organization	Train Planner on GIS	need to determine based on Fathom system development with Global Water if this is necessary or if they can supplant our needs; need to reevaluate in 6 months	IN PROCESS	3/1/13					Planner
2	1	84	110	Planning Division	Organization	Joint training sessions for Planners and Economic Development	working on scheduling some meetings - should be identified and scheduled soon		3/1/12		x			Assistant City Manager
1	1	85	111	Planning Division	Organization	Hire a Planning and Zoning Administrator	Position has been created as a contracted, Interim role during current Fiscal Year for long range planning efforts (Zoning Code)	COMPLETED	1/15/13		x	TBD	YES	City Council and City Manager
2	1	85	112	Planning Division	Organization	Planning and Zoning Administrator to be hired	REDUNDANT to item 111 - HOWEVER, this item denotes the creation of the position as a full classification for the FY13-14 budget and recruitment for full time staff and any needed adjustments to department organizational structure discussed in staff annual performance appraisals; both	IN PROCESS	1/1/13		YES		YES	DSD Director
3	2	85	113	Planning Division	Organization	Encourage planners to be AICP certified	current staff members will be re-testing in 2013. The newly created Administrator position will require this certification	ONGOING	12/1/13			\$1,200	YES	DSD Director
2	2	86	114	Planning Division	Processing	Provide early notice to citizens for public hearings	Being done already; summary memo submitted and impact of this change will be evaluated via surveys of citizens involved in various cases	IN PROCESS	1/1/13		DONE			Planning Manager
3	2	86	115	Planning Division	Processing	Use summary type minutes for Planning Commission	Process already initiated; initial concerns of less documentation have been alleviated through saving and archiving of audio recordings	COMPLETED	7/15/15	7/15/12				Planning Commission and DSD Admin
1	1	87	116	Planning Division	Processing	Change review times for second submissions	Provide information on new review times and justification for each (comparison communities, etc); use Munis enhancements to measure success rate		9/1/12		YES			DSD Director
1	1	89	117	Planning Division	Processing	Set Pre-Application meeting within 10 working days of accepting application	create method for tracking and reporting on performance		11/1/12		YES			Planning Manager
3	1	89	118	Planning Division	Processing	City requirements to be given to applicant at end of pre-application meeting	Begin doing so immediately	COMPLETED	7/15/12	7/15/12	YES			ALL
1	1	90	119	Planning Division	Processing	Technical Advisory Committee to meet no later than 20 working days after project submitted	create method for tracking and reporting on performance; consider, due to 4/10 schedule, making this 16 working days - MUNIS	IN PROCESS	11/1/12		YES			Planning Manager/DSD
1	1	90	120	Planning Division	Processing	Second reviews to be completed within 10 working days and subsequent reviews 5 working days	create method for tracking and reporting on performance; again, consider adjustment of days due to new 4/10 schedule MUNIS	IN PROCESS	11/1/12		YES			Planning Manager/DSD
2	1	95	121	Employee Perceptions		DSD Managers to review employee questionnaires	Reviewed as part of initial acceptance of DSD Review report; will be discussed and specific items were addressed in review conducted by ACM	COMPLETED	7/15/12	7/15/12				DSD Director