

Appendix A: Research Protocol

Research Questions

Neighborhood associations:

- What is role of neighborhood association
- Do neighborhoods have plans? (neighborhood plans)
- Are neighborhoods involved in the planning process?
Do neighborhoods have any authority in the planning process?
- Is there any training for the neighborhoods?
- What is the role of a business within a neighborhood association? (included, not included, leadership, feedback role, etc.)

Process change:

- How long ago was the process changed??
- What was impetus for change?
- Details about transition
- Costs associated with the change?
- How long did the process of change take?
- What were the outcomes? Quantitative and qualitative
- Internal and external satisfaction associated with the process change
- How much time was cut out of approval process? What is current time expectation?

City

- Does economic development dept. or planning commission have a mission or stated goals?
- Does city have project manager? If so, what is there level of education, authority, level of pay, area of expertise
- Size of budget
- Size of planning department
- What other agencies does the planning department deal with in making changes/approving
- Unanticipated issues/results: Current issues city is facing (w/ regard to economic development)
- Is process different for different projects? (Is system tailored to different types of projects?)
- Who is the conflict resolution person if there are conflicts between developers/businesses/city?

Businesses' Perception:

- Is there a resource for businesses?
- Ombudsman, or advocate for businesses—and who hires them
- Business perception of process change (as clients, do they perceive the process to be easier/more efficient now?)

Appendix B: Case Studies

| Austin, Texas | |
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| Note: | Austin began changing its processes in fiscal year 2003-04 and expects to have everything in place by end of fiscal year 2004-05. They have performance measures in place, but only a few data collected so far. |
| Sources of information: | http://www.ci.austin.tx.us/development/geninfo2.htm#DAC http://www.ci.austin.tx.us/development/default.htm http://www.ci.austin.tx.us/budget/04-05/downloads/20040826.pdf Austin Neighborhood Planning and Zoning Department (512) 974-2378 Steve Wilkinson, planner, (512) 974-2657 Tammie Williamson, assistant director of Department of Watershed Protection and Development Review, (Theresa Stark, assistant), (512)-974-2339 |
| Demographic information: | Population: 656,562 Population growth rate since 1990: 41 percent Percentage of population with bachelor' degree: 40.4 percent Square miles: 252 Median age: 30 Per-capita income in 2000: \$24,163 |
| Change #1: | One-stop shop: One-stop shop consolidates process of land development permitting and assistance into a single location. This creates more efficient development process for community. It operates under Department of Watershed Protection and Development Review. |
| Change #2: | Development assistance center: The center evaluates development proposals for potential applicants and concerned residents on behalf of the community to ensure that development is designed and built in accordance with city rules and regulations. It operates under the Department of Watershed Protection and Development Review. |
| Change #3: | Permit center: The center issues permits for builders, developers, and property owners so they can begin their projects. It operates under Department of Watershed Protection and Development Review. |
| Impetus for change: | “Neighborhood associations and customers were voicing concern and frustration ... Before ... customers had to go to several different places to get different permits and reviews. What one department said could adversely affect what the other department [would] say, but it [was] hard to find out that information.” —Tammie Williamson, assistant director, Department of Watershed Protection and Development Review |
| Transitional costs: | Costs include \$3 million to \$4 million for software called “Amanda”; and more than \$1 million for building renovations |
| Operating costs: | <i>Fiscal year 2004-05</i> Budget for one-stop shop: \$16,960,831; Budget for development assistance center: \$1,305,435; Budget for permit center: \$314,710 |

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| Performance measures: | <p>One-stop shop support²² <i>Citywide one-stop shop support</i> as a percent of program: 2004 calendar year average 4.19 percent, measured quarterly, fiscal year 2004-05 recommended 4.8 percent <i>Number of development process web/site page views</i>: 2004 calendar year average 536,777 views, measured monthly, based on October, November, and December data. Fiscal year 2004-05 goal: 500,000 views per month. <i>One-stop shop staff satisfaction</i> (in percentage): no data available, measured monthly; 80 percent recommended for fiscal year 2004-05. <i>Turnaround time</i> in hours for legal liaison to requests: no data available, measured monthly; 48 hours recommended for fiscal year 2004-05.</p> <p>Development Assistance Center <i>Average customer wait time</i> in minutes for 2004 calendar year: 11.34 minutes, based on data recorded for October, November, December. Fifteen minutes recommended for fiscal year 2004-2005. <i>Customer satisfaction</i>: no data, no description of how this is measured quarterly. For fiscal year 2004-05, 60 recommended with no unit of measurement given. <i>Average number of customers served</i>: 1390.34 people average for 2004 calendar year, based on data recorded for October, November, and December. "Baseline" recommended for fiscal year 2004-05, with no further description. <i>Activity cost per number of customers served</i>: 2004 calendar year average is \$54.06 (in U.S. dollars), measured quarterly. "Baseline" recommended for fiscal year 2004-05, with no further description.</p> <p>Permit Center <i>Cost per permit issued</i>: 2004 calendar year average was \$8.67 (in U.S. dollars), measured quarterly. "Baseline" recommended for fiscal year 2004-05, with no further description. <i>Number of permits issued</i>: 2004 calendar year average was 5922.5 permits, measured monthly, based on data recorded for October and November. "Baseline" recommended for fiscal year 2004-05, with no further description. <i>Customer wait time</i>: 2004 calendar year average was 13.34 minutes, measured monthly, based on October, November, and December data; 30 minutes Recommended for fiscal year 2004-05. <i>Number of walk-in customers served</i>: 2004 calendar year average was 1,369 people, measured monthly and based on October, November, and December data. "Baseline" recommended for fiscal year 2004-05, with no further description.</p> |
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²² For this study we only picked three of the categories of performance indicators that are relevant, but other categories are easily accessible.

| Cincinnati, Ohio | |
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| Sources of information: | http://www.cincinnati-oh.gov/ http://cagis.hamilton-co.org/opal/#Membership http://www.cincinnati-oh.gov/bldginsp/downloads/bldginsp_eps9741.pdf--detailed http://www.cincinnati-oh.gov/bldginsp/pages/-6533-/ Scott Stiles, interim manager, Business Development and Permit Center, scott.stiles@cincinnati-oh.gov Steve Briggs, planner, Steve.briggs@cincinnati-oh.gov |
| Demographic information: | Population: 331,285 Population growth rate since 1990: -9 percent Percent of population with bachelor's degree: 26.6 percent Square miles: 78 Median age: 32 Per-capita income in 2000: \$19,962 |
| Change #1: | Coordinated public involvement 1970s Community Activity Teams had plans that involved a set of projects. In the late 1990s, they developed Cincinnati Neighborhood Action Strategy teams. "These were doomed to fail from the outset; communities loved it but there was no funding for it. Planning became the lead department: teams were supposed to choose a leader based on problems that came up. They were looking to the planning department to be the leader. The people who were supposed to deal with the issue didn't, and (the process)... turned into a demoralizing ... session. We had some successes, but overall it was a good idea that was not implemented correctly, and was doomed to fail." — Steve Briggs, city of Cincinnati planner |
| Change #2: | Business development and permit center Implemented in 2004, the business development and permit center is a single point-of-contact service for homeowners, developers, architects, small business owners, construction personnel, and others involved in the development and building permit process. |
| Change #3: (to be implemented) | Streamlined Permit and Approval Process Phase one is devoted to evaluating existing permit process, with focus on gathering information and understanding process. Phase two involves re-engineering the process and focuses on empowerment through input and attitude change. The third phase involves engaging city employees and customers to streamline and rationalize the process. The objective of the third phase is to conduct a summit to unveil results and recommendations. |

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| <p>Change #4: (in process)</p> | <p>One-stop development center The center will maximize web-based technology, building upon a system for electronic plan submission. New guidelines for departmental use were established in June 2003. Goals of center are to eliminate 90 percent of current customer/departmental interaction, and to incorporate Hamilton County's development into this process to the maximum possible and appropriate degree, on site and via technology.</p> |
| <p>Impetus for change:</p> | <p>Development community voiced concern about the inefficiency of the permitting and planning processes. Mayor commissioned a report from economic development task force, which made nine recommendations in April 23, 2003 report. Two recommendations addressed creation of one-stop development center.</p> |
| <p>Transitional costs:</p> | <p>N/A.</p> |
| <p>Operating costs:</p> | <p>Office of the City Manager: \$2,119,720 total operating budget Department of Community Development and Planning: \$15,050,620 total operating budget Department of Buildings and Inspections: \$5,291,920 total operating budget</p> |
| <p>Performance measures:</p> | <p>Business development and permit center These statistics measure transactions between April 26 and Sept. 30, 2004. <i>Applications filed: 3,526</i> <i>Permits issued: 3,161; average of 27 per day</i> <i>Walk-through permits issued: 2,028</i> <i>Customer wait time: same-day permits, 43 minutes or less; goal is 90 minutes or less</i> <i>Total of fees received through September 2004: \$3,483,278</i> <i>Total of fees received through September 2003: \$3,034,647</i></p> |

| Eugene, Oregon | |
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| Sources of Information: | http://www.ci.eugene.or.us/pdd/Index.htm Marcia Miller, building and services permit manager (541)682-5086 |
| Demographic Information: | Population: 137,893 Population growth rate since 1990: 21 percent Percent of population with bachelor's degree: 37.3 percent Square miles: 41 Median age: 33 Per-capita income in 2000: \$21,315 |
| Change #1: | One-stop-shop Since 1985, Eugene's construction permit process has begun at the permit and information center, which houses several regulatory and permitting functions in a <i>single, centralized location</i> to assist customers through the city's development review processes. Technical staff from the Planning and Development Department, Building and Permit Services, Public Works, and the Fire Department are available to explain the permit processes; to handle plan submittal and pickup; and to issue special permits. The center provides building permits and inspections, land-use permits, technical construction information, interpretation of building and land-use codes, fire prevention inspections, and sign and zoning regulation information and permits. |
| Change #2: | Constructing Solutions project In 1997, Eugene restructured its Planning and Development Department to provide customers with faster service and to help decrease timelines for initial plans review and permit approval. The department split into three divisions: (1) Building and Permit Services; (2) Development; and (3) Planning. |
| Change #3: | Continual improvement Since 1997, Eugene has made a consistent commitment to continuously reviewing, updating, and improving its processes. 2002 City Business Interactions Task Team. Members from the chamber of commerce composed a "miniplan" for addressing various concerns from the business community. Components of the miniplan include: <i>Code review:</i> State codes and building codes are under continuous review to streamline processes. <i>Streamlined review:</i> Simpler regulations meet customer needs. <i>Process analysis:</i> Consultant analyzed planning process in May 2003 and made recommendations. Planning Division is committed to implement consultant's recommendations. <i>Reduced permit turnover time:</i> Constant goal to meet established targets |

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| | for the planning/development process. Staff accountable to meet specified targets; targets were established for 12 permits and all review stops. Major goal- to reduce permit turnover time. |
| Impetus for change: | In general, problems with efficiency and concerns from business community about complex, inconsistent, and confusing development and permit process. "Turnaround time for permits and other development applications. Review times were unacceptable and a major overhaul was needed." 1997 Constructing Solutions project was implemented to increase efficiency and reduce turnaround time. Major budget cuts and reductions in staff forced planning and development services to find ways in becoming more efficient. |
| Transitional costs: | Budget is determined by service profiles, an internal document that tracks annual performance measures. |
| Operating costs: | For the most part, permit fees covered costs of new programs and changes made to the development system. In recent months, planning division has taken in more revenue than its expenditures. |
| Performance measures: | Reviewed on a monthly basis. <i>Applications received:</i> Measured by number of applications; categories include new commercial, commercial additions and alterations, new residential and residential additions and alterations. <i>Permits issued:</i> Measured by number of days until first review and number of permits. Categories include those above and "over-the-counter and other." <i>Value of Permits Issued:</i> Measured in dollars. <i>Percentage of customers served within 15 minutes:</i> categories include building, land use, planning, public works, and reception. <i>Holdovers:</i> Measured in number of permits. Categories include building/mechanical, electrical, and plumbing. <i>Financial information:</i> Measured in revenue and expense. |

| Kansas City, Missouri | |
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| Sources of Information: | http://www.kcmo.org/planning.nsf/plnpres/home?opendocument http://www.kcmo.org/manager/bdgt05/citydev.pdf http://www.kcmo.org/ neigh.nsf/web/neightype?opendocument John Pajor, planner, (816) 513-2856 Renea Nash, department manager, Renea_Nash@kcmo.org |
| Note: | <p>“Right now they are going through changes. Things are being pared down severely. In the early 1990s the planning manager at that time, Bob Collins, called for an updated master plan for the city. Somewhere in the process, he became the city manager. The big emphasis was on maximum citizen involvement. That was one revolution. In the last [administration] there’s been another revolution of people trying to do more with less. Since then our city manager and director of planning left, and the new city manager was all about paring things down and tightening things up. That person just yesterday just announced that we have a new planning director and economic development director. We’re still in for more changes.” —John Pajor, planner, Kansas City</p> |
| Demographic Information: | Population: 441,545 Population growth rate since 1990: 2 percent Percent of population with bachelor’s degree: 25.7 percent Square miles: 314 Median age: 34 Per-capita income in 2000: \$20,753 |
| Change #1: | <p>Business Development and Assistance Tea The development assistance team is made up of representatives from all city departments involved in the development process. It provides customers with as much preliminary information about the development of the specific site and project as possible. The team meets Thursdays, 10 a.m.-noon, and meetings are limited to one hour. “Planning professionals got cross-system training by sitting across the table from other professionals. Now I know who to call with questions about fire and code requirements and other things.” —John Pajor, planner, Kansas City</p> |
| Change #2: | <p>Economic Development Corporation The Economic Development Corporation provides responsible, innovative, and professional assistance to the business community so that Kansas City's economic development industry can be maintained and strengthened.</p> |

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| Change #3: | Automated tracking system Kiva Net, a web-based permit tracking system, allows users to view the status of permits in the process of being reviewed. |
| Impetus for change: | “Our current mayor (in second term now) was working with more money, and there was recognition that neighborhoods were important and needed services. There was a request for money at a neighborhood level.” —John Pajor, planner, Kansas City |
| Transitional costs: | N/A. |
| Operating costs: | Fiscal year 2004 Department of City Development: \$12,618,938 Development Management/Economic Growth: \$842,659 Economic Development and Business Assistance/Economic Growth: \$5,350,841 Economic Development Corporation/Economic Growth: \$908,496 |
| Performance measures: | Activity: Development Management <i>Outcome:</i> economic growth <i>Performance measures:</i> Number of CPC applications reviewed: Actual 2002-03=797, adopted 2003-04=550, estimated 2004-05=860 Activity: Economic Development and Business Assistance <i>Outcome:</i> economic growth <i>Performance measures:</i> Development proposals drafted and contracts reviewed: actual 2002-03=15, adopted 2003-04=20, estimated 2004-05=20 Activity: Economic Development Corporation <i>Outcome:</i> economic growth <i>Performance measures:</i> Number of projects approved/closed: actual 2002-03=169, adopted 2003-04=150, estimated 2004-05=200 |

| Orlando, Florida | |
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| Sources of information: | http://www.cityoforlando.net/planning/default.htm Dean Grandin, planning division manager, (407) 246-2120 |
| Demographic Information: | Population: 185,951 Population growth rate since 1990: 13 percent Percent population with bachelor's degree: 28.2 percent Square miles: 94 Median age: 33 Per-capita income in 2000: \$21,216 |
| Change #1: | Continual Improvement Routine changes made every four to five years to refine system constantly. Improved system for code enforcement. |
| Change #2: | Formation of business development team |
| Change #3: | Structural changes to planning division Now includes Economic Development Department. Planning, Code, and Housing departments were made into separate divisions; in upcoming months, planning and code departments will be realigned into one department under the planning division. |
| Change #4: | One-stop shop In 1997-98 a one-stop-shop for permits was implemented. A planner is on call to answers specific questions concerning permit issues. |
| Change #5: | Automated web-based permit and development tracking system Automated system called Tide Mark let's customers track process of permit application process. |
| Impetus for change: | City financial conditions Budget and staff cuts caused need for operational efficiency and consolidation within the planning division. Market conditions Major business and population growth during last five years created need to accommodate increased business activity and demands. Need for better strategic planning |
| Transitional costs: | Changes that have taken place during last four to five years have led purely to savings. According to planning division manager Dean Grandin, costs were not significant. |
| Operating costs: | Fiscal year 2004-05 Department of Economic Development: \$12,528,443 |
| Performance measures: | Within Economic Development Department Permitting Services Division <i>Percent of all [zoning-simple] permits issued within two calendar days:</i> Fiscal year 2003-04 was 86 percent; 90 percent proposed for fiscal year 2004-05. <i>Average number of days to complete a construction plan review:</i> Fiscal year 2003-04 was six days; six days proposed for fiscal year 2004-05. |

| Portland, Oregon | |
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| Sources of information: | Jackie Phillips, Bureau of Development Services: Public Service Information, (503) 823-7300 <i>Plans Examiner</i> , a bi-monthly publication to inform the building, design and construction community about development procedures, policies, procedures and events affecting their work with the city of Portland. http://www.portlandonline.com/bds/index.cfm?c=30388 |
| Demographic information: | Population: 529,121 Population growth rate since 1990: 21 percent Percent of population with bachelor's degree: 32.6 percent Square miles: 134 Median age: 35 Per-capita income in 2000: \$22,643 |
| Change #1: | Early assistance and public involvement Blueprint 2000 grew out of a pilot program in late 1990s, and beginning stages of implementation began in 1997. The program was designed to facilitate process management in all aspects of development review. The final goal was to create a "seamless process for all types of development." Blueprint 2000 is made up of "six building blocks" that focus on the details of entry point, early assistance, technical review and inspection, and enforcement. Earlier public notice and involvement in the review process This complements Blueprint 2000, with more required pre-application conferences and a neighborhood contact requirement. The focus is not necessarily on increased public involvement, but on more effective public involvement. |
| Change #2: | Automated Tracking System Permit tracking software customized for Blueprint 2000 (called Tracking, Review and Construction System, TRACS) processes permit applications from start to finish; allows coordination among all seven bureaus involved in permit process as application details and status are electronically available. Implemented July 1999. |
| Change #3: | Continuous process review Development codes are rewritten and complex permits redesigned and simplified to be more user-friendly. |

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| Change #4: | <p>Restructuring The Office of Planning and Development Review was formed in March 1999 by combining the bureaus of Buildings and Planning. Merger fostered interagency agreements and linked development review functions of other bureaus.</p> |
| Change #5: | <p>Regulatory Improvement Workplan Two-year plan started in 2002. The Bureau of Development Services implemented a regulatory process and service improvement part of the plan, while the Bureau of Planning coordinated a regulatory code improvement list. Both bureaus met regularly with community members and stakeholders to develop workplans. The bureaus formed the Strategic Development Opportunity Team, which included the mayor’s office and various city bureaus involved in the planning process. The focus of project was on the Land Division Monitoring and Impact Assessment Initiative.</p> <p>Regulatory Improvement Request Database Database was implemented so customers could submit regulatory improvement requests online.</p> |
| Change #6: | <p>Further Changes since Blueprint 2000 and Regulatory Improvement Workplan <i>Customer Service and Public Information Program</i> began July 2003 to expand Bureau of Development Services customer service efforts. Bureau team meets with neighborhood and business groups to determine information that is most wanted and needed. <i>Customer Assistance Programs:</i> “Get Legal” program helps customers who need to legalize work done without a permit. For a fee, team helps customer develop plans and file necessary appeals to get process on track. <i>Facility Permit Program:</i> To ease routine inspections for repairs or minor tenant improvements, the facility permit program links inspectors with customers who have large or multiple facilities. <i>Lunch and Learn Program:</i> On the second Friday of each month, developers, small business owners, and other customers can join development services staff members for lunch to learn the latest information and requirements to keep development projects on track. <i>Multi-Track Permit program:</i> A two-track permit program tailored to applicant, based on level of experience and familiarity with Portland building codes. Track One helps applicants who want extra help navigating the permit process. First-time applicants and those who have little experience with Portland’s building codes are required to use this track, but any applicant may choose this level of assistance. The turnaround goal for permit applications for Track One is 15 working days from a completed application to the first review and five days for</p> |

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| | <p>rechecks. Track Two is for veteran builders. It moves more quickly. Applicants in Two Track system have demonstrated their ability to submit complete and accurate documents, and to understand and implement Portland's building codes and other requirements with limited assistance. The turnaround goal for Track Two is to issue permits within 10 working days from the date a complete application is submitted.</p> |
| Impetus for change: | <p>Customers were continuously unsatisfied with planning process and complex regulations; complaints included inconsistencies among departments, unorganized system for documentation, inefficient and untimely process, complex permit system that was not user friendly, and need for an overall plan for process management for each step of the development process.</p> |
| Transitional costs: | <p>N/A.</p> |
| Operating costs: | <p>Fiscal year 2004-05 community development: \$60,567,687</p> |
| Performance measures: | <p><i>General accomplishments:</i> updated regulations, clarified code language and reviewed codes to determine if they foster desirable results or creating regulatory barriers.</p> <p><i>Specific accomplishments:</i> These include</p> <ul style="list-style-type: none"> • early plan review and early land-use review for large projects; • specialized project teams assigned to specific groups of customers; • ongoing process to resolve development review delays; • specified appeals process for all development bureaus; • tracking of obsolete and overly prescriptive regulations for regulatory improvement; • appointment of small-business liaison; • speedier process for correcting zoning map errors; • consistent method to assess impact of regulations; • increased neighborhood involvement; • numerous amendments to the zoning code including the land division regulations. <p>Changes made under Blueprint 2000, Regulatory Improvement Workplan, multi-track permitting, and formation of customer assistance programs have placed customer and customer needs at center of operations within the development process. Customer satisfaction is now the focal point of the Bureau of Development Services, and the bureau continues to better align its goals with the goals of the customer.</p> |

| St. Paul, Minnesota | |
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| Sources of information: | http://www.stpaulbusiness.org/ http://www.ci.stpaul.mn.us/business/ www.saintpaulchamber.com http://www.stpaulbusiness.org/partners.html#stpbusiness Business Resource Center, (651) 266-6600 Department of Planning and Economic Development (651) 266-6700 Amy Filice, deputy director, Department of Planning and Economic Development Department of Planning and Economic Development, business@ci.stpaul.mn.us Sheila Lynch, executive director of Capitol River Council (District 17) |
| Demographic information: | Population: 287,151 Population growth rate since 1990: 5.2 percent Percent of population with bachelor's degree: 32 percent Square miles: 52.8 Median age: 31 Per-capita income in 2000: \$20,216 |
| Change #1: | Geographically focused teams Department of Planning and Economic Development has a northeast team and a southwest team to address specific needs of these two areas of St. Paul. |
| Change #2: | Business Resource Center The Business Assistance Center is a hotline anyone can call to get information on required permits and process steps for a specific project. |
| Change #3: | Automated Permit-Tracking System Entraprise is an automated permit tracking and purchasing system available to the public. |
| Change #4: | Project facilitators Project facilitators with the Department of License, Inspection and Environmental Protection provide assistance in obtaining permits or city licenses for building projects, businesses, or anything else customers may need while building in St. Paul. Project facilitators can answer basic questions about zoning, building inspections, business licenses, and other requirements, or direct customers to the specialized inspector for more specific questions. |
| Impetus for change: | Developers/customers were getting frustrated with inefficient system. |

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| Transitional costs: | |
| Operating costs: | <p>Fiscal year 2004 Department of Planning and Economic Development: \$20,682,190 Department of License, Inspection and Environmental Protection: \$10,738,791</p> |
| Performance measures: | <p>Department of License, Inspection and Environmental Protection, 2004 <i>Same-day inspection:</i> Provided same day inspections to keep projects moving to benefit contractors, residents, and general public. <i>Online permits:</i> Completed more than 5,000 online permits saving five to 20 minutes of Department of License, Inspection and Environmental Protection staff time and 10 to 30 minutes in customer time per permit.</p> <p>2005 Priorities <i>Better facilitation:</i> improve the project facilitation process in the Department of License, Inspection and Environmental Protection by eliminating inefficiencies and designating additional project facilitator resources. <i>Improve processors:</i> Work with the Department of Planning and Economic Development to better integrate the two departments' processes on development projects. <i>Online permits:</i> continue to increase the number of building permits completed online.</p> <p>Department of Planning and Economic Development Department of Planning and Economic Development had accomplishments and priorities related to the geographic teams, but none listed specific to the business resource center</p> |

| San Diego, California | |
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| Sources of information: | http://www.sandiego.gov/development-services/index.shtml "Process 2000: Re-Engineering the Land Development Process to Improve Customer Service." |
| Demographic Information: | Population: 1,223,499 Population growth rate since 1990: 10.2 percent Percent population with bachelor's degree: 35 percent Square miles: 342.5 Median age: 32.5 Per capita income in 2000: \$23,609 |
| Overview of changes: | <p>Process 2000 Re-engineered entire processing system for new development projects; program does not serve as a "band-aid," meaning that it is not a short-term fix to long-term problems. It grew out of a 1994 pilot program. Systemwide implementation of "Process 2000" began in 1995. The focus of Process 2000 for San Diego's Development Services Department has five key components:</p> <p><i>Single point of entry:</i> Designed to quickly and easily help customers access information to decide if they want to enter the system. Single point of entry diverts false starts and embraces customer needs while improving predictability.</p> <p><i>Early assistance:</i> Educates the customer about project feasibility, cost, and schedule. Early assistance helps to improve predictability and turnaround time for customer.</p> <p><i>Uniform application intake:</i> Involves a quantitative check of project to make sure applications meet predetermined minimum standards for review. Uniform application intake also ensures that applications contain sufficient information to initiate formal review process in order to get project to a decision point and enable a high quality review. The process is uniform for all projects and all customers.</p> <p><i>Project management and multi-disciplinary teams:</i> Teams facilitate timely review of project by resolving issues or conflicts. This helps project move forward. Project manager and team review projects to see that they meet all codes and regulations.</p> <p><i>Technology:</i> Increases speed and accuracy of real-time information, while enabling customer access and reducing manual staff effort.</p> |
| Change #1: | <p>Restructuring Development Services Department now accountable for entire development process and implementation of Process 2000 system changes. Change in organizational structure of department involved a collaboration of more than seven city departments. Review team with one mission includes experts from multiple "disciplines." The customer defines project. Integrated system is more flexible.</p> |

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| Change #2: | One-stop shop Single point of entry into development process is part of Development Services Department located on third floor of City Operations Building. |
| Change #3: | Automated Tracking System One common, single-tracking computer system now offers accurate and real-time access to information regarding status of project, permit requirements, forms, policy changes, etc. |
| Change #4: | Early assistance program City provides early assistance with documented city discussions, agreements, and commitments. |
| Change #5: | Project facilitator Project manager in place and has decision-making authority. |
| Impetus for Change: | Concerns included inconsistencies in process from one development group to the next, lack of overall management of entire review process, no single point of contact (i.e. multiple departments, involving 350 employees and multiple automation services), it was easy to become "lost" in the system, addition of many new regulations and rules for development process made 1980s regulatory environment highly complex, economic recession of 1990s created pressure for streamlined process to attract business, lack of project data (i.e. paperwork unorganized among departments), slow turnaround time, lack of clear method to reach decisions, duplications and information voids, and overall, bad customer relations; considered "business unfriendly". |
| Transitional costs: | In September 1995, Development Services began collecting a 5 percent system improvement charge applied to permits as approved by the city council in 1996 budget process. Charges sunset in four years or when city collects \$3.5 million, whichever comes first. System charge will primarily fund automated mapping and tracking technology. |
| Operating costs: | FY2004 Department of Development Services: \$56,464,355 |
| Performance measures: | Process 2000 Customer Feedback In April 1996, one year after Process 2000 began, a survey found that overall, customers felt process was timelier, more predictable, and more coordinated than the "old system." The survey indicated that <ul style="list-style-type: none"> o 90 percent found services to be more coordinated. o 60 percent found development process to be more predictable. o 70 percent found development process to be timelier. o 20 percent found development process to be less timely. Quicker turnaround time In second year, average turnaround time for projects continued to be reduced by more than 50 percent as compared to the "old system." |

Appendix C: Details of Zoning-Complex Projects in Madison

Zoning variances are typically for projects that are permitted under existing zoning but that are incapable of meeting set-back requirements.²³ Applicants seek zoning map amendments for projects that are not within existing zoning ordinances but that applicants believe are within the goals of the city's Master Plan. In this case, the applicant hopes to permanently change the zoning of that property. An example of a zoning map amendment might be a case in which the growth of the city has increased the demand for housing but surrounding land is zoned for agriculture. An applicant may seek to change the zoning from agriculture to residential or mixed-use to allow for construction of dwelling units to meet the growing demand for housing.

Another zoning-complex application is that for a conditional use permit. Each zoning district is divided into use types, permitted, and conditional. Permitted uses are those uses allowed given zoning ordinances, conditional uses are "not permitted outright but may be allowed if certain standards and conditions are met and the Plan Commission grants approval" (City of Madison, Department of Planning and Development 2004b:9). These conditions are in place to make the new project compatible with existing structures of the neighborhood (see City Ordinance 28.12(10)).

Like conditional use permits, planned unit and planned community development projects do not fit into existing zoning ordinances. What makes planned unit and planned community developments different is that they involved projects that "do not fit into the existing zoning district" (City of Madison, Department of Planning and Development 2004b:19). Zoning requirements must be determined on a project-by-project basis as a part of the permitting process. (City of Madison, Department of Planning and Development 2004b).

²³ Setbacks describe how far elements of a project (specifically structures) must be from property lines.

Appendix D: Planner II/Project Manager Position Description for Arapahoe County, Colorado

ARAPAHOE COUNTY POSITION DESCRIPTION

| | |
|---|---------------------------------|
| TITLE <u>Planner II</u> | GRADE <u>B5</u> |
| DEPARTMENT <u>Building & Planning Services</u> | DIVISION <u>Planning</u> |
| JOB CODE <u>BPL5 EXEMPT/NON-EXEMPT Exempt</u> | DATE <u>08/21/1996</u> |

GENERAL STATEMENT OF DUTIES:

Plan, lead, analyze, review, prepare, negotiate and comment in the processing applications and presents to decision making boards at a public hearing; lead and participate in complex current planning and long range planning assignments, participating in the daily activities, coordinate, organize, prepare, direct and present planning projects; consult with developers and landowners regarding land use policies and applications; interpret and enforce the County's Comprehensive Plan, Zoning Regulations, and related local and state regulations. Research, analyze, and compile data; resolve complaints in an efficient and timely manner and monitor effectiveness of procedures and estimate time, materials, and equipment required for job assignments.

SUPERVISION RECEIVED:

Receives general direction as needed from the Director for work regarding policies and goals of the department. Work is assigned as areas of responsibility and is reviewed periodically upon completion.

SUPERVISION EXERCISED:

As assigned to lead and/or train colleagues and other personnel.

DISTINGUISHING FEATURES:

This is a professional position and is distinguished from other planning positions by experience, salary, absence of direct supervision and ability to work independently.

EXAMPLES OF DUTIES:

The following duty statements are illustrative of the essential functions of the job and do not include other non essential or marginal duties that may be required. The County reserves the right to modify or change the duties or essential functions of this job at any time.

Recommend and assist in the implementation of goals and objectives; implement approved policies and procedures.

Organize, prepare, and present Planning projects/proposals.

Lead, participate, negotiate and plan complex current planning assignments including planning, directing, and participating in daily activities dealing with public assistance.

Assess and determine the methods, techniques, and procedures in planning projects.

Leads development applications review function that includes overseeing the collection, analyses, and interpretation of information surrounding properties involved in application for development.

Conducts feasibility and compatibility analysis covering various land use proposals.

Facilitates neighborhood workshops.

Advises the applicants regarding public hearing processes, duties, public meeting outcomes, and requirements needed to seek approvals.

Oversees the preparation of maps, charts, diagrams and other graphic materials for the Planning Commission, Board of County Commissioners, neighborhood, and citizen groups.

Draft local land regulation that meet and/or exceed the enabling legislation.

Represent county on regional boards/committees as may be assigned.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of standard planning theories, principles, and practices.

Knowledge of applicable federal, state, and county adopted codes governing the planning and zoning functions of the department. Ability to interpret, adopt and apply same, specifically with regards to long range planning.

Knowledge of and ability to maintain complete computer literacy involving the use of internal/external planning and design data-bases/software.

Ability to design and draft planning proposals and recommendations.

Ability to perform technical research and fact finding studies necessary to develop long range planning proposals.

Ability to establish and maintain effective working relationships with superiors, subordinates, fellow workers, developers, county boards and officials and the general public; ability to communicate effectively, both verbally and in writing, with same.

EDUCATION AND EXPERIENCE:

Baccalaureate Degree in Planning, Geography, Public Administration or a closely related field, a Master's Degree may substitute for one year of the required experience and 3-5 years of increasingly responsible experience in rural and/or urban planning in the public or private sector, including project management and team leadership;

- OR -

Any equivalent combinations of education and experience that satisfy the requirements of the job.

NECESSARY SPECIAL REQUIREMENTS:

Possession of or the ability to obtain a Colorado class "C" driver's license.

COMPLEXITY/RESPONSIBILITY:

Individual will be required to analyze, lead, negotiate, interpret, determine, present, judge, understand, review, comment, moderate and monitor, facilitate a variety of complex issues, theories, principles, and regulations.

SCOPE OF INTERPERSONAL CONTACTS:

Contacts are with superiors, developers, fellow workers, boards, commissions, citizen groups and the general public on matters of an often highly critical nature.

WORK ENVIRONMENT:

Generally limited to a standard office environment but may necessitate some exposure to weather conditions as a result of field site inspections and attendance of public hearings, neighborhood meetings and other similar functions held both during the day and at night.

PHYSICAL DEMANDS:

The following are some of the physical demands commonly associated with this position.

Spends 70% of the time sitting, 15% walking, and 15% standing while in the field or office.

Occasionally lifts or carries up to 20 lbs. when moving books or recording equipment.

Occasionally climbs while operating in the office or field.

Oral and auditory capacity enabling interpersonal communication as well as communication through automated devices such as the telephone. Oral and auditory capacity to present and participate during public hearings and meetings.

Eye, hand, and finger coordination enabling the safe operation of office and field machinery.

Visual capacity including depth perception, color vision, and peripheral vision enabling completion of field inspections and operation of machinery.

Occasionally: Activity exists less than 1/3 of the time.

Frequently: Activity exists between 1/3 and 2/3 of the time.

Constantly: Activity exists more than 2/3 of the time.

Appendix E: Project Facilitator I Position Description for St. Paul, Minnesota

Saint Paul, Minnesota Project Facilitator I Job Description

Description of Work

General Duties

Performs responsible technical work in monitoring the progress of complex projects; coordinating to ease administrative problems; providing information to applicants and interest groups on various aspects of licensing, permits, and development; develops alternatives to aid in resolving disputes; performs other duties as required.

Supervision Received

Receives moderate supervision on the majority of projects, but may receive more detailed supervision on the more complex and highly visible projects.

Supervision Exercised

Provides technical guidance to front desk personnel in LIEP on difficult questions. May act as a project leader as assigned.

Typical Duties Performed

The listed examples may not include all the duties performed by all positions in this class.

- Identifies or is assigned applications and development projects that have neighborhood visibility and impact and/or some impact on the entire City.
- Reviews initial applications, establishes tentative schedules, identifies potential administrative delays and potential areas of conflict among interest groups.
- Meets with applicant/developer and with interest groups and discusses legal requirements, potential delays, and objections that may occur during the administration processes.
- Assists in correctly completing required City documents for application.
- Meets with neighborhood groups, special interest groups, business groups, etc. and explains proposed projects, discusses relevant laws, explores possible impact on the community.
- Explains and assists with avenues of legal recourse.

- Tracks progress of projects and takes action as necessary to eliminate unnecessary administrative delays while maintaining the integrity of the review and approval process.
- Facilitates meeting schedules, coordinates actions of LIEP officials and officials in other departments (notably PED and Public Works).
- Devises innovative solutions, compromises, etc. when delays or opposition arises in the approval process, seeking alternatives that protect legitimate interests and ensure the integrity of the review and approval process.
- Routinely communicates with elected officials regarding projects, problems encountered, potential or actual community opposition, opposition from special interest groups, and potential solutions.
- May coordinate with appropriate State agencies on issues such as pollution that may affect the approval process.
- Manages multiple projects with conflicting priorities and allocates time to produce best results.
- Conducts research; analyzes and evaluates information; coordinates with subject matter experts; prepares reports and other documents.
- Routinely communicates with district council staff, Council members and staff, and department heads to anticipate potential problems by maintaining awareness of community and interest group concerns.

Competencies

- Considerable knowledge of City codes related to licenses, permits, and development projects.
- Considerable knowledge of the administrative processes of the various divisions of LIEP.
- Considerable knowledge of the administrative processes of other departments that impact licensing, permits, and development.
- Considerable knowledge of the priorities of the administration.
- Considerable knowledge of the staff in various departments to contact when a project runs into administrative delays.
- Knowledge of researching technical and legal information related to licensing, permits, and development.
- Some knowledge of relevant State legislation.
- Considerable skill in successfully handling conflict situations.

- Considerable skill in negotiating to arrive at acceptable and legal solutions.
- Considerable ability to communicate effectively both orally and in writing to a wide variety of audiences.
- Considerable ability to develop creative alternatives to resolve problems.
- Considerable ability to learn a new set of codes accurately and quickly.
- Considerable ability to manage a complex administrative process.
- Ability to prepare and present reports that deal with data, analysis, legal terminology, recommendations, etc.
- Ability to grasp the relationship between law and technology and to apply these to particular situations.
- Ability to manage multiple projects with conflicting priorities.
- Ability to analyze licenses and applications to assist applicants who may be unfamiliar with City procedures.

Requirements

One of the following:

1. Four years of experience in the City of Saint Paul dealing with issues such as licensing (other than animal licensing), building and permit issue, or development which requires a high level of contact with business and public officials, involves some interpretation of City Code, and involves dealing with people who are under stress.
2. A journeyperson level in a trade and three years of experience as an inspector in an urban setting with a population of 50,000 or more.
3. Project manager in construction or development projects which has required a high degree of contact with business managers, public groups, and public officials, and which involved interpretation of codes in an urban setting with a population of 50,000 or more for a period of four years.
4. Bachelor's degree and three years experience in a responsible position in a public inspection function in an urban setting with a population of 50,000 or more.
5. A housing or building code certification from a technical or vocational college and three years of experience in a responsible position in a public inspection function in an urban setting with a population of 50,000 or more.

Appendix F: Project Facilitator II Position Description for St. Paul, Minnesota

Saint Paul, Minnesota Project Facilitator II Job Description

Description of Work

General Duties

Performs responsible technical and professional work monitoring the progress of very complex or highly visible projects, coordinating to ease administrative problems, developing possible solutions when the project has reached an apparent impasse, and effectively dealing with a wide variety of interest groups and public agencies; performs other duties as required.

Supervision Received

Receives general supervision on all assigned projects.

Supervision Exercised

Provides technical guidance to front desk personnel in LIEP and to Project Facilitator Is, and acts as project team leader.

Typical Duties Performed

The listed examples may not include all the duties performed by all positions in this class.

- Identifies or is assigned applications and development projects including all Class III licenses that have high visibility and/or high impact on the City.
- Reviews initial documentation, establishes tentative schedules, identifies potential areas of conflict among interest groups and identifies potential administrative delays.
- Meets with applicant/developer and special interest groups and discusses legal requirements, potential delays, and objections that may occur during the review process.
- Assists in correctly completing required City documents, scheduling hearings, etc.
- Meets with neighborhood groups, special interest groups, business groups, etc. and explains proposed projects, discusses relevant laws, explores possible impact on the community.
- Explains and assists with avenues of legal recourse.

- Tracks the progress of projects and takes action as necessary to eliminate unnecessary administrative delay while maintaining the integrity of the review and approval process.
- Facilitates meetings, schedules and coordinates the actions of LIEP officials and the actions of officials of other departments in the City as well as working with State and other officials.
- Devises innovative solutions, compromises, etc. when delays or opposition arise in the approval process, seeking alternatives that protect the legitimate interests of all and ensure the integrity of the review and approval process.
- Manages multiple projects with conflicting priorities and allocates time to produce best results.
- Conducts research; analyzes and evaluates information; coordinates with subject matter experts; prepares reports and other documents.
- Routinely communicates with district councils, special interest groups, Council members and staff, and department officials to anticipate problems by maintaining awareness of community and interest group concerns.

Competencies

- Considerable knowledge of City Codes related to licenses, permits and development applications.
- Considerable knowledge of the administrative processes of the various divisions of LIEP.
- Considerable knowledge of the administrative procedures of other departments that impact licensing, permits, and development.
- Considerable knowledge of the administrative processes in related State and federal agencies.
- Considerable knowledge of the priorities of the administration.
- Considerable knowledge of the staff of LIEP and of various departments to contact when a project runs into administrative delays.
- Knowledge of researching technical and legal information related to licensing, permits and development.
- Knowledge of relevant State legislation.
- Considerable skill in effectively handling conflict situations.
- Considerable skill in negotiation to arrive at acceptable and legal solutions.

- Considerable ability to communicate effectively both orally and in writing to a wide variety of audiences.
- Considerable ability to develop creative alternatives to resolve problems.
- Considerable ability to learn a new set of codes accurately and quickly.
- Considerable ability to manage a complex administrative process.
- Ability to prepare and present reports that deal with data, analysis,
- Legal terminology, recommendations, etc.
- Ability to grasp the relationship between law and technology and to apply to the particular situation.
- Ability to manage multiple projects with conflicting priorities.
- Ability to analyze licenses and applications to assist applicants who may be unfamiliar with City procedures.

Requirements

One of the following:

1. Four years experience in the City of Saint Paul as a Project Facilitator I.
2. Four years experience in the title of senior or lead inspector in the City of Saint Paul.
3. Six years experience as a project manager in major construction and/or development projects which has required a high level of contact with business and public officials and which has involved controversial projects in an urban environment of 50,000 or more.
4. A bachelors' degree and three years experience as a Project Facilitator I or equivalent.
5. A housing or building code certification from a technical college and three years experience as a Project Facilitator I or equivalent.