

**Community Development
PROCESS IMPROVEMENT ACTION PLAN**



UPDATE # 1

7-14-2015

Contact:

David Guhin
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Background | Setting

- The Management Partners report findings and recommendations are a significant step in the journey to reopen city services to the community post the Great Recession.
- Community Development is coming through a period of change as budgetary limitations have forced significant reductions in staff.
- Community Development staff recognized the need to help identify and recommend process improvements. Staff embraced the opportunity to work with Management Partners to understand and implement these recommendations.
- Community Development has an educated and dedicated workforce committed to seeking joint efficiencies in the planning and building process.

Report Overview

- The report has 33 recommended tactics (see attached)
- These tactics fall under 3 broad concept categories:
 - Customer Service (outreach + communication)
 - Process + Technology
 - Partnerships (internal + external)
- Staff is prioritizing these tactics with an eye toward what is current underway, what can be easily addressed, and what tactics will take longer and are more complex, needing to be further dissected to achieve sustainable success.
- Many of the tactics will rely on developing and/or expanding cross-departmental and private sector partnerships to accomplish.
 - This will be a course of educating, communicating, and humanizing the process to share the goal of joint efficiencies.

End Goal + Vision

- This is a community oriented department, with the bulk of the report having the greatest effect on those seeking over the counter reviews (vs. larger development projects).
- The end goal is to improve the customer experience at every touch point with Community Development, saving people time and money through a modern and efficient process. It is important that:
 - Working with the department is a comprehensive process in which the community trusts, feels supported and is given certainty of process;
 - Working for the department is an positive experience that empowers employees to help our customers;
- The City will be reporting regularly on process improvements going forward.
- Staff is currently creating working groups to address the implementation steps, stakeholders, and opportunities around each of the 33 tactics.

UPDATE #2

7-28-2015

Contact:

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I am pleased to report that Community Development staff, in coordination with Transportation and Public Works' EDS team, the Economic Development Division, and Water's Development Services Manager, have moved swiftly since the release of the Management Partners Report on July 15th. We are moving forward decisively with strong action, seeking broad based involvement interdepartmentally and at all staffing levels. We recognize the importance of including outside stakeholders, both at the residential and larger development levels. As we move forward through this process, we will establish community-based steering committees to further assist in guiding us toward our end goals.

- David Guhin

Implementation Overview (as of 7-27-15)

- Following the release of the Management Partners Report (MPR), Mark Setterland, Chief Building Official, and Clare Hartman, Community Development Deputy Director, worked with staff to initiate the prioritization of tasks, including adding 17 additional recommendations to the MPR list.
- An interdepartmental leadership team of hands-on supervisors has been established to support the process. The role of this team is to:
 - Review and clarify task prioritization.
 - Identify ideal Task Managers and Action Team members.
 - These teams will be malleable depending on staff interest, and the best method to accomplish desired outcomes and sustainable change.
 - Assign all tasks a priority number of 1 through 4. All task are interrelated and generally dependent on each other to accomplish comprehensive and sustainable change.
 - **Priority 1:** immediate tasks (completed, in process, easily accomplished with little to no additional resources);
 - **Priorities 2-3:** tasks that will be accomplished over the next few months leading up to Priority 4;

- **Priority 4:** changes needing more substantial time and resources to accomplish, and that are reliant on the implementation of tasks in Priorities 1-3. Outcomes for these recommendations will be developed using the GE Work-Out process (see below).
- GE Work-Out Process – to start in early September.
 - This is a hybrid problem-confrontation/change-acceleration process that was developed at General Electric and is used in business to spur organizational change and “turnaround.” The process provides a comprehensive framework to develop the specific steps needed to adapt the existing organization process to new performance expectations. We will be using this process to address the Entitlement Process and the Plan Check Process. Although some of the improvements identified may be long-term, there is an emphasis on immediate implementation with an identification on needed resources.
- Priority 1 tasks (immediate/completed) as they relate to the numbered MPR recommendations are:
 - **Recommendation 5**
Assign a staff person the job of counter reception to greet customers, make sure they are in the right place, assist them with signing in, and generally making them feel welcome. This person could also monitor wait times, and alert the counter manager when they are approaching maximum wait time goals.
 - **Recommendation 16**
Establish a pre-application review process and fee and ensure all departments expected to be involved in the project are part of the pre-application review process.
 - **Recommendation 19**
Refer business development customers to Economic Development staff; especially any project involving the economic development priorities of the City.
 - **Recommendation 20**
Train Economic Development staff about the entitlement and permitting processes.
 - **Recommendation 25**
Establish specific hours each week when over the counter permits will be issued.
 - **Recommendation 26**
Increase the number of qualified staff at the counter to ensure that all eligible OTC projects are properly handled. (currently in recruitment phase)
 - **Additional Staff Recommendation 44**
Create and update monthly a Current Project List that can be shared with staff, the public, Council, and on line. Include pending items in planning and building review, as well as items recently approved or under construction.
 - **Additional Staff Recommendation 45**
Revisit the Department phone tree; extend public phone hours; increase access to a live person.
 - **Additional Staff Recommendation 46**
Establish plan to communicate services (existing and new) to the public

Timeline To Date/Completed Tasks

2015

- July 15 Final Management Partners Report released
- July 21 Interdepartmental leadership team established
 - Additional tasks identified and inserted onto task list

- plan priorities set
 - Initial Implementation Strategy process defined
 - Initial Task Managers and Team Members identified
- July 22 Initial Implementation Strategy disseminated to CD, EDS, and specific staff in ED, Water, and other staff
- July 27 Implementation of:
- **Recommendation 5** – counter receptionists for CD and EDS in place for all hours both counters are open (9:30am-2:00pm Monday-Thursday); a second phase of addressing maximum wait times during high volume periods, and the implications/associated tasks with that, will be addressed in coordination with Recommendations 4 and 25.
 - **Recommendation 19** – The referral of business development customers to Economic Development staff, especially any project involving the economic development priorities of the City, has been implemented and will be ongoing and further evolving.
 - **Recommendation 20** – The training of Economic Development staff about the entitlement and permitting processes has been established and will be ongoing.
 - **Recommendation 25** - Established specific hours each week when over the counter permits will be issued:
 - Commercial projects such as minor tenant improvements can be plan checked over the counter on Tuesdays and Thursdays from 10:00 AM to 12:00 PM. Complete plans and documentation must be provided for review and approval.
 - Residential remodels, accessory structures, and additions can be reviewed with complete plans and documentation Monday through Thursday, 9:30 AM to 2:00 PM. Many require no plans.
 - Residential and commercial plumbing, mechanical, electrical, and miscellaneous permits are reviewed and approved OTC Monday through Thursday, 9:30 AM to 2:00 PM. Many of these require no plans as well.
 - **Additional Staff Recommendation 46** – Plan established to communicate services (existing and new) to the public

End Goal

- This is a community oriented department, with the bulk of the report having the greatest effect on those seeking over the counter reviews vs. larger development projects.
- The end goal is to improve the customer experience at every touch point with Community Development, saving people time and money through a modern and efficient process. It is important that:
 - Working with the department is a comprehensive process in which the community trusts, feels supported and is given certainty of process;
 - Working for the department is an positive experience that empowers employees to help our customers

UPDATE #3

8-12-2015

Contact:

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Much has been accomplished in the short 20 working days since the release of the report. As you will see below, staff have completed most of the Level 1 priorities, including the reunification of the Engineering Development Services Division, a core element of the permitting process, into the Community Development Department. This is a prime example of the level of commitment the organization is willing to put forward to affect positive change. To this end, it should be noted that as we progress from the quick action Level 1 tasks to the ever more complex tasks of levels 2 through 4, the rate of accomplishments listed in these updates will take more time. It's important to remember the broad scope and in-depth nature of the Management Partners report and recommendation, and the expanded action plan developed by staff (over 20 additional recommendations), and know that we are working diligently toward success. To get the latest information on our efforts, please visit www.srcity.org/improveCD.

- David Guhin

Timeline To Date/Completed Tasks (items from previous updates are in grey)

2015

- July 15 Final Management Partners Report released
- July 21 Interdepartmental leadership team established
 - Additional tasks identified and inserted onto task list
 - plan priorities set
 - Initial Implementation Strategy process defined
 - Initial Task Managers and Team Members identified
- July 22 Initial Implementation Strategy disseminated to CD, EDS, and specific staff in ED, Water, and other staff
- July 27 Implementation of:
 - **Recommendation 5 – COMPLETED:** Counter receptionists for CD and EDS in place for all hours both counters are open (9:30am-2:00pm Monday-Thursday); a second phase of addressing maximum wait times during high volume periods, and the implications/associated tasks with that, will be addressed in coordination with Recommendations 4 and 25.

- **Recommendation 19 – COMPLETED:** The referral of business development customers to Economic Development staff, especially any project involving the economic development priorities of the City, has been implemented and will be ongoing and further evolving.
- **Recommendation 20 – IN PROCESS:** The training of Economic Development staff about the entitlement and permitting processes has been established and will be ongoing.
- **Recommendation 25 - COMPLETED:** Established specific hours each week when over the counter permits will be issued:
 - Commercial projects such as minor tenant improvements can be plan checked over the counter on Tuesdays and Thursdays from 10:00 AM to 12:00 PM (this is when Fire Dept. representation is available at CD). Complete plans and documentation must be provided for review and approval.
 - Residential remodels, accessory structures, and additions can be reviewed with complete plans and documentation Monday through Thursday, 9:30 AM to 2:00 PM. Many require no plans.
 - Residential and commercial plumbing, mechanical, electrical, and miscellaneous permits are reviewed and approved OTC Monday through Thursday, 9:30 AM to 2:00 PM. Many of these require no plans as well.
- **Staff Recommendation 47 – COMPLETED:** Outreach plan established to communicate process improvements related to implementation of the PIAP

Newly implemented tasks as of 8/12/15:

- **Recommendation 6 – ON GOING:** Initial outreach and education meetings scheduled as follows:
 - Aug 20 Construction Coalition at North Coast Builders Exchange
 - Sept. 24 Northern California Engineering Contractors Association
- **Recommendation 16 – ON GOING:** Pre-application staff consultation meetings to be held for applicants of preliminary development concepts with attendance by an inter-departmental plan review staff. A formal application with minimum submittal requirements to document the proposed project and track the meeting is in development. The service is currently being offered free of charge.
- **Recommendation 17 – COMPLETED:** Consultant facilitated GE Work Out* scheduled for three day session with entitlement plan review and building permit plan check teams. Session is scheduled for **September 9, 10 and 11** and will result in specific recommendations to improve plan review performance and coordination.

** This is a hybrid problem-confrontation/change-acceleration process that was developed at General Electric and is used in business to spur organizational change. The process provides a comprehensive framework to develop the specific steps needed to adapt the existing organization process to new performance expectations.*
- **Recommendation 26 – IN PROCESS:** Recruitment in process for new Plans Examiner to serve the CD Counter
- **Additional Staff Recommendation 44 – IN PROCESS:** An inter-departmental team is developing a monthly list of New and Noteworthy projects for posting on the CD website. List will highlight the top thirty current projects that are under construction, recently approved or in plan review with Engineering, Building or Planning.
- **Additional Staff Recommendation 45 – IN PROCESS:** A new policy is being established to extend phone hours in Engineering Development Services, Planning and Building.

- **Additional Staff Recommendation 47 – COMPLETED:** www.SRCity.org/ImproveCD web page set up with links to all public documents associated with the Management Partners report and subsequent Process Improvement Action Plan.
- **Additional Staff Recommendation 48 – IN PROCESS:** Developing staff guidelines and training opportunities for effective staff management of phone calls and e-mail.
- **Additional Staff Recommendation 49 – IN PROCESS:** An interdepartmental team is developing an Acella based quarterly list and linked map of approved and pending development.
- **Additional Staff Recommendation 53 – COMPLETED:** Implemented a structural re-organization to support efforts towards efficiency and collaboration across the various plan review teams of Engineering, Planning and Building Divisions. The Engineering and Development Services (EDS) Division of Transportation and Public Works Department is now part of the CD Department. This realignment will improve collaboration, increase efficiencies and improve our responsiveness to customers.

For more information on the
Community Development Process Improvement Action Plan,
which stems from the Management Partners Report:

WWW.SRCITY.ORG/IMPROVECD

The Action Plan is a significant step toward achieving process improvements
in the Community Development Department. The plan focuses on:
customer service | process and technology | partnerships

UPDATE #4

9-26-2015

Contact:

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On September 9 to 11, 2015, Community Development's permit intake and information counter was closed to accommodate intensive off site staff workshops. Field inspections (building and engineering) continued on a limited basis during this time.

For these workshops, the GE Work Out technique was used to maximize time and resource efficiencies, engaging staff in developing ideas and actions to accomplish improvement objectives. Management did not participate in the workshops as the intent was to empower front line staff to affect change, capitalizing on their knowledge of the process choke points and daily feedback from customers.

In an effort to minimize impacts to customers, Economic Development staff implemented a campaign to ensure broad awareness of the temporary CD office closure. Notification ads with a brief description and the website, www.srcity.org/ImproveCD, were placed in the North Bay Business Journal, and on the main page of www.PressDemocrat.com (ads linked directly to the ImproveCD page). In addition multiple announcements/reminders were posted on social media (@srbiz and @CityofSantaRosa), flyers were distributed, and the media release was sent to print and radio outlets, as well partner organizations and associations. The Santa Rosa Chamber of Commerce, North Bay Builders Exchange, The Construction Coalition, and the Engineering Contractors Association all pushed notifications out to their members via their newsletters and direct emails. This outreach campaign was successful in that very few people came to the door seeking assistance and the phones (which were answered by staff not attending the workshop) were slow.

WORKSHOP OUTCOMES

- 2 facilitation goals were established for the workshops:
 - Entitlement Review Process – identify areas of responsibility in each division or department, discuss how to resolve conflicts, and introduce role of project manager for each application.
 - Building Plan Check Process – ensure a seamless, single process with timelines based on project type.

- Common barriers to achieving these goals were identified and discussed, including:
 - Lack of current and correct information available to internal and external customers (website, print, Accela)
 - Lack of optimized software and good customer interface
 - Undefined expectations about customer service
 - Terms (vocabulary) are not consistent across permitting sections
 - Need for better training and cross training among staff
 - Need for more staff resources
 - Lack of clarity about roles and expectations of reviewers in all departments
 - Inconsistent communication between departments
 - Quality of submittals varies widely; major gaps at intake
 - Plans and applications are not distributed or returned in a timely manner

- Working in smaller breakout groups as well as with the full team, eleven strategies with corresponding actions steps were developed:
 - **Strategy 1** – Establish a single-service counter for intake and tailor service to customer needs
Desired Outcomes –
 - Better address customer needs
 - Decrease wait times
 - Ability to schedule appointments for complex processes
 - Shorter turnaround times because applications will be submitted complete

 - **Strategy 2** – Communicate development review process and requirements to customers clearly and comprehensively
Desired Outcomes –
 - Better communication with internal and external customers
 - More complete submittals, resulting in faster turnaround times
 - Consistency in requirements and process(es)
 - Gain efficiency (i.e. time, transactions customer service)

 - **Strategy 3** – Update/enhance referral communication (City departments, outside agencies, schools/HOAs)
Desired Outcome –
 - Useful, comprehensive, easy to use comments within a specified timeframe

 - **Strategy 4** – Establish electronic referral/distribution of entitlement applications and take steps towards electronic submittal of application materials
Desired Outcome –
 - Efficient referral process – Distributed more quickly, requires less paper

 - **Strategy 5** – Create an Entitlement Review Team (ERT); develop a more clear and internally collaborative process to review development projects and get to conditions and recommendation within permit streamlining timeframes

Desired Outcomes –

- Achieve stakeholder buy-in for revised entitlement review process
- Reduce overall number of meetings
- Enhance interdepartmental communication
- Meet timeframe
- Identify and support a single point of contact
- Improve customer service

- **Strategy 6 –** Develop template for completeness and preliminary issues letter

Desired Outcomes –

- A uniform template that provides a comprehensive internal checklist
- Facilitates consistent review for completeness; identifies preliminary project issues and meets the requirements of the permit streamlining act

- **Strategy 7 –** Review and update standard conditions of approval

Desired Outcome -

- Updated set of standard conditions utilized by staff to ensure consistency and to communicate requirements

- **Strategy 8 –** Establish a template for a standard Board and Commission staff report with a consistent review process based on realistic timeframes

Desired Outcomes –

- A uniform staff report template for all Council, Board, and Commission actions, facilitating preparation for subsequent hearings
- Improved quality control for reports

- **Strategy 9 –** Establish a combined public and private improvement plan project process managed by EDS (applies to new commercial, multi-residential, single lot custom homes)

Desired Outcomes –

- Allows for one submittal process and single point of contact for the project (EDS)
- Allows multiple permit issuance simultaneously (Fire, Building, Grading, Encroachment)
- Building maintains plan check and inspection within building envelope
- Engineering Development Services (EDS) performs the entitlement check and inspection duties outside the building envelope
- Fire retains inspections/review of the fire related elements
- Significantly reduces required sets of plans for customers
- Clear direction for project submittals and process timing for both customers and staff
- Better use of staff expertise in plan check and inspection process
- Improved project tracking for customer and staff
- Clarifies approval and project oversight authority
- Provides for less staff overlap and potential conflict in entitlement, plan check and inspection
- Improves turnaround time for plan check and entitlement processes

- **Strategy 10** – Ensure consistent internal turnaround times by permit type across divisions
Desired Outcomes –
 - Provide predictable turnaround times to applicant
 - Improve tracking of project status
 - Clear expectations to reviewing departments
 - Review provided by staff with greatest expertise

 - **Strategy 11** – Implement policies and procedures to optimize usage and full functionality of Accela
Desired Outcomes –
 - Reliable and consistent database of information to better serve our internal and external customers
 - Streamlined processes
-

Of these 11 strategies, four were selected for priority implementation to allow for immediate results while maintaining day to day operations of the department. Associated tasks from the Process Improvement Action Plan (PIAP) have been clustered into these strategies, allowing staff to maintain momentum on the efforts to date, and to streamline and coordinate concomitant work.

PRIORITIZED STRATEGIES

- **Strategy 1** – Establish a single-service counter for intake and tailor service to customer needs
Related PIAP Tasks:
 - 2 Expand hours
 - 3 10 minute wait time
 - 4 Monitor wait times
 - 5 Assign receptionist
 - 34 Customer Experience
 - 35 Queuing system

- **Strategy 2** – Communicate development review process and requirements to customers clearly and comprehensively
Related PIAP Tasks:
 - 16 Pre-application meetings
 - 19 Universal application
 - 40 Pre-application CEQA
 - 42 One sheets
 - 54 Counter tech-Planner meetings

- **Strategy 5** – Create an Entitlement Review Team (ERT); develop a more clear and internally collaborative process to review development projects and get to conditions and recommendation within permit streamlining timeframes

Related PIAP Tasks:

- 9 Permit streamlining
- 10 Entitlement project manager
- 16 Pre-application meetings
- 18 Early int. department review

- **Strategy 11** – Implement policies and procedures to optimize usage and full functionality of Accela

Related PIAP Tasks:

- 32 Require use of Accela
- 33 Accela tracking/reporting
- 55 Accela coordinators
- 56 Accela policies/procedures
- 57 Optimize progress
- 58 Standard lexicon
- 59 Accela training
- 60 Accela use monitoring

For more information on the
Community Development Process Improvement Action Plan,
which stems from the Management Partners Report:

WWW.SRCITY.ORG/IMPROVECD

The Action Plan is a significant step toward achieving process improvements
in the Community Development Department. The plan focuses on:
customer service | process and technology | partnerships

UPDATE #5

12-09-2015

Contact:

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ORGANIZATIONAL CHANGES + NEW DEPARTMENT NAMES

Designed to best position the City to tackle the complex opportunities and issues facing the community – housing, homelessness, economic development, and community engagement – the City Manager instituted a number departmental division moves with community interface in mind. The changes, effective October 20, 2015, align services by functions and goals, creating better synergy in program efforts and cross departmental collaboration. Citywide, the changes are:

- Creation of two new departments:
 - Planning & Economic Development Department consisting of Planning, Building, Engineering Services, and Economic Development under the interim direction of David Guhin. (Formerly *Community Development*)
 - Housing & Community Services department consisting of Housing Trust, Housing Choice Voucher Program (Section 8), Neighborhood Revitalization Program, Code Enforcement, and homeless services. Dave Gouin will serve as the department’s director. (Formerly *Economic Development, Housing and Parking*)
 - The Finance department will assume management of the Parking Division and any residual Redevelopment Agency functions.
 - The Community Engagement Director, recently appointed Jaime Peñaherrera, will manage the Santa Rosa Violence Prevention Partnership.
 - Transportation and Public Works director Jason Nutt will assume project management responsibilities for the Courthouse Square and SMART integration projects.
 - And the revised organizational chart clarifies the functions of the Deputy City Manager (Chief Operating Officer) and the Assistant City Manager (Planning and Special Projects).
- Note that regardless of which department specific divisions or function areas reside, City Manager McGlynn’s expectation remains the seamless, uniloed service to the public. These are functional shuffles that are positive reflections of the City moving to a more modern structure and responding to the needs of our community.

INCREASED ACCESS TO STAFF

- To address a desire for earlier access to the front counter, an additional hour was added in the morning using existing staff resources. This expansion of public counter hours for items eligible for over-the-counter review has shown positive results in reducing our customer wait times. We will continue to monitor the impact to our customers, compared with our baseline data, and are reaching out to customers (residential, commercial and developers) through the below mentioned survey (<https://www.surveymonkey.com/r/pedservices>) to understand where additional hours of operation will have the largest and most beneficial impact.

Additionally the public phone hours have been extended and adapted to coincide with the new counter schedule, with improved access to staff through enhancements to the phone tree.

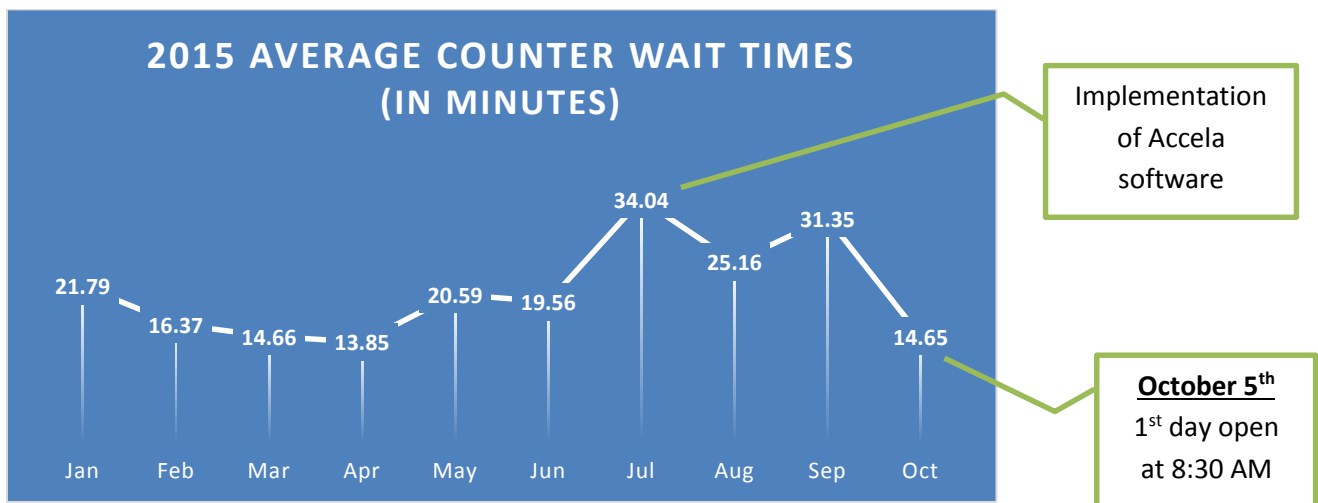
Counter hours:

8:30 to 2:30 Monday through Thursday only (open during lunch)

New applications are processed until 2:00 p.m

Closed on Fridays.

This chart shows the analysis of immediate impact to our customers by adding one morning hour of front counter service using existing resources:



- Pre-application meetings have been more consistently promoted and met with enthusiasm from the development community. These pre-application meetings include all division areas that touch the permitting process – representatives include a staff member from Planning, Building, Engineering Development Services, Fire, Water, and Economic Development.

The pre-application flier, attached, summarizes the benefits of the meeting, and outlines the minimum materials applicants must submit when scheduling a meeting.

Pre-Application Request Contacts and Meeting Schedule

Bill Rose – Senior Planner – wrose@srcity.org

Clare Hartman – Deputy Director, Planning – chartman@srcity.org

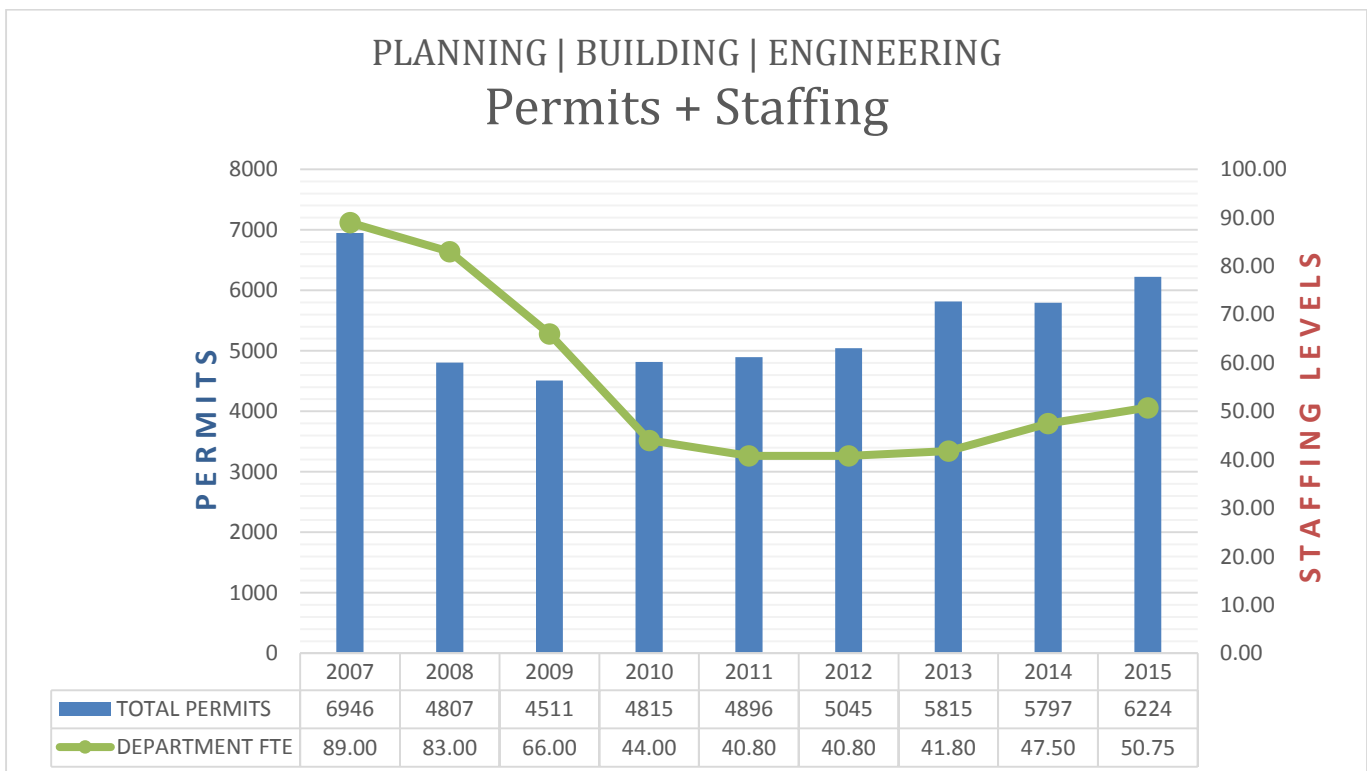
Tuesdays between 10 am-12 noon

DEVELOPMENT IN THE SPOTLIGHT + PLAN REVIEW PRIORITIES

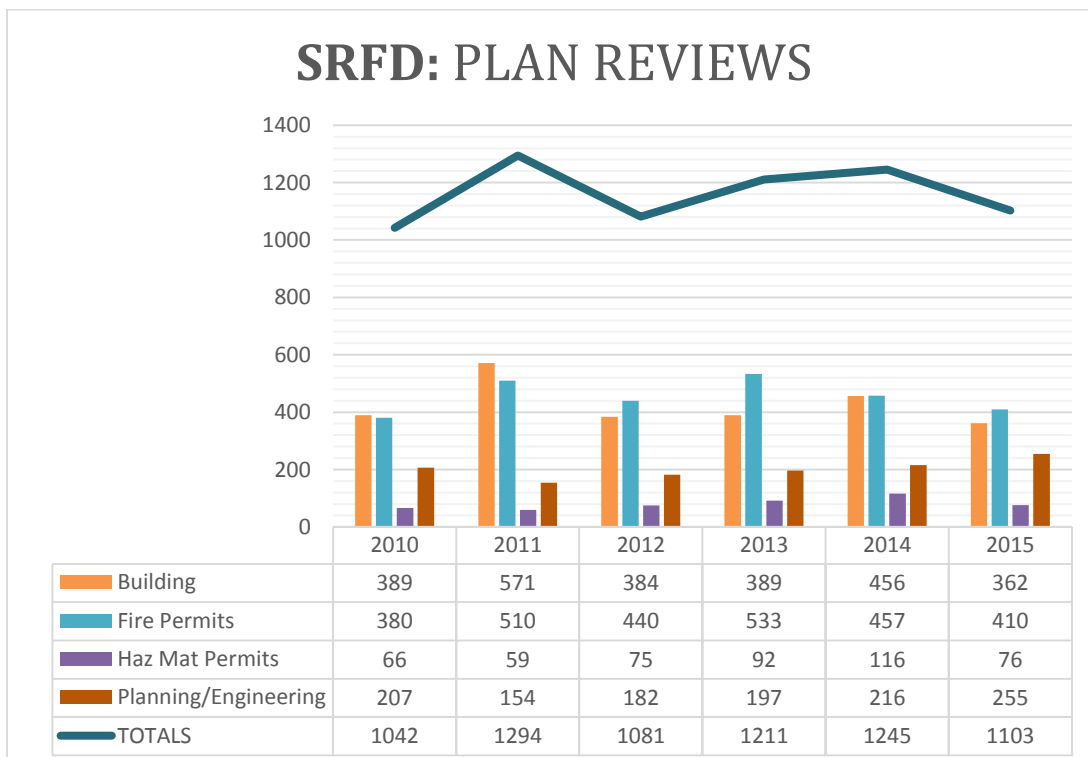
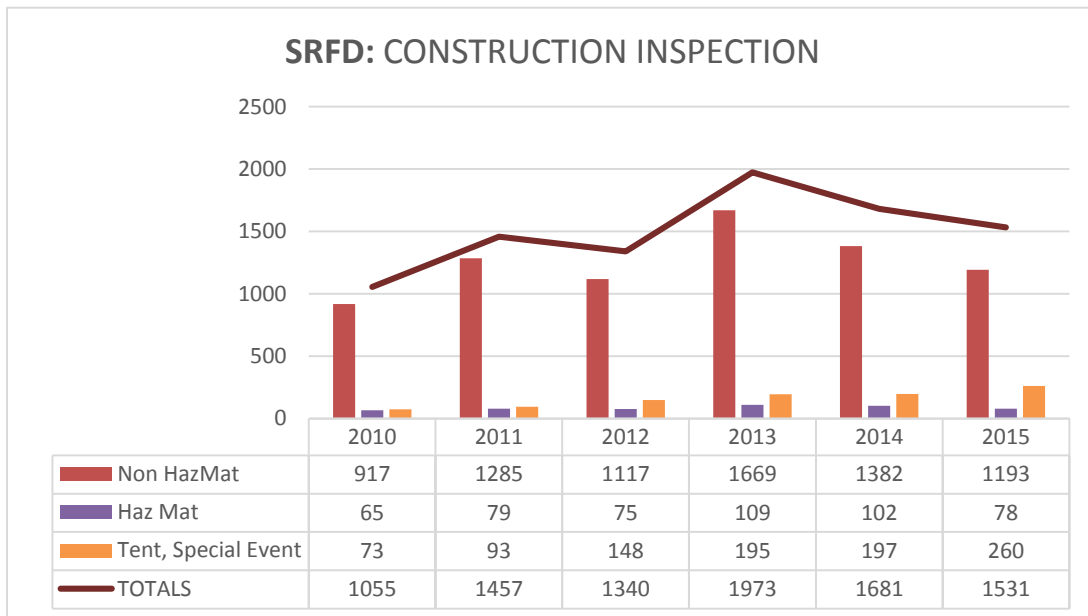
- A Development in the Spotlight report has been created to provide the public with a snapshot of what’s happening in current development as seen through entitlements, engineering, and building. In essence it is a top tier list of projects that will have the most immediate impact to the community. This list will be updated monthly. *A sample Development in the Spotlight report is attached.*
- Management staff in Planning, Building, and Engineering have implemented a weekly meeting for plan review priority setting. Priorities for plan review teams will be jointly confirmed each week by management staff on Mondays, and sent out to affected staff by Tuesday morning. Projects are given a 1-3 priority representing the order in which the item should be targeted for completion. Priority 1 implies that Engineering and/or Planning staff will prioritize this item and work jointly and diligently towards its completion and committed hearing date. Priority 2 represents the next prioritized project in the queue - to be addressed once Priority 1 has been completed, and so on.

APPLICATIONS BY THE NUMBERS

- The following chart has been prepared in an effort toward transparency regarding trends in permit activity and staffing levels in support of process improvements. Permits and staffing numbers include the Planning, Building and Engineering Divisions.
- **Note:**
 - The 2015 permit numbers are projections based on the first six month figures.
 - The Planning and Economic Development Department is in the process of recruiting and hiring staff to fill currently vacant positions. The department will be making additional staff authorization requests to City Council during the mid-year and annual budget processes.



- Also relevant to the permitting process is Santa Rosa Fire. The following charts show the five-year breakdowns related to plan reviews and inspections conducted within the Fire Prevention Division. Staffing-wise, this division consists of 1 Fire Plan Checker, 3 Fire Inspectors (one just hired in October 2015), 2 Assistant Fire Marshals, and 1 Division Chief Fire Marshal. This current staffing level is slightly different from the 2010 model of 3 Fire Inspectors, 2 Senior Fire Inspectors, and 1 Deputy Chief Fire Marshal.
- **Note:**
 - The 2015 permit numbers are actual from January 1 to December 1, 2015, with the December numbers projected based on the first eleven month figures.



PLANNING AND ECONOMIC DEVELOPMENT SERVICE COUNTER SURVEY

- As noted above, the Planning and Economic Development Department over-the-counter review is now accessible starting at 8:30 am. This effort has provided some immediate relief to customers through reduced wait time averages. This positive first step was implemented based on existing informal customer feedback and using existing staff resources.

To better understand our community's broader service counter access needs, and so that we may begin strategically planning according to those needs, the Planning and Economic Development Department is asking for your input by way of this survey: <https://www.surveymonkey.com/r/pedservices>.

In order to get the most inclusive feedback possible, please share this link widely. The survey is open to anyone does business with the department, whether personal or business, local or not local.

**Planning and Economic Development Department
SERVICE COUNTER SURVEY**

<https://www.surveymonkey.com/r/pedservices>

PLANNING & ECONOMIC DEVELOPMENT PRE-APPLICATION MEETINGS

WHEN

**Tuesdays
10am - 12pm**

WHERE

**City Hall
100 Santa Rosa Avenue**

Planning & Economic Development Library: Room 3

UNDERSTAND:

- **Land-use + Zoning**
- **Building Permits**
- **Fire Safety Requirements**
- **Engineering + Traffic Needs**
- **Water + Wastewater Connections**

WWW.SRCITY.ORG



MEET WITH

**Planning
Building
Fire
Public Works
Engineering
Water + Waste Water
Economic Development**

DISCUSS

**Project Goals
Permitting Process
Issues + Concerns
Environmental Review**

CONTACT

**Bill Rose
Supervising Planner
Planning &
Economic Development
wrose@srcity.org**

**Clare Hartman
Deputy Director
Planning &
Economic Development
chartman@srcity.org**

COST

No Charge

WHAT TO EXPECT

The purpose of the Pre-Application Meeting is to offer applicants an interdepartmental staff review of preliminary or conceptual design applications. These meetings are intended to provide a better understanding of the City's permitting process and, through early consultation, troubleshoot project issues for potentially complex development proposals. Planning application fee estimates can also be provided to applicants, based on the submitted project description. Building permit fees, Development Impact Fees, and Water + Wastewater fees are not included. The Deputy Director of Planning and/or the Supervising Planner of Current Planning serves as the lead for facilitating the Pre-Application Meeting. Additional discussions after the Pre-Application Meeting may involve all or a select number of staff to support progress toward submitting a complete application.

PRE-APPLICATION SUBMITTAL REQUIREMENTS

[A completed application must be submitted.](#) Submittal materials include, at a minimum, the following items:

- Conceptual Site Plan
- Existing Elevations and Proposed Conceptual Elevation Drawings
- Design Concept Narrative (brief project description)
- Vicinity Map or Aerial Photo of the Vicinity
- Additional information when warranted, such as landscaping plans, colors and material selections, anticipated water and waste water usage, etc.
- Plans are to be submitted to Bill Rose, Supervising Planner, email: wrose@srcity.org. Plans need to be reduced to 11 x 17 paper size. For efficient processing: electronic (email) submittal is recommended, with a file size not to exceed 20 MB.
- Electronic submittal alternative: completed applications can be submitted in person between 8:30AM and 2:00PM, Monday through Thursday at: 100 Santa Rosa, Room 3

SCHEDULE

Pre-Application Meetings are held Tuesdays at City Hall in the Planning & Economic Development Library, Room 3 from 10AM-12PM. Meetings are scheduled approximately 7-14 days after your pre-application submittal and generally last one hour. You'll receive email confirmation for the time and date of your pre-application meeting following the submittal of your completed application.

FEES

Pre-application meetings are currently available at no additional cost to the applicant. Comments received at this meeting are informal and not binding. Pre-application meetings are not considered a public meeting and/or hearing; the City takes no formal action.

Development in the Spotlight

Project Name	Address	Land Use	Size	Status	Contact
Building Permits					
Catalina	2740 Dutton Meadow	Single-family attached	60 units	Under construction	Msetterland@srcity.org
Duke Court Lot #6	2870 Duke Ct	General Industry	16,390 sqft	Under construction	Msetterland@srcity.org
Nordstroms Rack	180 Coddington	Retail	31,000 sqft	Under construction	Msetterland@srcity.org
Popeyes Louisiana Kitchen	1980 Sebastopol Rd	Restaurant	2,695 sqft	Application under review	Msetterland@srcity.org
Range Ranch	1020 Jennings Ave	Multi-family	270 units	Recently completed	Msetterland@srcity.org
Range Ranch II	1300 Range Ave	Multi-family	120 units	Recently completed	Msetterland@srcity.org
Rock Star University	3410 Industrial Dr	Light Industrial	10,025 sqft	Application under review	Msetterland@srcity.org
SR Sports & Entertainment	3215 Coffey Ln	Recreational facility	128,000 sf	Permit issued	Msetterland@srcity.org
Southern Gardens	1250 Aloise Ave	Single-family detached	14 units	Under construction	Msetterland@srcity.org
Tapestry	2245 San Miguel Ave 2271 San Miguel Ave	Single-family detached	29 units	Under construction	Msetterland@srcity.org
The Meadows at Oakmont	6525 Oakmont Dr 6535 Oakmont Dr	Single-family detached	36 units	Recently completed	Msetterland@srcity.org
Wilbees of Sonoma	700 3rd St	Retail	6,500 sqft	Under construction	Msetterland@srcity.org

Development in the Spotlight

Project Name	Address	Land Use	Size	Status	Contact
Engineering Permits					
Bay Village Development	2998 Bay Village Ave	Single-family attached	12 units	Final Map under review	Dturpel@srcity.org
Carmax	2800 Corby Ave	Auto retail		Grading permit issued	Dturpel@srcity.org
Kawana Meadows Subdivision	2800 Petaluma Hill Rd	Single Family detached and duplex lots		Grading permit issued	Dturpel@srcity.org
Prospect Oaks Subdivision	4607 Sonoma Hwy 4617 Sonoma Hwy	Single-family attached	32 units	Grading permit issued	Dturpel@srcity.org
Sandalwood	1130 Gordon Ln	Single-family detached Multi-family	16 units	Grading permit issued	Dturpel@srcity.org
Skyfarm 3	3925 Saint Andrews Dr	Single-family detached	30 units	Grading permit issued	Dturpel@srcity.org
Planning Permits					
Airway Community Care	3737 Airway Dr	Community Care	90 units	Application under review	Pstreeter@srcity.org
Canyon Oaks	4611 Thomas Lake Harris Dr	Multi-family	96 units	Application under review	Pstreeter@srcity.org
Fox Hollow	1615 Fulton Rd	Single-family detached	143 units	Approved	Pstreeter@srcity.org
Francisco Village West	2601 Francisco Ave	Single-family detached	77 units	Approved	Egage@srcity.org
North Street Apartments	1108 14th St	Multi-family	20 units	Application under review	Pstreeter@srcity.org
Pullman Lofts	701 Wilson St	Multi-family	72 units	Approved	Egage@srcity.org
Smith Village/Pantoja Lane	3625 Sebastopol Rd	Single-family detached Second units	67 units	Approved	Anicholson@srcity.org

Development in the Spotlight

Project Name	Address	Land Use	Size	Status	Contact
Spring Lake Village East Grove	0 Melita Rd	Multi-family	24 units	Application under review	Pstreeter@srcity.org
Stony Village North	2729 Stony Point Rd	Single-family detached	40 units	Application under review	Smurray@srcity.org
Stony Village South	2860 Stony Point Rd 2872 Stony Point Rd	Single-family detached	115 units	Application under review	Smurray@srcity.org
Terrazzo at Fountaingrove	1601 Fountaingrove Pkwy	Single-family detached	19 units	Application under review	Egage@srcity.org
The Shops at Austin Creek	5171 Hwy 12 5173 Hwy 12	Retail	43,206 sqft	Application under review	Pstreeter@srcity.org