

Housing Series – Report 2

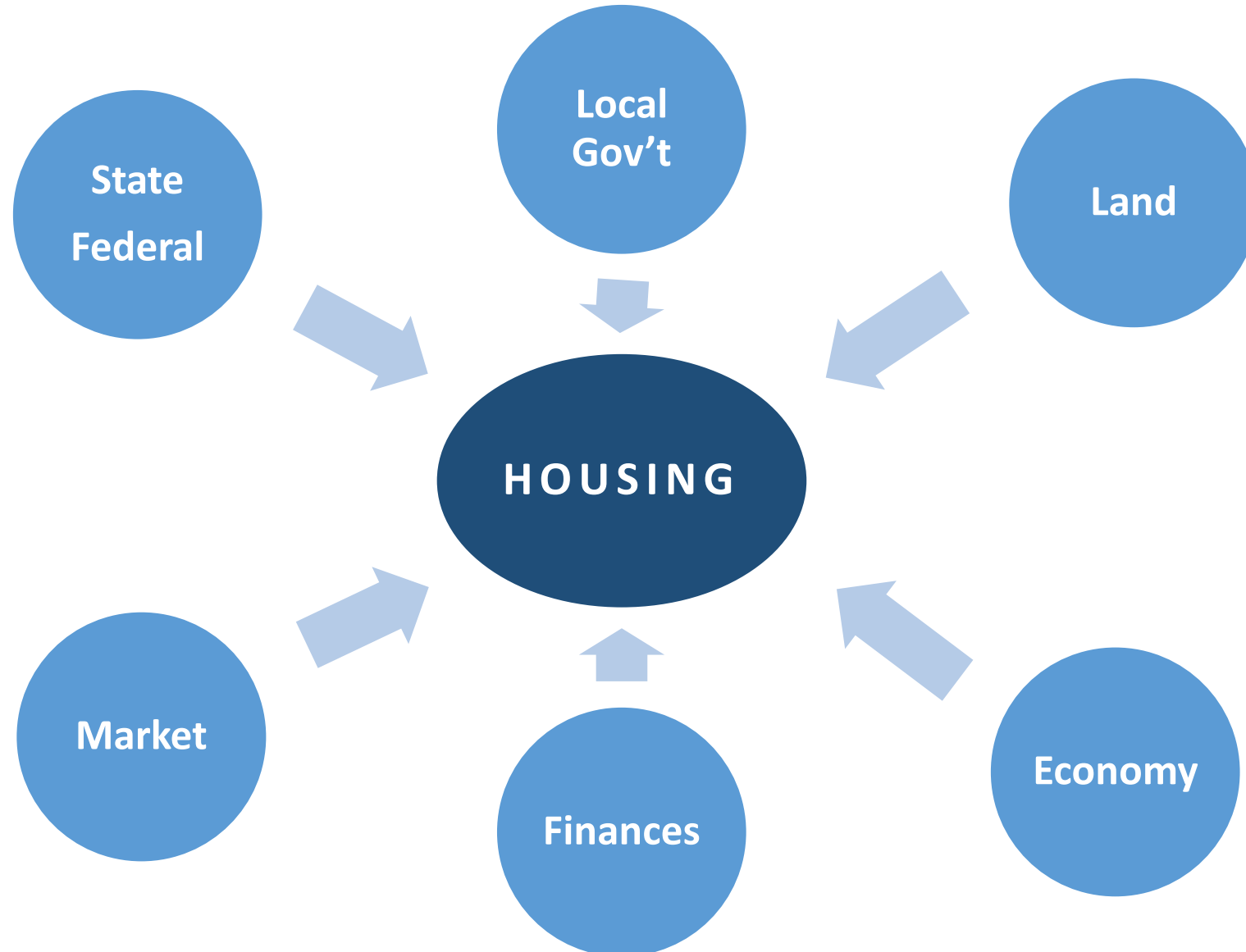
Process Improvements

City Council

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PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

Project Influences



Active + Approved Inactive Units

Planning Entitlement, Final Plan, Building Permit

Active Projects in Process



MULTI-FAMILY
ATTACHED

267 units

SINGLE-FAMILY
ATTACHED

380 units

SINGLE-FAMILY
DETACHED

490 units

TOTAL UNITS

1,137

Approved Inactive Projects



MULTI-FAMILY
ATTACHED

791 units

SINGLE-FAMILY
ATTACHED

937 units

SINGLE-FAMILY
DETACHED

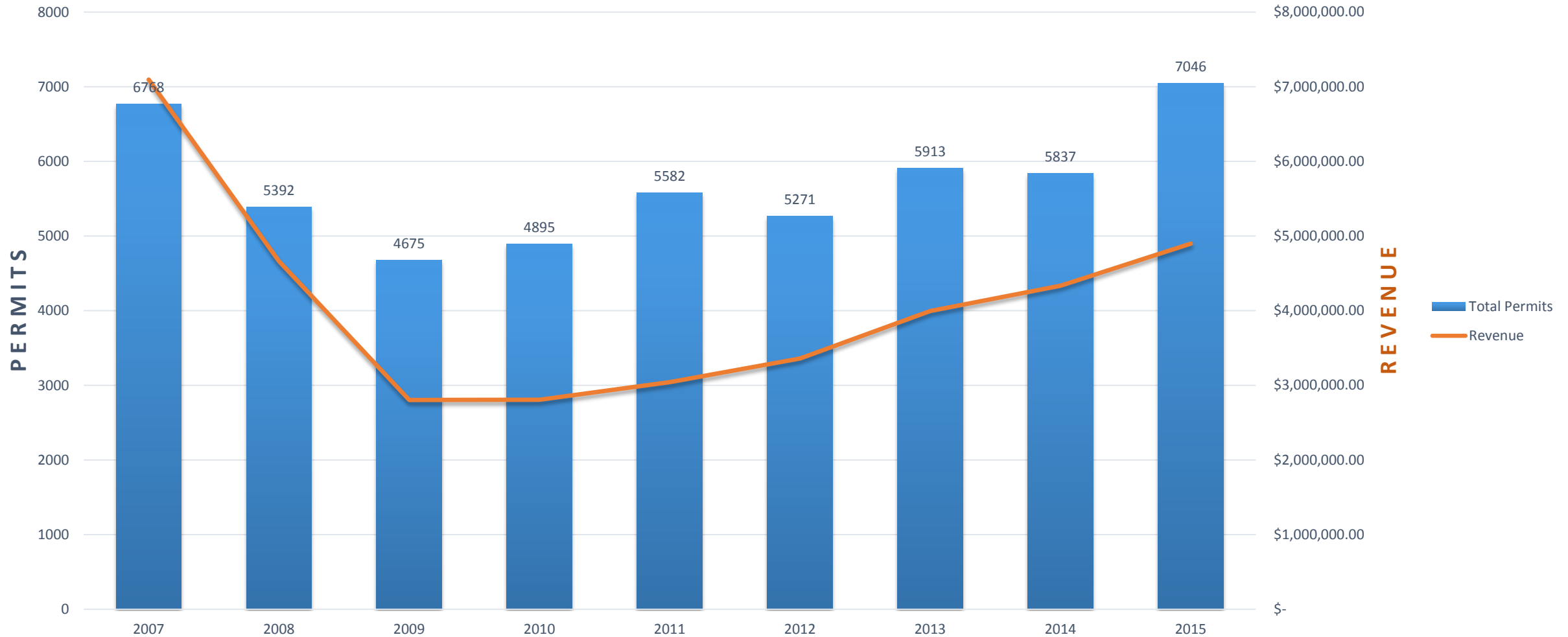
1,763 units

TOTAL UNITS

3,491

Permit + Revenue Trends

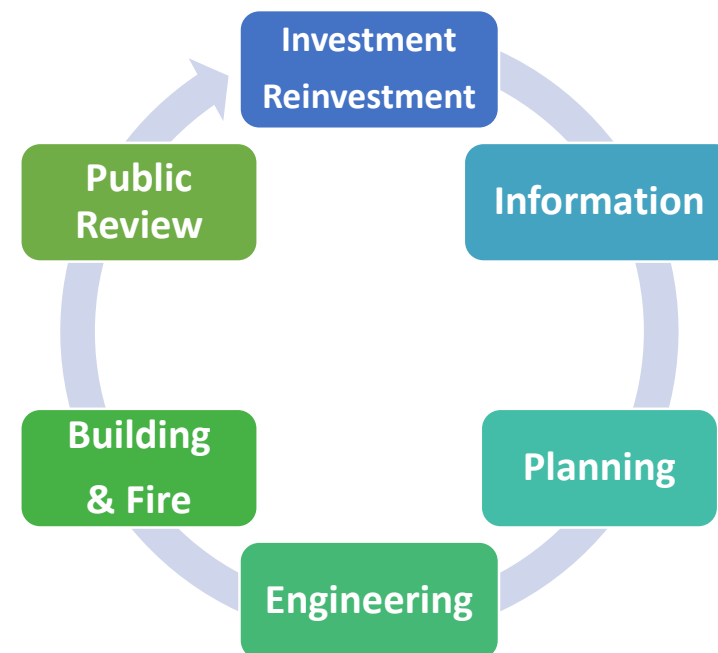
Total Permits and Total Revenue: Planning | Engineering | Building



Process Improvement Plan

AREAS OF FOCUS

- Integrated service counter
- Improved communication and access to information
- Pre-application and entitlement review
- Plan check and inspection
- Optimization of Technology
- Administrative efficiency measures



OBJECTIVES

- Effective Communication
- Address uncertainty, cost, access
- Integrated City vision
- Community engagement
- Capacity to be proactive

The Welcome Mat

ISSUES

- Access to information
- Good advice
- Predictability
- Insufficient technology
- Reliance on staff for answers
- Completeness of applications

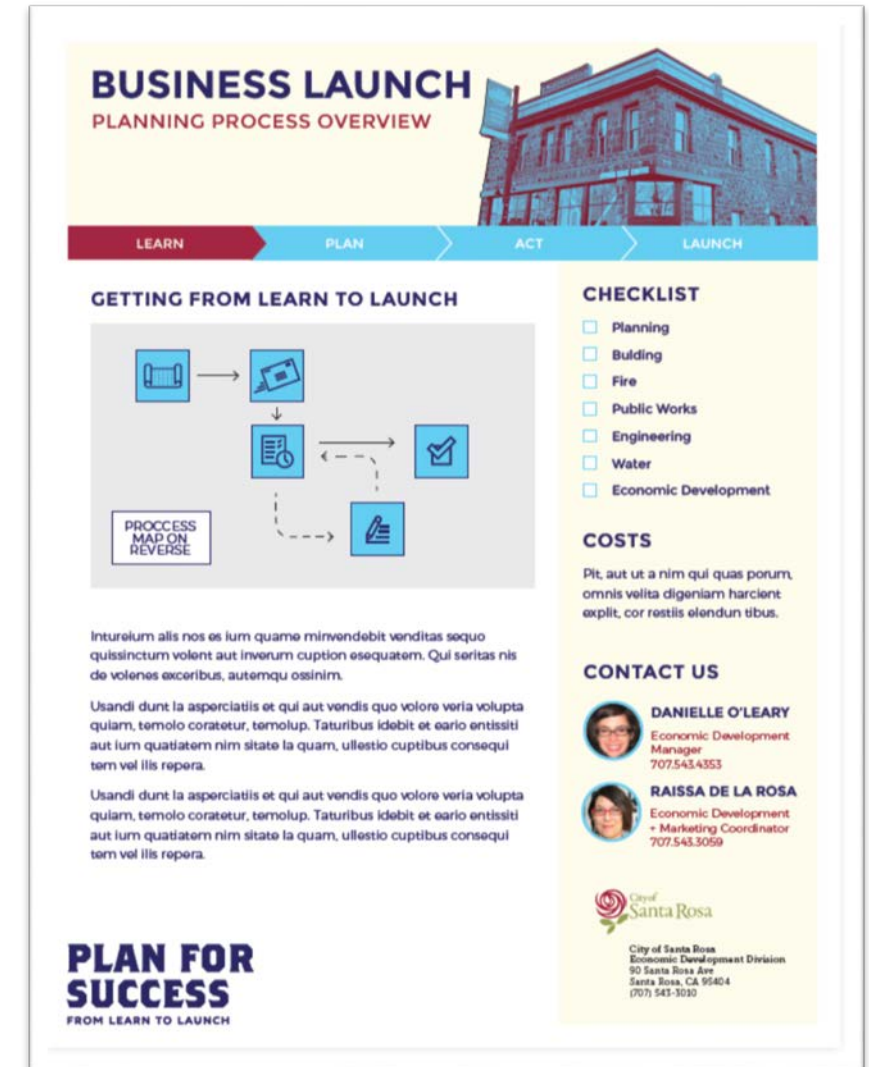


IMPROVEMENTS

- **Pre-application meetings**
- **Dedicated Counter Planner**
- Temporary Front “Navigator”
- Dedicated Counter Plans Examiner
- Early encouragement of affordable housing, density bonus and parking reductions
- Expanded counter hours in morning
- Updated phone tree and increased phone access to live person

OPPORTUNITIES

- **Integrated counter** - Building, Engineering, Fire, and Planning
- **Expand counter hours & reduce wait times**
- **Customer Access Technology**
- Appointments & Queuing system
- Self service kiosks and on-line tools
- Checklists, “one-sheets”, process maps
- Video support
- Expand over the counter information, review, and processing
- Enhanced website - reports for public
- Records management
- On-going customer survey
- Access to management team



ISSUES

- Response times and total timeframes
- Issue Resolution
- Consistency of issues and conditions
- Tracking of status and performance
- Unpredictable workload and revenue
- Support by decision makers

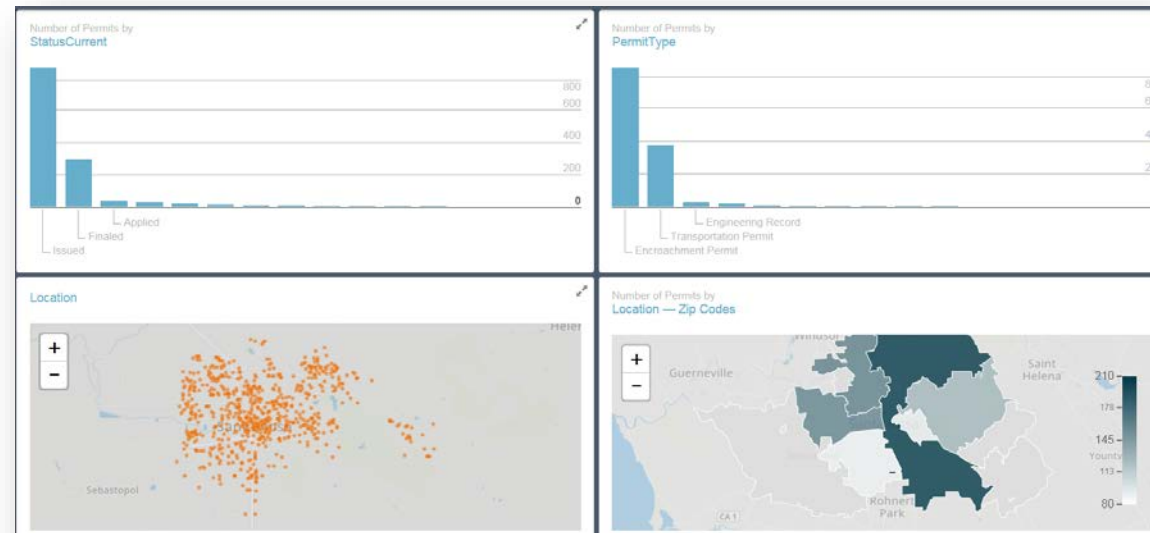


IMPROVEMENTS

- **Weekly Priorities - Housing**
- **CEQA streamlining in Station Areas**
- Housing permitted by right
- Rezoned Housing sites
- Flexible housing policies - Density Bonus, Parking, and HAP Innovation
- Streamlined Final Map process
- Department Coordination
- Process Improvement Leadership Team
- Pre-application consultation
- Counter Planner & Counter Plans Examiner

OPPORTUNITIES

- **Permit streamlining** –
reduce turnaround and total timeframes
- **Public Portal**
- Reform Design Review process
- Reform Hillside Development
- Expand over the counter actions
- Explore on-line permitting
- Explore electronic plan checking
- Expedited Encroachment Permits
- Appointments for service requests
- Combined plan check and inspection
- Streamlined Improvement Plan process
- Review of public/private site work
- Concurrent discretionary Building/Fire plan review
- Consultant fund for spikes in workload

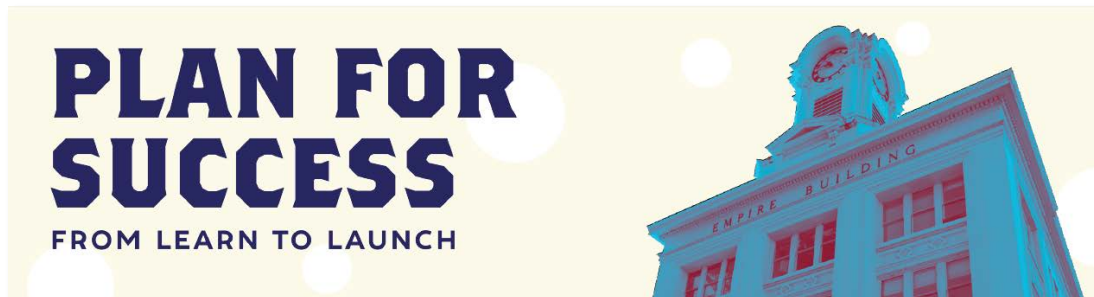


ISSUES

- Predictability of staff acceptance
- Predictability of public acceptance
- Complexity of Code requirements
- Environmental issues and mitigation
- Transparency
- Access to Records
- Education and Engagement
- Board/Commission/Council Coordination

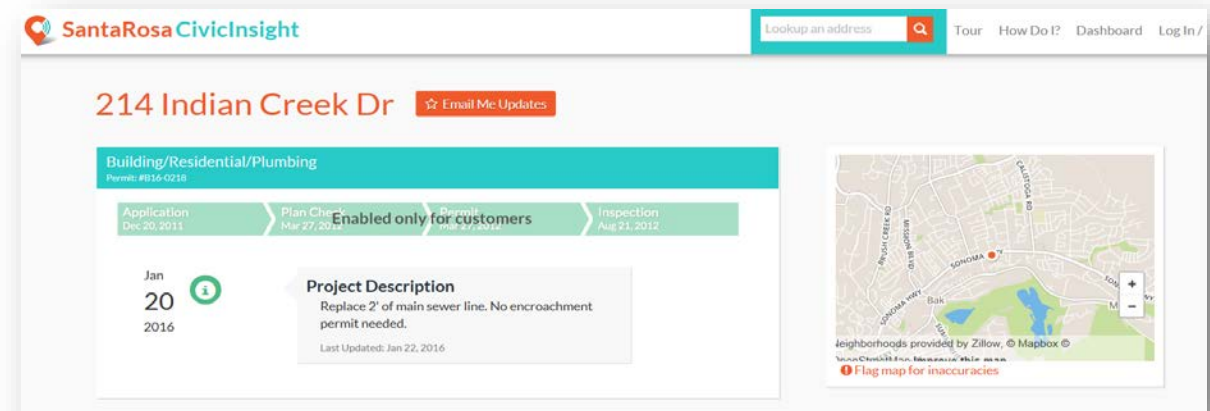
IMPROVEMENTS

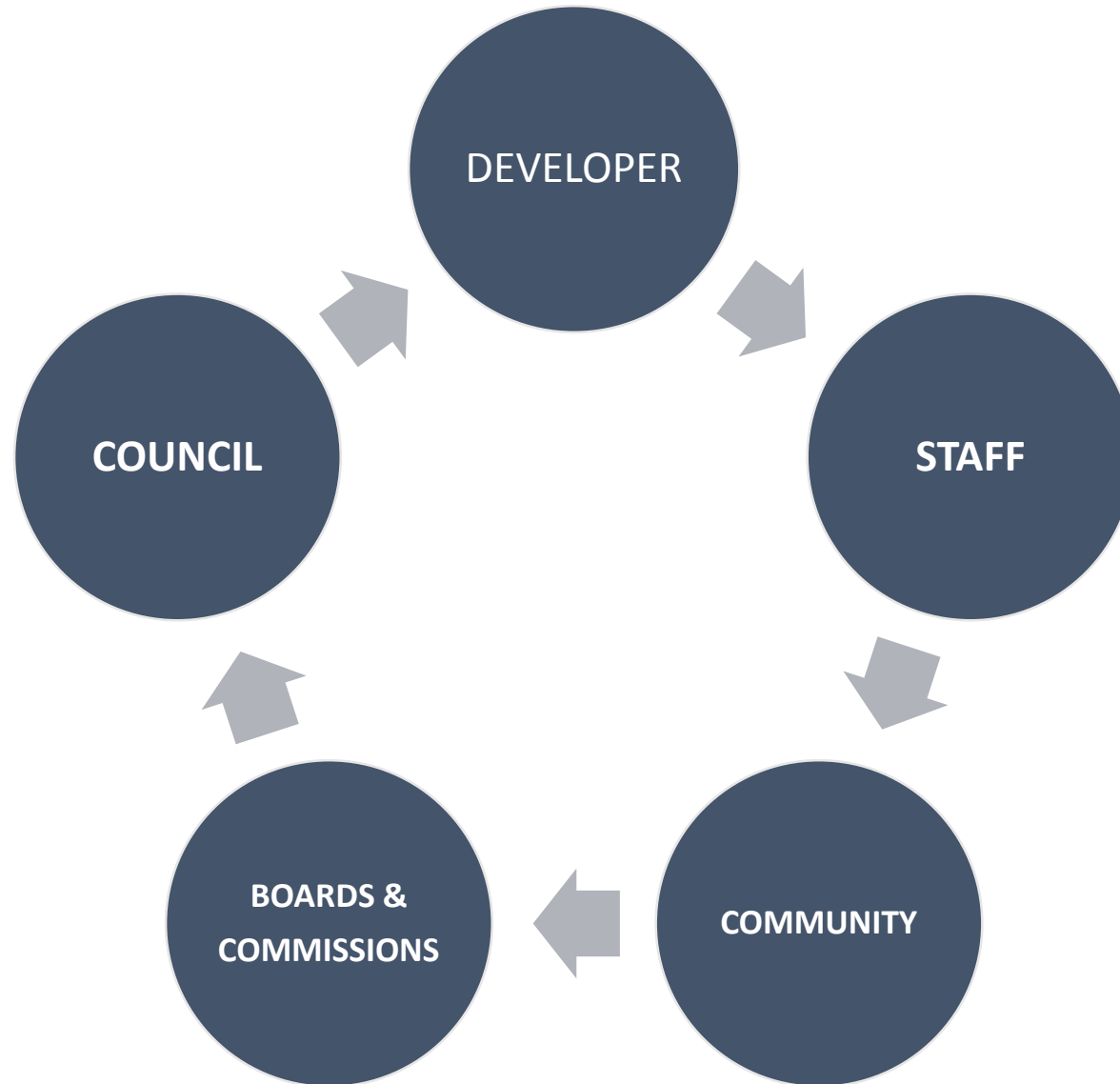
- **Development in the Spotlight**
- Began outreach to stakeholders
- **Keep Boards and Commission informed**
- Process Improvement Updates
- Temporary Technical Application Specialist – Graphics, Reporting, Optimize Accela
- Temporary Records Assistant



OPPORTUNITIES

- Engage stakeholders with regular outreach
- Ongoing customer survey
- **Public Portal & Accela Optimization**
- **Checklists, “one-sheets”, process maps**
- Regular coordination between Board, Commission and Council
- Engagement and education of citizens
- Ongoing customer outreach





The Economic Impact of Process

COST

- Entitlement costs add directly to project equity requirements
- Costs are entirely “at risk”

TIME

- Delays add to the cost of carrying the land
- Adds to interest payments, taxes, and opportunity costs of invested capital

RISK

- Uncertainties regarding final approval
- Adds to the “discount rate” that investors and bankers apply to their investments
- Risk can not be eliminated however increasing certainty can make a material improvement in project feasibility

PROCESS ACTION PLAN

- Reducing discretionary permits lowers costs
- Limiting deposit accounts to predictable schedule and locking in other costs
- Environmental review streamlining reduces costs
- Increasing use of “use by right” reduces time delays
- Increased resources promotes timely processing
- Containing scope of discretionary review limits appeals
- Pre-application review promotes consistency with adopted plans and policies
- Placing public opinion in the context of adopted policy
- Considering the full range of merits of development proposal

IMMEDIATE ACTIONS:

- Expand counter hours and services
- Decrease process turnaround time
- Increase inspection capacity
- Increase process transparency
- Update land use policies

NEXT STEPS:

16-17

- Quantitative performance measures
- Service counter enhancements
- Improved communication and access to information
- Pre-application and entitlement review team + plan check and inspection team

17-18

- Optimization of technological tools
- Digitized records managements
- Reform Design Review process and Hillside Development for housing

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