### Strategic Action Plan

<table>
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<tr>
<th>Recommendation</th>
<th>Priority</th>
<th>Responsible Party/Parties</th>
<th>Relative Resource Requirement</th>
<th>Timeframe for Implementation</th>
<th>Anticipated Benefits</th>
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<tbody>
<tr>
<td><strong>Strategic Recommendation #1</strong>: Establish a direct link between the City’s Strategic Plan and the day-to-day efforts of the PER Department to implement the General Plan. This will include linking mission, objectives, performance measures, goals, and expectations to achieve best practice standards.</td>
<td>B</td>
<td>City Manager, Interim PER Director, New PER Director</td>
<td>Fit this into 2017/18 Budget Document.</td>
<td>Begin within 60 days of new fiscal year.</td>
<td>The PER Department will be able to focus on priorities that are connected to the City Council’s strategic goals. Establishment of objectives and performance measures will provide the ability to measure and evaluate outcomes.</td>
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<td><strong>Strategic Recommendation #2</strong>: Establish professional development plans and identify mentoring opportunities and support for all Department employees.</td>
<td>C</td>
<td>New PER Director, HR Manager</td>
<td>Use existing training resources; make additional budgetary requests as identified when plans are complete.</td>
<td>Begin within 180 days of new PER Director tenure.</td>
<td>The PER Department will increase its ability to retain an engaged staff that can adapt to changing conditions. The PER Department can become an attractive employer with the reputation of being a good place to practice the planning profession.</td>
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<td><strong>Strategic Recommendation #3</strong>: Prioritize establishment of an electronic permit tracking system (EPTS) inclusive of building records once the new Zoning Code is adopted based on the timetable provided by the City Council. Continue to image records in accordance with the adopted Records Retention Schedule.</td>
<td>A</td>
<td>City Manager, Interim PER Director, New PER Director</td>
<td>Use existing resource allocations.</td>
<td>Build on timeline direction from City Council on the Zoning Ordinance, permit tracking system to follow, and IT strategic plan findings. Report status 60 days into new fiscal year.</td>
<td>The PER Department’s adoption of the new Zoning Code provides basic information necessary for an EPTS. Electronic systems provide opportunities for customer self-service and allow planning staff to spend professional time and attention solving planning issues.</td>
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<td><strong>Strategic Recommendation #4</strong>: Improve communication with customers and community members by adding purpose, process, and project update pages to the PER Department website.</td>
<td>C</td>
<td>New PER Director, PER staff, Community Relations Manager</td>
<td>Use existing resource allocations; identify additional resources needed, if any.</td>
<td>Begin within 180 days of new PER Director tenure.</td>
<td>By improving the PER Department website to help users access information, including information about the purpose of a requirement, processes, and project updates, both customers and community members will be able to self-serve and find complete answers.</td>
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<td><strong>Strategic Recommendation #5</strong>: Pursue customer service improvements that support economic vitality opportunities for local business expansion.</td>
<td>C</td>
<td>New PER Director, Economic Development Coordinator, Community Relations Manager</td>
<td>Use existing resources.</td>
<td>Begin within 180 days of new fiscal year.</td>
<td>Streamlining processes, including providing for administrative reviews and approvals, where appropriate, for tenant improvements, office relocations, and business park occupancies, will help the City maximize local job growth and business retention.</td>
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<td><strong>Strategic Recommendation #6</strong>: Pursue customer service improvements that support Old Town vitality.</td>
<td>B</td>
<td>New PER Director</td>
<td>Use existing resources.</td>
<td>Begin within 180 days of new fiscal year.</td>
<td>The PER Department can support Old Town vitality by providing clear expectations for older building requirements.</td>
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<td><strong>Strategic Recommendation #7</strong>: Rebalance the planning skillsets and position allocations in the Department to improve organizational efficiency, enhance long-range environmental planning, and increase the effectiveness of the City’s Old Town economic development program through increased collaboration with the Neighborhood Services Department.</td>
<td>A</td>
<td>City Manager, New PER Director, HR Manager</td>
<td>Use existing resources.</td>
<td>The City Manager shall establish a date within 90 days of the new PER Director’s tenure for the Director to provide to the City Manager an initial assessment of the existing PER Department skillsets and position allocations.</td>
<td>The new PER Director will have the opportunity to evaluate existing Department resources and skillsets prior to beginning collaborative Department process.</td>
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</table>
### Recommendation #7.1: Collaborate on the development of an 18-month PER Organizational Transition Plan to redeploy planning staff to address the City's shift away from vacant-land development; reorient workforce skillsets toward Old Town development activities.

**Recommendation**
- **Priority:** A
- **Responsible Party/Parties:** City Manager, New PER Director, HR Manager
- **Relative Resource Requirement:** Use existing resources; make recommendations for additional resources dependent upon rebalance plan.
- **Timeframe for Implementation:** The City Manager shall establish a date within 120 days of the new PER Director’s tenure for the Director to organize a collaborative PER Department process to develop an 18-month PER Organizational Transition Plan. This will allow for improved group dynamics and problem-solving.
- **Anticipated Benefits:** This will allow for improved group dynamics and problem-solving.

### Recommendation #7.2: Designate an interim “Old Town Opportunity Group” Team Leader to facilitate collaboration on development of the 18-month PER Organizational Transition Plan; the Group should submit the Plan to the City Manager within 45 days.

**Recommendation**
- **Priority:** A
- **Responsible Party/Parties:** City Manager, New PER Director, Neighborhood Services, Economic Development Coordinator, Community Relations Manager, Public Works
- **Relative Resource Requirement:** Use existing resources.
- **Timeframe for Implementation:** Within 120 days of new Director tenure, Director shall designate an interim “Old Town Opportunity Group” Team Leader and work with that leader to assure delivery of an 18-month PER Organization Transition Plan within 45 days that work begins on the plan.
- **Anticipated Benefits:** The “Old Town Opportunity Group” Team Leader can focus on assuring that the team delivers a written transition plan to the City Manager.

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**LEGEND**
- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended
## Strategic Recommendation #8

*Continue the process of clarifying the policy-setting roles and duties of the City Attorney and City Councilmembers relative to the operational role of the Department.*

**Recommendation Priority:** C  
**Responsible Party/Parties:** City Manager, New PER Director, City Attorney, City Councilmembers  
**Relative Resource Requirement:** Use existing resources.  
**Timeframe for Implementation:** Begin within 60 days of new PER Director tenure.  
**Anticipated Benefits:** Clarity for these roles will assist community members and stakeholders in their efforts to provide comments and concerns as projects are deliberated. It will also improve the ability of planning staff to conduct their work, to provide their professional judgement and recommendations, and to meet the service needs of applicants and stakeholders.

## Strategic Recommendation #9

*Strengthen the development review committee (DRC) and make better use of cycle-time standards.*

**Recommendation Priority:** A  
**Responsible Party/Parties:** Interim PER Director, New PER Director, Public Works Director  
**Relative Resource Requirement:** Use existing resources.  
**Timeframe for Implementation:** Begin within 30 days of new fiscal year.  
**Anticipated Benefits:** A mature DRC will continually heighten awareness of timeframes, produce consistent and clear development standards, and deliver reliable fee cost estimates for the City’s customers.

### Recommendation #9.1

*Establish a formal DRC agenda.*

**Recommendation Priority:** A  
**Responsible Party/Parties:** Interim PER Director, New PER Director, Public Works Director  
**Relative Resource Requirement:** Use existing resources.  
**Timeframe for Implementation:** Begin within 30 days of new fiscal year.  
**Anticipated Benefits:** Highly effective DRCs are the backbone of a city’s development review permitting process. Meetings will begin and end on time. If there are no pending or future development applications, then the DRC meeting is used to update staff on important issues, to train staff for purposes of consistency, and/or work on interdepartmental processing issues.
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<td><strong>Recommendation #9.2:</strong> Establish, synchronize, and widely publicize cycle-time standards for all steps in the development review permitting process for all project types.</td>
<td>A</td>
<td>Interim PER Director, New PER Director, Public Works Director</td>
<td>Use existing resources.</td>
<td>Begin within 60 days of new fiscal year.</td>
<td>Planning departments that strive to achieve best practices for their development review permitting process do so by placing a strong emphasis on cycle-time standards. This will provide accountability and transparency for staff and the public alike.</td>
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<td><strong>Recommendation #9.3:</strong> Establish cycle-time standards for processing development plans through the Public Work’s Development Engineering Division; resource the function to achieve the cycle-time standard.</td>
<td>A</td>
<td>Interim PER Director, New PER Director, Public Works Director</td>
<td>Use existing resources and identify additional resources, if any, necessary to maintain cycle-time standard.</td>
<td>Begin within 60 days of new fiscal year.</td>
<td>Best-practice cities commit to cycle-time standards that will continually lead to increased customer satisfaction.</td>
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