



Memorandum

**TO: COMMUNITY AND ECONOMIC
DEVELOPMENT COMMITTEE**

FROM: Joseph Horwedel
Katy Allen
William McDonald

SUBJECT: SEE BELOW

DATE: 09-09-10

Approved

Paul Krutz

Date

9/10/10

SUBJECT: IMPLEMENTATION OF PROJECT MANAGER AND ADMINISTRATIVE HUB CONCEPTS FOR DEVELOPMENT SERVICES

RECOMMENDATION

Accept the status report on the implementation of Development Services initiatives related to a pilot Development Services Project Manager position and the Administrative Hub.

BACKGROUND

Development services to real estate developers, businesses, and homeowners are provided by the Departments of Public Works, Fire, and Planning, Building and Code Enforcement (referred to as Development Services). Although many successful streamlining efforts have been implemented by one or more of the departments, the current focus is on unifying and strengthening the overall process to ensure consistency, eliminate service overlaps, increase certainty, and reduce processing times. This focus is especially critical now as all municipalities look to gain a competitive advantage in attracting and keeping driving industry and tax generating companies during the rebuilding of the economy.

In the Mayor's June Budget Message, the City Manager was directed to fund a Development Services Project Manager Pilot Program in Fiscal Year 2010-2011. The Administration was further directed to set up metrics around performance and provide bi-annual status reports to the Community and Economic Development Committee on streamlining efforts developed under this program.

In preliminary budget meetings held with the City Manager to discuss 2010-2011 reduction proposals, the Development Services Partners also committed to implement an Administrative Hub concept to consolidate and streamline administrative services across all of Development Services. In streamlining services, the Administrative Hub would work to simplify the budget

process, improve transparency with liability/works in progress of Development projects, and identify subsidized services in an effort to ensure development fees were used in the most effective and efficient manner.

ANALYSIS

Project Manager

Development Services has developed a pilot program to provide an inter-departmental Development Services Project Manager for an initial one year term. The Directors, Assistant and Deputy Directors, and Division Managers of the Development Services Departments have developed a scope and objectives for the new role of the Project Manager. The Project Manager is being assigned to high-profile, driving industry and high tax generating projects, and is the main point of contact throughout the project; from initial General Plan or zoning all the way to occupancy.

After a competitive internal recruitment process, Lee Butler, a Planner in the Department of Planning, Building and Code Enforcement was appointed to fill this critical new role. Mr. Butler is working with the existing technical managers in the Development Services Departments to ensure that schedule commitments are met and that there are no service gaps or overlaps as the project goes through the development process. Mr. Butler's track record of working productively across department lines in many subject areas allows him to resolve issues and conflicts quickly and initiate interdepartmental streamlining solutions to avoid unnecessary common bottlenecks in the future. Some of these streamlining efforts include stormwater plan review, subdivision mapping, and building/fire inspection.

Administrative Hub

The Development Services Administrative Hub hit the ground running in August. The group quickly identified the core services that it provides to each Development Services Department, and has already absorbed many of these functions including refund processing, supply purchasing, and accounting transaction processing in the City's financial module. The next milestone for the Hub is to implement a Development Services monthly "dashboard" that tracks Development fee revenue, expenditures, reserves, and other budget information. A workgroup, formed with analyst staff from each department, has identified a list of top priorities to be accomplished during the current fiscal year and reports to the Executive team as each milestone is achieved. The final outcome for 2010-2011 is to have one Development Services budget for the FY2011-2012 Operating Budget.

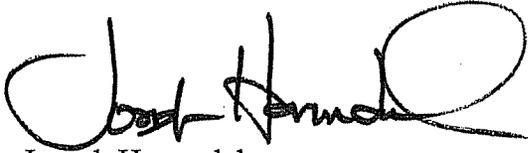
One challenge associated with the Administrative Hub is ensuring adequate staff is available to take on additional responsibilities absorbed by the Hub, while allowing each Department to continue to operate their administrative services from a decentralized system. This challenge is

09-09-10

Subject: Development Services Project Manager Update

Page 3

due to prior years' reductions in administrative staff and the multiple responsibilities expected of the remaining staff.



Joseph Horwedel
Director of Planning, Building
and Code Enforcement



Katy Allen
Director of Public Works



William McDonald
Fire Chief

For questions, please contact TIMM BORDEN, Deputy Director of Public Works, at 408-535-8300 or Kathryn Rolland, Administrative Officer for Planning, Building and Code Enforcement, at 408-535-7869.