

### DSD Strategic Action Plan FY 08-09

The following document entitled DSD FY08-09 Strategic Action Plan outlines the strategic action goals of the Development Services Department. While it is expected that these goals will be delegated and included as PAS targets for each manager and supervisor in DSD, it must be recognized that these strategic initiatives are in addition to the normal day to day activities of our management staff. These goals are outlined as targets for our department in our on-going efforts to create the 'model development service department' and therefore an expectation that completion of all of these goals is not a mandatory performance expectation but rather a guide for our managers as to what will constitute a distinguished level of service.

Priority	Assigned To	DOC Initiative	Core Service	Task	Potential Costs Associated	Strategic Area	Update 6/08
1		Stronger, stable more efficient	Customer Service	Development and implementation of department wide Measures of Success (PTM)	Software and consultants	Continued cultural improvements	Move forward. Coordinate with Senior Team. 2 meetings to date. Tie in with DOC goals.
2		Stronger, stable more efficient	Customer Service	Cost Accounting System for business reporting tool, project analysis,			Added 6/08
3		Stronger, stable more efficient	Customer Service	Development and implementation of streamlined fee process.	Software and consultants	Process Streamlining	3 planning sessions held with stakeholders. Move forward.
4		Stronger, stable more efficient	Customer Service	Institutionalize culture of fiscal responsibility and creation of chargeability targets			
5		Customer Service/Quality	Entitlements	River District Master Plan and EIR			Added 6/08
6		Customer Service/Quality	Entitlements	Downtown Urban Design Plan, including policy description, development landscape/arborist plan and EIR	Costs: Marketing materials, consultant fees		Move forward. Implementation of urban design plan delayed until after election.
7		Community and Economic Development Program	Entitlements	Delta Shores and Curtis Park entitlements			Added 6/08
8		Stronger, stable more efficient	Customer Service	Accela in-house			
9		Customer Service/Quality	Construction	Implementation of Tenant Improvement Fast Track Program (Ticket)			Added 6/08
10		Customer Service/Quality	Construction	Expansion of the Facility Permit Program (FPP) for tenant improvements	Costs for additional staff time/allocation (?), marketing materials	Process Streamlining	Expansion in process. Cross training and add FTE when approved by FD.

DSD Strategic Action Plan FY 08-09

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11		Stronger, stable more efficient	Customer Service	Creation and implementation of dashboard system for managers/supervisors	Software and consultants	Continued cultural improvements	Move forward. Completed in old system. Due to Ecaps transition, reporting capabilities in process.
12		Stronger, stable more efficient	Customer Service	Establish administrative fee for fee collections			
13		Stronger, stable more efficient	Customer Service	Master Services Agreements			
14		Customer Service/Quality	Customer Service	Oversight for the continued implementation of "Tools of Transparency".	Implementation of additional Tools of Transparency (e-plan submittal, self-hosting of site, electronic notification, and GIS visual demonstrations. Costs: software	Continued cultural improvements	Move forward. Planning tool, urban design, HP design. Continue to implement within budget. Send financial status report to DSD-all.
15		Customer Service/Quality	Construction	Expanded use of pre-approved plan details	N/A: existing staff resources	Process Streamlining	Residential in process. Commercial in process. Move forward 90 days after hire of new supervisor.
16		Customer Service/Quality	Construction	Development of checklists for common plan review comments	N/A: existing staff resources	Process Streamlining	Complete for residential. Commercial in process. Report out to Senior Team (August) and DOC (September).
17		Customer Service/Quality	Construction	Review and improve processes for intake and processing of applications and plans (reduction of plan review cycle time from 4 to 3 cycles)	N/A: Existing staff resources	Continued cultural improvements	Move forward. Need to meet with customer after two cycles. Suggest mandatory appts for over the counter plan review. WH to talk to counter, plan review staff re scheduling to meet customer needs.
18		Customer Service/Quality	Construction	Complete 5 story wood frame ordinance			Added 6/08

DSD Strategic Action Plan FY 08-09

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19		Stronger, stable more efficient	Customer Service	Professional growth of DSD team members, supervisors and managers	Trainings, conferences, and other professional growth opportunities	Professional growth/employee empowerment	Move forward. Continue to meet annually with staff
20	Bill Thomas	Community and Economic Development Program	Vision Project	Creation of Community and Economic Development Program			
21		Stronger, stable more efficient	Customer Service	Institutionalize DOC Fee Subcommittee		Continued cultural improvements	Added 6/08
22		Stronger, stable more efficient	Customer Service	Development Fee Study (per door)			Added 6/08
23		Customer Service/Quality	Construction	Development of the "Permit Menu" (partial permit requirements)	Existing resources to develop "menu" but costs needed for marketing	Process streamlining	In process. Rolling review, fast track documentation developed. Need to bring to ST for review and creation of menu. Offer marketing, collateral creation as rotational assignment for staff. Bob C. to schedule meeting to plan assignment.
24		Community and Economic Development Program	Customer Service	Focus group initiatives and follow-up	Focus group(s)- includes fees for facility, food and materials needed.	Continued cultural improvement	Ongoing- move forward
25		Customer Service/Quality	Customer Service	New and expanded use DSD web page- including "The Beast"-organize by core functions.	N/A: existing staff resources	Continued cultural improvements	Move forward. Wendy/Chris completed re-vamp. Maintenance needs continue, and need to bring the web in alignment with the "Beast. Post planning interactive maps on web.
26		Stronger, stable more efficient	Customer Service	Fee Deferral Program			Added 6/08

DSD Strategic Action Plan FY 08-09

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27		Commission Process Improvement	Customer Service	Reorganization and clarification of Planning Commission roles and communications between commissions	N/A: existing staff resources	Continued cultural improvement	Ongoing. On DOC list of initiatives- move forward
28		Customer Service/Quality	Construction	Development of "Notification of Inspection Corrections" (electronic checklists for common inspections corrections)	N/A: existing staff resources	Process Streamlining	Some inspections use checklists in Accela but lists do not cite code. Move forward.
29		Customer Service/Quality	Construction	Development and implementation of Green Build program	Marketing materials (i.e. brochure printing) for Green Building Program	Continued cultural improvement	Ongoing. Next steps include involving AIA in moving forward, and outreach panel in Sept.
30		Community and Economic Development Program	Vision Project	Formation of Development Industry Council			Added 6/08
31		Community and Economic Development Program	Vision Project	Creation of an alliance of Development Departments (multijurisdictional)			Added 6/08
32		Community and Economic Development Program	Vision Project	Creation of multi-jurisdictional DOC			Added 6/08
33		Community and Economic Development Program	Vision Project	Developing Partners- business development plan			Added 6/08