

DSD Strategic Action Plan FY 08-09

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Task	Assigned To	DOC Initiative	Core Service	Task	Budget, Funding Line and Resources	Strategic Area	Update	Status	Target Date	Desired Outcomes/Results?
1	Ryan Pham	Stronger, stable more efficient	Customer Support	Development and implementation of department wide Measures of Success (PTM)	One time cost of 500 hrs @ \$140 = \$70,000 of existing staff time, and required on going cost (50K annually) .5 FTE of a Program Specialist classification for maintenance and ongoing support	Continued cultural improvements	Research and Development. Waiting to for the Cost Accounting System implementation Stage 1-6 to complete (10/01/08).	In process	7/1/2009	Validate our work and understand the cost of delivering DSD service to our customers; and maintain our financial health through the peaks and valleys of the development life cycle.
2	Ryan Pham	Stronger, stable more efficient	Customer Support	Cost Accounting System for business reporting tool and project analysis	One time cost of 1000 hrs @140 = \$140,000 of existing staff time, required on going cost (50K annually) .25 FTE of a Program Specialist classification for maintenance and ongoing support of business reporting tool and project analysis requirements	Continued cultural improvements	Completed Stage #1-5 and schedule to go live with #6 by the end of 10/08 (10/01/08). Completed Stage #6. DSD staff is currently using the system.	Completed	11/1/2008	Validate our work and understand the cost of delivering DSD service to our customers; and maintain our financial health through the peaks and valleys of the development life cycle.
3	Frances Chong	Stronger, stable more efficient	Customer Support	Development and implementation of streamlined fee process.	One time cost of 400 hrs @140 = \$56,000 of existing staff time.	Process Streamlining	Completed Phase I (Entitlement) and presented to DOC Sub-committee. Started with Phase II (Construction) and no progress for Phase III.	In process	7/1/2009	

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4	Ryan Pham	Stronger, stable more efficient	Customer Support	Institutionalize culture of fiscal responsibility and creation of chargeability targets	One time cost of 200 hrs @ 140 = \$28,000 of existing staff time. It is a part PMT project.		A design team has been selected. Pending start date is contingent on DSD budget status	On Hold		An individual cost analysis and budget projection for each employee
5	David Kwong	Customer Service/Quality	Entitlements	Complete River District Master Plan and EIR	Staff time tbd		Added 6/08	In process	11/1/09 (orig 2/1/09)	Team and work plan established. On schedule for 11/1/09
6	Bill Crouch	Customer Service/Quality	Entitlements	Complete Downtown Urban Design Plan, including policy description, development landscape/arborist plan and EIR	Costs: Marketing materials, consultant fees		Move forward. Scheduled for Council 3/09.	In process. Estimate	2/1/2009	
7	Greg Bitter	Community and Economic Development Program	Entitlements	Complete Delta Shores entitlements				Complete 1/09	1/31/2009	Complete
8	Joy Patterson	Community and Economic Development Program	Entitlements	Complete Curtis Park entitlements	Staff time tbd			In process. Estimate completion 11/1/09	5/1/2009	In process

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10	Ryan Pham	Stronger, stable more efficient	Customer Support	Accela in-house	One time cost of \$490,000, and required on going cost (100K annually) 1 FTE of a Application Developer/System Engineer classification for Central IT Network infrastructure and Oracle maintenance and ongoing support	Process Streamlining	Obtained an Enterprise License. Waiting for support resource from Central IT (10/01/08). Reduce hosting cost from \$400,000 to \$250,000	On hold	7/1/2009	Net saving \$250K annually and 2.5 M for the next 10 years.
11	Carl Hefner	Customer Service/Quality	Construction	Implementation of Tenant Improvement Fast Track Program (Ticket)-eliminate auto home retention	N/A: existing staff resources	Process Streamlining	Added 6/08	Completed	9/1/2008	Reduce main stream TI plan review and increase TI revenue by 50% per expedite fee's.
12	Carl Hefner	Customer Service/Quality	Construction	Expansion of the Facility Permit Program (FPP) for tenant improvements and guarantee billings	Costs for additional staff time/allocation (?), marketing materials	Process Streamlining		Completed	10/1/2008	Increased capacity will result in increased revenue.
13	Ryan Pham	Stronger, stable more efficient	Customer Support	Creation and implementation of dashboard system for managers/supervisors	Software and consultants	Continued cultural improvements		In process	7/1/2009	
14	Ryan Pham	Stronger, stable more efficient	Customer Support	Establish administrative fee for fee collections	One time cost of 200 hrs @ \$140 = \$28,000 of existing staff time	Continued cultural improvements	Obtained Budget Office approval to move forward with a cost recovery plan for DSD. To be implemented in next fiscal year budget.	Completed	7/1/2009	Recoup expended labor cost for our fee collection process for 1. Counter Operation, 2. Permit Application cost and support, Inspection and Accounting support cost. Target reimbursement \$250,000

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15	Frances Chong	Stronger, stable more efficient	Customer Support	Review Master Services Agreements	A draft agreement has been put together. Waiting for budget # and decision from Director.	Process Streamlining	Pending department budget status	In process	2/1/2009	Contracted labor and Service and Supplies Budget Saving?
16	Ryan Pham	Customer Service/Quality	Customer Support	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. HOW? COST?	Continued cultural improvements	Move forward. Planning tool, urban design, HP design. Continue to implement within budget. Send financial status report to DSD-all.	In process		
17	Bob Chase	Customer Service/Quality	Construction	Put plan in place for Expanded use of pre-approved plan details	N/A: existing staff resources	Process Streamlining	Residential in process. Commercial in process. Will work with Ed Short to complete by 3/1/09	In process	9/1/2008	
18	Bob Chase	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). Will work with Ed Short to complete by 3/1/09.	In process	9/1/2008	

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19	Carl Hefner/Ryan DeVore	Customer Service/Quality	Construction	Reduce 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.	Completed	10/30/08 12/1/2008	
20	Ryan DeVore	Customer Service/Quality	Construction	Complete 5 story wood frame ordinance	One time cost of 40 staff hours @ \$140/hour = \$5600		Added 6/08	Strategy finalized. Document in development	1/1/2009	
21	Janis Franklin	Stronger, stable more efficient	Customer Support	Professional growth of DSD team members, supervisors and managers	Training, conferences, and other professional growth opportunities	Professional growth/employee empowerment	Move forward. Continue to meet annually with staff		1/31/2009	
22	Bill Thomas	Community and Economic Development Program	Vision Project	Creation of Community and Economic Development Program		Continued cultural improvements	Developed and delivered a Community Economic Development Agency program concept paper to Assistant City Manager and City Manager	In process	9/1/2009	
23	Bill Thomas	Stronger, stable more efficient	Customer Support	Institutionalize DOC Fee Subcommittee		Continued cultural improvements	Added 6/08	In process	5/1/2009	
24	Bill Thomas	Stronger, stable more efficient	Customer Support	Complete the process for continuous Development Fee Study (per door)		Continued cultural improvements	Added 6/08	In process	9/1/2008	

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25	Bob Chase	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 add a few additional menu items. Offer marketing, collateral creation as rotational assignment for staff. Bob C. to schedule meeting to plan assignment.	In process	10/1/2008	
26	Janis Franklin	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	In process	10/1/2008	
27	Emilie Schell	Customer Service/Quality	Customer Support	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.	In process	2/1/2009	

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28	Janis Franklin	Stronger, stable more efficient	Customer Support	Fee Deferral Program			To Law and Leg 10/14, PFP to Council 10/21, Council hearing 10/28. Effective 30 days after adoption. Complete	Complete Approved by Council 10/28/08. Effective date 12/1/08. Applications received and in process for fee deferrals. Agreement template finalized by CAO. Ongoing management of program in process.	10/1/2008	Economic Stimulus tool for development projects
29	David Kwong	Commission Process Improvement	Customer Support	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	See new #44. Combined with merger for efficiency and cost savings.	7/1/2009	
30	Steve Gorman	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.	Completed 12/08. Training and support on-going.	11/1/2008	
31	Bob Chase	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 collaborating with County. Will meet with County week of Feb. 2 to advance process.	In process	7/1/2009	

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32	Bill Thomas	Community and Economic Development Program	Vision Project	Formation of Development Industry Council			Added 6/08	In process	On Hold	
33	Bill Thomas	Community and Economic Development Program	Vision Project	Creation of an alliance of Development Departments (multijurisdictional)			Added 6/08	In process	On Hold	
34	Janis Franklin	Community and Economic Development Program	Vision Project	Creation of multi-jurisdictional DOC (Regional)			Added 6/08.	In process	On Hold	
35	Bill Thomas	Community and Economic Development Program	Vision Project	Developing Partners- business development plan			Added 6/08		On Hold	
36	Bridgette Williams	Stronger, stable more efficient	Customer Support	Rethink the triage process; review and improve processes for intake and processing of applications and plans	N/A: existing staff resources	Process Streamlining	<p><b>DEF Staff:</b> Now incorporated in Over-the-counter Triage Review (10/6/08); DEF: counter staff appr. If no conditions;</p> <p><b>Utilities Staff:</b> mtg pending;</p> <p><b>Team Leaders:</b> oversee triage of assigned project - procedures in process:</p>		12/1/2008	To engage all disciplines including T.L. in Triage Process; Triage within 24 hrs/Do away with existing 2-5 day review
37	Bob Chase	Stronger, stable more efficient	Construction	Develop the Fire and Life Safety program			Program developed. Need to "package" and do outreach		10/1/2008	
38	Ryan DeVore	Stronger, stable more efficient	Construction	Develop pilot program for an interactive plan review process. Explore being hosted by Builders Exchange	200 staff hours for full implementation = \$28,000		On hold. Pilot program being considered at a much lower cost		7/1/2009	

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39	Ryan DeVore	Customer Service/Quality	Customer Support	Develop welcome package for each Development Type customer	40 staff hours and \$1000 for printing costs = \$6600		Draft developed. Awaiting feedback		1/1/2009	
40	Janis Franklin	Customer Service/Quality	Customer Support	Develop development panel speaker series relevant to Development Services			Researching target speaker list.	On hold	11/1/2008	
41	Wendy Klock-Johnson	Customer Service/Quality	Customer Support	Develop a marketing plan and keep a market focus in mind in all we do		Continued cultural improvement	Completed the department business plan based on core services	In process	11/1/2008	To be shovel ready for market upturn and increase department fiscal health?
42	Frances Chong/Ryan Pham	Stronger, stable more efficient	Customer Support	Fiscal Year 09-10 Budget		Continued cultural improvement	Completed reduction targets (General Fund Contribution and Revenue Adjustment)	In process	3/30/2009	
43	Bill Thomas/Ryan Pham	Stronger, stable more efficient	Customer Support	Fiscal Year 09-10 Budget Reduction Strategy		Continued cultural improvement	Completed budget base and targets	In process	3/31/2009	
44	David Kwong/Bill Thomas	Customer Service/Quality	Entitlements	Planning/Design Commission Merge	Staff time tbd	Process Streamlining	Letter proposing merger sent from DOC. DOC and staff conducting briefings for further direction from Council. See #	In process	3/31/2009	
45	Bill Thomas	Customer Service/Quality	Vision Project	City/County Collaboration			Met with County Executives and developed a high level work plan	In process		
46	Bill Thomas	Community and Economic Development Program	Vision Project	Community Economic Development Agency (CEDA)		Continued cultural improvement	Met with ACM, Planning and Economic Director to establish consolidation framework	In process		

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47	Bob Chase	Stronger, stable more efficient	Construction	Requested Architect/AIA Peer Review		Continued cultural improvement		Complete	1/5/2009	Ongoing participation with AIA for peer review
48	Joy Patterson	Stronger, stable more efficient	Entitlements	Sign Program		Continued cultural improvement		In process	TBD	Developing program parameters
49	Steve Gorman	Customer Service/Quality	Construction	Minor Permit Program	Staff time tbd	Process Streamlining		In process	6/1/2009	Developing program parameters
50	Bob Chase/Willie Harris	Stronger, stable more efficient	Construction	Building Board Consolidation		Process Streamlining		In process	3/31/2009	Ordinances to consolidate building appeals boards scheduled for Law and Leg 3/3/09
51	Steve Gorman	Customer Service/Quality	Construction	Expansion of the TICKET program	Staff time tbd	Process streamlining	Launched 1/28/09	Complete	2/1/2009	Expansion of the TICKET program to include residential projects.