



MATRIX (cont.)

Services, William Thomas, Director of Development, Art Gee, Operations Manager and Janis Franklin, MATRIX Project Manager.

An additional thirty two staff members will be added to support the enhanced level of service provided by the citywide MATRIX.

We will continue our organizational training and development to affect a cultural change in which inter-departmental communication and a focus on the customer are cultivated.

Our efforts will also focus on “building smart,” through working with such projects as the DR Horton waterfront project and the Towers at Capitol Mall project (third tower) to pursue certification for LEED (Leadership in Energy and Environmental Design), for which there is a proven market.

Lastly, we are also maintaining our efforts to create a transparent process via technology-based programs. One program critical to this is

Accela, which will allow the entire community to view the status of a project. We also have in place wireless mobile communication, which allows inspectors to provide real time communication from the field regarding a project.

The goal of the city-wide MATRIX program is to create a collaborative partnership that will bring about improved quality and efficiency, simply put – superior service to our customer.

With \$11 billion in upcoming construction and seven cranes that will soon mark the City, this partnership is fundamental to its achievement.

City Manager Ray Kerridge is looking forward to more progress. “There’s a reason that our Development Services department moved up six places (which is unprecedented) in the last Sacramento Business Journal’s annual survey – customer responsiveness.”

As Bill Thomas adds, “It takes the entire organization believing

Development Services Department

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maTRIX of the Trade
Gloria Bacani
Evan Compton
Janis Franklin
Willie Harris
Wendy Klock-Johnson
Rhea Serran
Sally Shore

and doing, and that is exactly what is happening,” and of the people of Sacramento, “The people here ‘get it’. They are smart, educated and engaged.”

We look forward to our continued partnership as we expand MATRIX citywide!



MATRIX: One Year Later

MATRIX (Multi-Discipline Action Team, for Responsive and Innovative Execution of the Development Review Process) is an innovative program that streamlines the development review process. Teams of staff, organized around ten development types (e.g., New Commercial, Government), shepherd a project from concept to completion. The traditional “silos” common to municipal development departments, which create a slow and cumbersome process in which the project moves from individual department to individual department are eliminated.

The MATRIX program is the hallmark of Development Services. It began as a pilot program in August 2005, and focused on the Central City/Midtown/East Sacramento area. After receiving enthusiastic support from our indus-

try partners, customers, Mayor and City Council and City Manager, the process has begun to implement the program Citywide in January 2007.

The core concepts of MATRIX are:

- A fundamental change in approach in which the staff roles are that of facilitator not the traditional role of regulator.
- The process fits the project rather than the project having to fit a rigid process. The project is at the center of focus.
- The one team shepherds the project from concept to completion.
- The team lead serves as the single point of contact for the customer, resulting in streamlined

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DSD OPERATING PRINCIPLES

- Get the customer to success
- Promote safety, livability, and economic vitality
- Value our co-workers and customers

communication and coordinated and cohesive processes.

The employee is empowered to make decisions, and decision-making can take place at the initial point of contact. The employee will receive mentoring and support. The City-wide MATRIX expansion effort is overseen by three individuals in Development



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CHARTER OFFICERS

- Eileen Teichert, City Attorney
- Shirley Concolino, City Clerk
- Ray Kerridge, City Manager
- Tom Friery, City Treasurer

MATRIX
team member
profile:

**WILLIAM
THOMAS**



Bill Thomas
Director of
Development

The MATRIX program approach has been credited to Bill Thomas and the collaborative efforts of key staff, customers, City departments and development partners. Bill joined the department in February 2005, enticed by current City Manager Ray Kerridge's offer to "build this system from the ground up." Prior to joining the City, he was the deputy director of the City of Portland's Bureau of Development. It was there that he began to formulate the concepts of the MATRIX program, such as tailoring the process to the project. There, niche programs, like on-going tenant improvements, were custom-tailored. This idea resulted in organizing staff around development types.

PROJECT UPDATE TOWERS at CAPITOL MALL

The Towers, located 301 Capitol Mall is a mixed use project on a City block between 3rd, 4th Street/L and Capitol Mall. A MATRIX team including Team Leader, **Willie Harris**, and disciplines within City Parks & Recreation, Planning, Development Engineering, Building, Utilities, Transportation, Fire, and industry partners, SMUD, PG&E and SHRA, were assigned to this project from the beginning or "concept stage".

The Towers is slated to open in 2008. It will have two high rise towers above a 10-story podium that offer resident amenities that include a spa, fitness center, sun deck, concierge and valet services.

Parking will be provided in a multi-level parking structure with 830 parking stalls above grade and 270 parking stalls below grade. Tower One will be 53 stories (615') in height (includes podium floors) and will house a full service 276 room key hotel (ballrooms, meetings, restaurant, lounge, kitchen, etc.) and 300 condominiums including penthouse units on the 52nd floor and a potential heliport. Tower Two will be 53 stories, includes podium floors and house 400 condominiums and penthouse units.

For additional information about the project, please visit www.SacTowers.com.



Photo courtesy of SacTowers.com

Current List of MATRIX Team Leads by Development Type

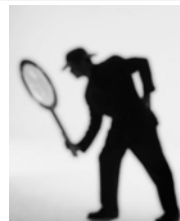
This group is made up of "working" MATRIX staff who (in addition to their normal responsibilities) serve as the single point of contact to applicants on each project submittal. Log on to www.cityofsacramento.org/dsd for contact information.

- High Rise:** Willie Harris, Stacia Cosgrove
- Major Project:** Bridgette Williams, Brad Marchetti
- Residential 1-3 Units :** Paul Clayton, Brad Marchetti
- Commercial:** Lindsey Alagozian, Sally Shore, Kwok (Simon) Wan
- Tenant Improvement:** Marc Busing, Steve Gorman
- Small Commercial:** Ryan DeVore, Kwok (Simon) Wan, Evan Compton
- Institution:** Jeanne Corcoran
- Government:** Jesse Gothan
- Minor Permit:** Paul Clayton

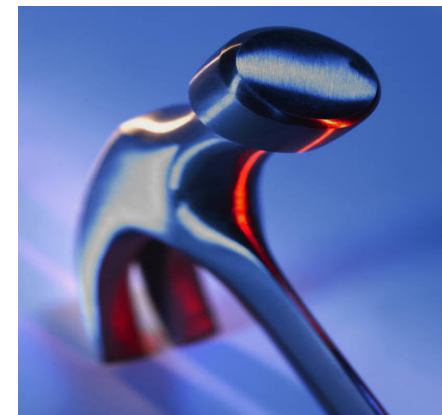
WE WANT TO HEAR FROM YOU!

Please let us know what projects you are interested in reading about, what questions you may have about the development process, or if you have an article about development you would like to share, email us!

MATRIX@cityofsacramento.org



Ask the MATRIX!



TENANT IMPROVEMENTS

What You Need to Know

A tenant improvement may include work to finish the interior of a new shell building or any interior remodel to an existing commercial building which may include a change of use. A tenant improvement may be as simple as an interior remodel of an existing office. More challenging projects may involve a change of use to start a new restaurant.

When submitting for a tenant improvement, one should make sure to have all the items required as noted on the Take-In Sheet. These submittal requirements are

listed on the DSD Web site:

www.cityofsacramento.org/dsd/forms/BuildingForms.cfm

and assist the applicant in compiling all the required information to get the building permit. Having all the required information will help the applicant since they will not need to make multiple trips to the counter before they can submit plans for plan check.

For more information about Tenant Improvement, please contact Marc Busing, 916/808-5910 or Steve Gorman, 916/808-8951.

Helpful reminders for applicants submitting for a tenant improvement:

- Make sure the floor plans show the entire tenant space and not just the area being improved.
- If the space is a restaurant or involves preparing and serving food, the applicant will need to submit a receipt from the Health Department.
- Label how the walls will be attached to the ceiling and floor and/or if they will be half walls.
- Ventilation systems need to account for the increased occupancy load. Not every applicant will have hired a mechanical engineer and they may not be aware of the need for additional or upgraded equipment.
- Restaurants require ventilation of the exhaust and this can be a problem in multistory buildings. It may require shafts and depending on the uses on the floors above, this may be difficult to locate in an occupied building.
- Applicants changing a formerly residential use to a commercial use will be required to upgrade the structure to commercial standards.

MATRIX
team member
profiles:
**ART GEE &
JANIS
FRANKLIN**



Art Gee
Operations Manager

Art is the Operations Manager with Development Services. His responsibilities include mentoring MATRIX Team Leaders, process management, ombudsman for department issues, spearheading special projects and implementing action plans. Art will ensure that the necessary resources and senior staff support are secured to successfully implement MATRIX citywide.

Janis Franklin
MATRIX Project Manager

Janis joined the City in 2003, working on the Development Oversight Commission and special projects assigned by the director and senior staff of Development Services. She is managing the MATRIX citywide implementation, handling such responsibilities as creating the implementation schedule, selecting new team leads, forming expanded teams, team building, training, and space planning.