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DEPARTMENT OF
FINANCE

BUDGET DIVISION

CITY OF SACRAMENTO
CALIFORNIA

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August 13, 1991

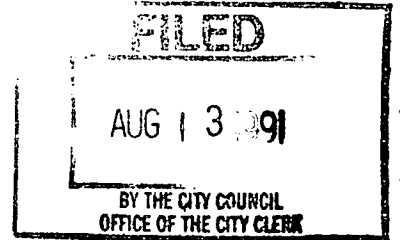
City Council
Sacramento, California

Honorable Members in Session:

Subject: Planning and Development Department Review-Status Report

LOCATION AND COUNCIL DISTRICT

City



SUMMARY

This is an interim report to inform Council of the scope, status and approach of an internal review of the Planning and Development Department requested of the City Manager by the Budget and Finance and Transportation and Community Development Committees to address Council Member concerns.

COMMITTEE ACTION

The internal review of the Planning and Development Department was requested by the Joint Committee (Transportation and Community Development, and Budget and Finance Committees).

STAFF RECOMMENDATION

For Council Information.

BACKGROUND

The purpose of this interim report is to update the Council on the status of the Planning and Development Department review requested by the Budget and Finance and Transportation and Community Development Committees. On December 11, 1990, the

CONTINUED

FROM 8013-91 3:00
TO 8-13-91 7:30

Planning and Development Department submitted a report to Committee addressing organizational issues. In this meeting Council Members expressed a number of concerns and requested that the City Manager conduct an internal review of the Department. On May 15, 1991, the City Manager's Office provided a workplan and timetable to address the Committees' concerns.

Due to key staff changes, the departure of the Planning and Development Department Director and the Planning Director, and additional issues/concerns noted in the performance of the review to date, the workplan and timetable for completion have been revised. The original timetable called for a report back to Council on September 10, 1991, this date has been revised to September 24, 1991. See Attachments A and B for the revised timetable and list of Council Member concerns to be addressed.

DISCUSSION

To address the Council's concerns, a Planning and Development Review Project Team was formed by the City Manager. The Project Team is made up of individuals from six Departments. Those participating on the Project Team are listed below:

- * Jack Crist, Deputy City Manager (Project Team Leader)
- * Robert Thomas, Acting Director Planning and Development
- * Barbara Weaver, Director of Data Management
- * Betty Masuoka, Director of Finance
- * Sharon Cardenas, City Attorney
- * Frank Mugartegui, Director of General Services
- * Nancy Killian, Administrative Analyst Planning and Development
- * Ken Nishimoto, Budget Manager
- * Greg Norton, Internal Audit Administrator
- * Mike Coleman, Senior Management Analyst

Scope/Purpose:

The scope of the Project Team includes the following three objectives:

- * Follow-up analysis of the issues/concerns raised by Council
- * Identify and analyze issues/concerns of the Department's Management and Staff
- * Analyze additional issues/concerns identified by the Project Team

The purpose of the internal review is to explore in depth the Council Member concerns, identify and analyze related issues, draw conclusions and make recommendations for improvement where appropriate. The Project Review Team is also providing technical

assistance in the areas of computer systems, telephone needs, and financial/revenue systems. The Project Team does not expect, in all cases, to provide the final solution to the issues identified, but rather to provide information and a working document to be used in the establishment of priorities and approach by the new Department Director and Department staff. In some instances, the Acting Director has already initiated changes as a result of the internal review.

Approach:

The basis of the Project Team's approach has been to gain an understanding of Planning and Development Department issues and concerns. This has been done by interviewing Council Members, Department Management and staff and others associated with the Department's operations, i.e., Public Works staff. The interviews have taken place in private one-on-one meetings as well as group sessions where group interaction has taken place. Individual "issue papers" are being developed based on the issues and concerns identified in the interviews and discussions. The Project Team expects to share and discuss the issue papers developed with Department Management and staff during the coming weeks.

The Project Team conducts weekly meetings to discuss the status of the review, listen to Planning and Development Division Manager presentations, and discuss and update the Project Team workplan. The Project Team approach has primarily focused on four areas: Management and organization, financial/revenue, application processing and systems.

Preliminary Findings:

Management and Organization:

Jack Crist has performed interviews of Department management, staff and Council Members and is meeting regularly with the Interim Department Director, Robert Thomas. Mr. Thomas is performing an analysis of the organizational structure, staffing and workload, developing administrative structure and procedures and has held information sessions with all Department staff regarding the review. These interviews and analysis have revealed that a number of the concerns raised by Council Members and identified by the Project Team as well as Planning and Development staff are directly related to the management and administration of the department. The Acting Director has started to deal with some of the problem areas that can be addressed immediately. Steps being taken to address some of these concerns are listed below:

- * Development of a procedure for responding to Council and constituent requests in a timely manner.

- * Establish priorities for planning studies and pending Council requests for reports back and obtain Council approval (Scheduled for report to Council on August 27, 1991).
- * Review and evaluation of the organizational structure of the Department.
- * Per Council request, a comparison to other cities is being performed and preliminary data has been gathered. Staff is in the process of determining the compatibility of the information for comparison, how other cities' Planning and Development departments are organized and managed, systems in use and planning tools utilized. Cities included in the comparison are; Riverside, Long Beach, and San Jose.

Financial/Revenue:

The Finance Department is performing a review of the financial controls and revenue systems. This review has revealed inconsistencies in the Department's financial procedures and incomplete billing and monitoring of revenues creating the potential for lost revenues.

Application Processing:

A number of concerns have been identified in the area of customer service including the efficiency of the applications process and availability of project status information. Further, it has been confirmed and acknowledged by Planning and Development Department Division Managers that the applications process is at times dysfunctional. Concerns in these areas are being reviewed as follows:

- * An Applications Process Task Force, made up of individuals from Planning and Development, Public Works, General Services, the City Attorney's Office, Data Management, and the Finance Department has been established for the purpose of reviewing the applications process and making recommendations to be implemented to enhance the efficiency and effectiveness of the process.
- * A Task Force made up of individuals from Planning and Development, Public Works, General Services, the City Attorney's Office, and the Finance Department has been established to review the current EIR process and legal adequacy issues for the purpose of evaluating the cost and efficiencies of the environmental process.
- * A quality control unit, Site Inspections, has been established in the Building Inspections Division to

conduct conditions monitoring. The unit is to ensure implementation of planning entitlements and environmental mitigation conditions as they relate to the permit and inspection process. Discussions have been held concerning the possibility of a department-wide quality control unit.

Systems:

The Data Management Department is performing a review of the Department's automation requirements and capabilities. The review has revealed the following:

- * The Department does not have a comprehensive applications system in place.
- * The systems in place are incomplete and are not properly utilized while individual programs are not integrated.
- * The Department does not have an automation plan that addresses long-term needs.

The General Services Department is conducting a complete review of the Department's telephone system. This review has revealed that there is not one, but five, incompatible telephone systems. One comprehensive system will be proposed for the Department.

The final report will identify changes that the Department has implemented that are administrative in nature and do not require policy approval of the City Council. The balance of the report will identify specific areas that need to be addressed and provide recommendations as appropriate, but will not, in all cases, provide specific solutions. This portion of the report can serve as a "road map" for the City Council, the new Planning and Development Director and Department staff in determining and implementing the necessary changes to address the concerns raised and identified by Council, City Manager, Project Team and Planning and Development Department staff.

FINANCIAL CONSIDERATIONS

The financial needs and potential funding sources as may be required to implement any needed changes will be reported to Council in further reports by Planning and Development Department Management.

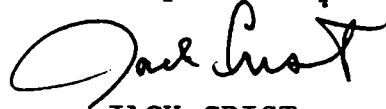
POLICY CONSIDERATIONS

The Council has previously given the City Manager policy direction to conduct an internal review of the Planning and Development Department. A Project Team has been created to perform this review. This report has outlined the scope, approach, and status of the Project Team review for Council information and additional policy direction.

MBE/WBE

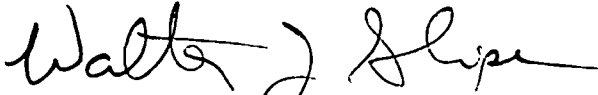
None.

Respectfully Submitted By:



JACK CRIST
Deputy City Manager
Project Team Leader

RECOMMENDATION APPROVED BY:

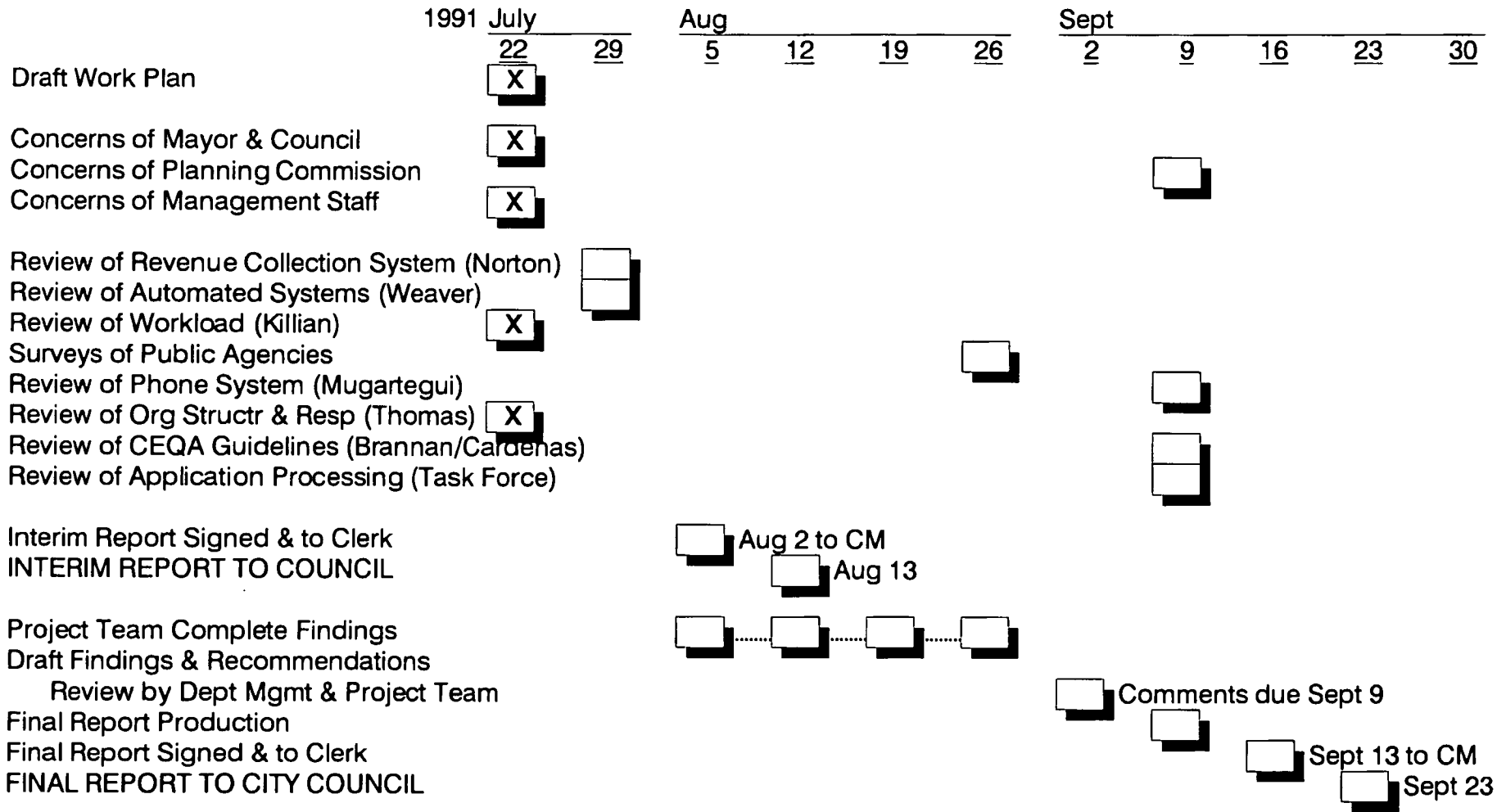


WALTER J. SLIPE
City Manager

CONTACT PERSON:

Jack Crist, Deputy City Manager, 449-5704

**City of Sacramento
 Planning & Development Department Organizational Review
 Workplan Time Table – REVISED 8/6/91**



COUNCIL MEMBER CONCERNS

1. Lack of Timeliness
2. Low priority of Council Initiatives
3. Organizational Review
4. Personnel Review
5. Budget Review
6. Policy Review
7. How has CEQA changed and how do we respond to these changes?
8. Sign Enforcement
9. Interface of Planning and Building Division
Interface with other Departments and other Agencies
10. Review of Specializing Planners in an Assigned Area vs. Non-Specialization
11. Review of staff workloads
12. Review of training program for staff
13. Streamlining Processes
14. Assistance from consulting firm
15. Program Planning
16. Informing Committee with the status of reports
17. Better time management of reports to Committee
18. Team effort with other Departments coordinated through the Manager's Office
19. Compare timeliness of other similar cities and growth patterns
20. Procedures for follow-through on Council requests
21. Compare costs of processing to other Agencies and Cities
22. Review of salaries (to be reviewed separately)
23. Survey of other City Department Staff and Redevelopment Agency Staff

24. Compare staff size to other Cities
25. Transportation Planning; Public Works or P&D
26. Public meetings and workshop training
27. Design review should be equal in all geographical areas