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PLANNING AND BUILDING
DEPARTMENT

CITY OF SACRAMENTO
CALIFORNIA

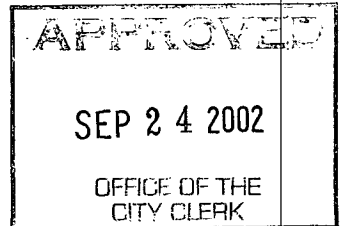
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BUILDING DIVISION

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September 19, 2002

City Council
Sacramento, California



Honorable Members in Session:

**SUBJECT: DEVELOPMENT OVERSIGHT COMMISSION WORKSHOP: DISCUSSION AND
FEEDBACK ON FIRST ANNUAL REPORT AND RECOMMENDATIONS.**

LOCATION AND DISTRICT: Citywide

RECOMMENDATION:

It is recommended that the City Council provide feedback to the Development Oversight Commission on it's first annual report and recommendation.

CONTACT PERSONS: Dennis Richardson, Chief Building Official, 264-5956
Kirsten Garrard, Planning Analyst, 264-2986

FOR COUNCIL MEETING OF: September 24, 2002

SUMMARY:

The Development Oversight Commission (DOC) was established by the City Council as recommended by the 1999 Mayor's Commission on Development. The DOC has been working to ensure implementation of the 1999 Mayor's Commission on Development (1999 Commission), provide a forum for development services related input and to recommend actions to streamline the City's development process. The DOC is requesting Council feedback on it's first annual report and recommendations prior to soliciting public input on it's recommendations.

BACKGROUND INFORMATION:

The current Development Oversight Commission was established as a result of the 1999 Mayor's Commission on Development recommendation. The DOC was established with the

following purposes:

- A. To assure the proper implementation of recommendations from the Mayor's Commission on Development that were approved by the City Council on July 20, 1999;
- B. To provide a forum that enables the public to introduce and discuss suggestions, comments, and concerns regarding the procedures and processes of the City's Development Services function; and
- C. To modify, enhance, and create new recommendations that will streamline the process of developing in the City of Sacramento.

The DOC worked very diligently during their first year to solicit public input, review development processes, practices and procedures with staff, review progress on implementation of the recommendations from the 1999 Mayor's Commission on Development, and formulate ideas for additional improvement.

The DOC will be presenting a draft of it's first ever annual report and recommendations for City Council input and feedback. It will incorporate feedback from the Council and during the month of October, solicit community feedback via 5 community meetings (one in each of the 4 Neighborhood Services Areas during the evening and one business hours meeting downtown). Feedback solicited at each of the community meetings will be incorporated into the report for final presentation to your Council on November 19.

FINANCIAL CONSIDERATIONS:None.

POLICY CONSIDERATIONS:

The actions and goals of the DOC are in line with the City's Strategic Plan vision to be "The City of choice to live, learn, work and play". Many of the DOC's recommendations match with the Strategic Plan goals and the newly adopted Infill Policy.

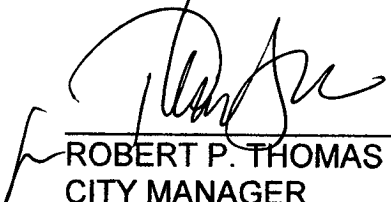
ENVIRONMENTAL CONSIDERATIONS:


The subject of this report is not, in itself, a project. The subject of this report does not involve a project which requires compliance with the California Environmental Quality Act (CEQA), inasmuch as it does not involve an activity which may cause a direct or indirect change in the environment (Public Resources Code Section 21065).

ESBD EFFORTS: Not Applicable, no goods or services are being purchased.

RECOMMENDATION APPROVED:

Respectfully submitted,


ROBERT P. THOMAS
CITY MANAGER


Dennis Richardson
Chief Building Official



**Development
Oversight
Commission
Annual Report
2002**

DRAFT



**Development Oversight Commission
Draft Annual Report
September 24, 2002**

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Development Process Team Proposed Workplan for Improving the Development System

Development Oversight Commission Commissioners

James Gately, Chair
Building Industry Professionals Appointee

Mark Abrahams, Innovation Subcommittee-Chair
Building Industry Professionals Appointee

Alberto Esquivel
Public At Large Appointee

Brian Holloway, Monitoring Subcommittee-Chair
Building Industry Professionals Appointee

Michael Justice
Building Industry Trade Organization Appointee

Daniel Larkin
Public At Large Appointee

Michael Malinowski, AIA Communication Subcommittee-Chair
Building Industry Trade Organization Appointee

Johan Otto, Vice Chair and Infill Subcommittee-Chair
Building Industry Professionals Appointee

Bruce Starkweather, AIA
Building Industry Professionals Appointee

**Development Oversight Commission
Staff Development Process Team**

Gary Alm,
Public Works Department

Dave Brent
Utilities Department

Kirsten Garrard
Planning Division

Art Gee
Planning Division

Thomas Lee
Office of the City Manager

Troy Malispino
Fire Department

Dennis Richardson
Building Division

Gary Stonehouse
Planning Division



**DEVELOPMENT OVERSIGHT
COMMISSION**

CITY OF SACRAMENTO
CALIFORNIA

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September 24, 2002

Honorable Mayor Fargo and City Council of the City of Sacramento;

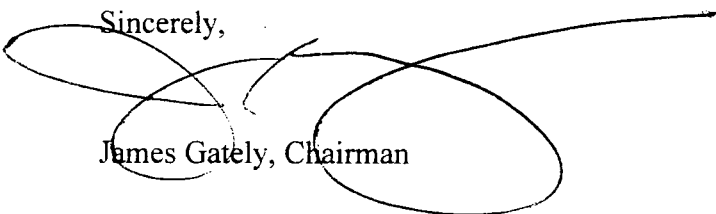
The Development Oversight Commission (DOC) is pleased to present a draft of our first annual report and recommendations. We appreciate your review and feedback and after incorporating your comments, will present this draft to the community for review and input. We will then revise our report based on comments and suggestions received and present our final report to the City Council in November.

As you review this draft report, please note that some recommendations will require the expenditure of City funds. The Commission is cognizant that the City is in a tight financial position, but believes additional expenditures are necessary to provide the level of service required to promote quality development. The City must be able to positively and swiftly react to highly desired proposals that may require fast track development such as a Central Business District high rise building, a much needed neighborhood retail center or a distribution facility in Natomas. Our commission was established last year for the following purposes:

- A. To assure the proper implementation of recommendations from the Mayor's Commission On Development that were approved by the City Council on July 20, 1999;
- B. To provide a forum that enables the public to introduce and discuss suggestions, comments, and concerns regarding the procedures and processes of the City's development services function; and
- C. To modify, enhance, and create new recommendations that will streamline the process of developing in the City of Sacramento.

This is the draft of our first annual report to the Mayor and City Council. We look forward to receiving your feedback.

Sincerely,


James Gately, Chairman



OVERVIEW OF FIRST YEAR

Overview of the First Year

During our first year the Commission met monthly and solicited public input, reviewed development processes, practices and procedures with staff, reviewed progress on implementation of the recommendations from the 1999 Mayor's Commission on Development (1999 Commission), and formulated ideas for additional improvements. Highlights from this first year were:

1. **Public Outreach and Input:** The Commission conducted extensive public outreach regarding its meetings and activities. Even with this outreach effort, public comment was substantially less in comparison to the 1999 Commission. Individual commissioners received personal feedback but public input was minimal at our regularly scheduled meetings. Although we believe there is still room for improvement, we take this to mean the city has already made significant progress since the 1999 Commission.

2. **Staff Participation:** While reviewing processes and procedures with staff to determine areas of improvement, staff developed a set of recommendations to streamline, improve, and clarify the development process. After producing a significant set of recommendations on their own, City staff met with a subcommittee of the commission and further enhanced, modified, and prioritized their workplan. The key goals of the workplan are:

- Goal I. To establish and streamline process timeframes.
- Goal II. To reduce surprises and increase certainty.
- Goal III. To increase and improve communication.

The staff initiative to review processes and recommend improvements is clearly a step in the right direction. The workplan is endorsed by this Commission and will, if properly implemented, significantly improve the development process.

3. **Commission Recommendations:** In addition to our input into staff's workplan, the commission has developed a list of broader recommendations that in some instances exceeds the development services group's authority to implement. A majority of these recommendations require City Manager or City Council action. These recommendations will be reviewed by the community once we receive Council feedback, appropriately modified and incorporated into our final report to your Council in November.

In summary, our recommendations are to:

- Develop a Common Vision and Mission Statement
- Create a Common Sense Ordinance
- Measure Progress
- Improve Human Resources Support
- Create a Best Practices Program
- Create City Certification of Developmental Professionals Program
- Improve Leadership, Delegation and Customer Service
- Study the Establishment of Formal Community Councils
- Implement a Comprehensive Infill Policy



SECOND YEAR PLAN

Second Year Plan

To progress into our second year and perform our appointed mission, the Chair has appointed the following four subcommittees:

1. **Monitoring Subcommittee- Chairman Brian Holloway**
2. **Innovation Subcommittee- Chairman Mark Abrahams**
3. **Communication Subcommittee- Chairman Michael Malinowski**
4. **Infill Subcommittee- Chairman Johan Otto**

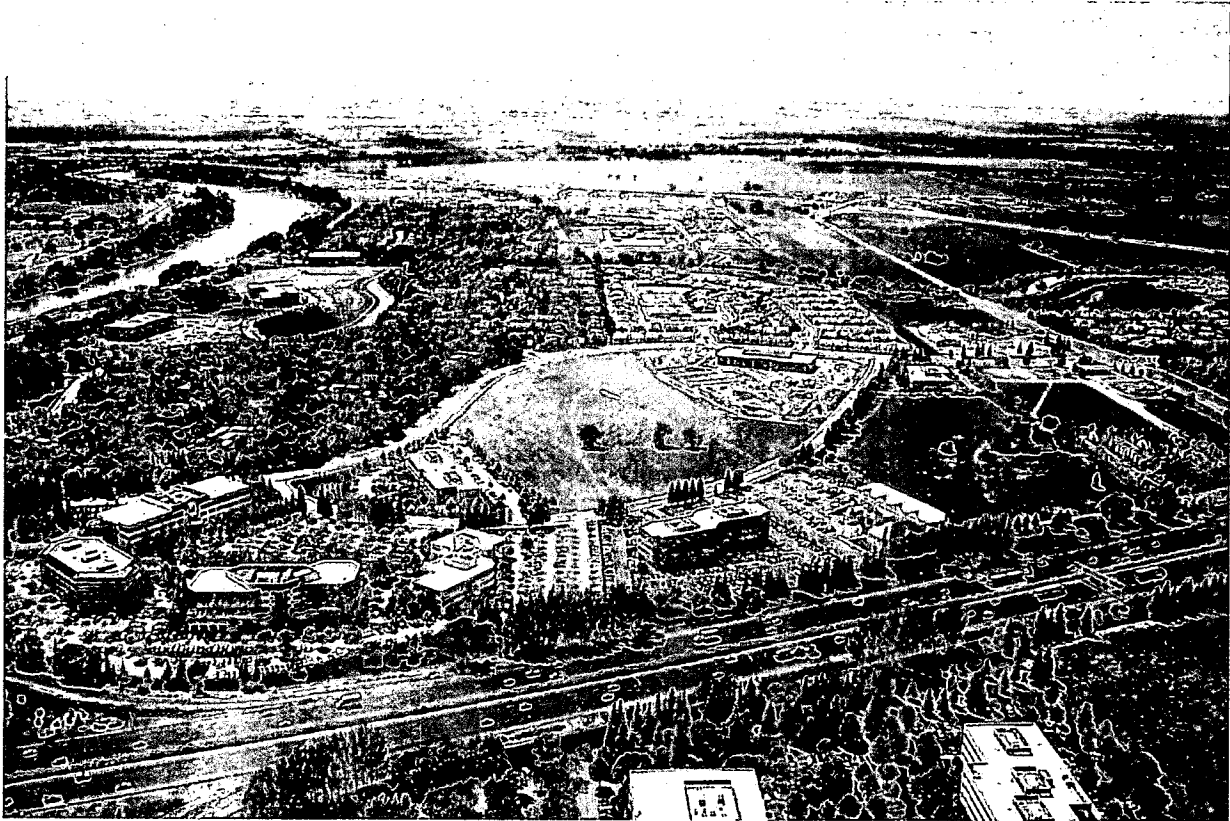
Each subcommittee will meet during the year as necessary and update the full Commission semiannually . Subcommittee duties will be as follows:

Monitoring Subcommittee- Measure, monitor and evaluate implementation of the 1999 Commission recommendations, the current commission's recommendations, and the staff work plan prioritized for realistic implementation. Additionally, it will monitor the City's success in becoming a development friendly city with a streamlined, time certain development process. Methods to be used include periodic surveys, statistical reports, regular feedback from applicants and personal interviews.

Innovation Subcommittee- Operate as an additional conduit for new ideas by researching and proposing process and technological innovations potentially helpful to development services. To accomplish this task, subcommittee members will interact with other jurisdictions, the community, and City staff to continuously search for service improvement ideas.

Communication Subcommittee - Expand channels of communication for users of the development processing system and the general public to provide comments and suggestions to the DOC and City staff. Tools that will be used to accomplish this include e-mail, fax, phone, and post office box contacts that have already been established, a speakers bureau of DOC members, increased public outreach, web information, and customer feedback.

Infill Subcommittee- Monitor the City's progress in implementing the recently adopted Infill Strategy and report this progress to the DOC for inclusion in our annual report. This committee will work with the development services group to strategize expansion of the City's Infill Policy.



**PROGRESS UPDATE ON THE 33
ISSUES/RECOMMENDATIONS
FROM THE 1999 MAYOR'S
COMMISSION ON
DEVELOPMENT**

**PROGRESS UPDATE
ON THE ORIGINAL 33 ISSUES/RECOMMENDATIONS
FROM THE MAYOR'S COMMISSION ON DEVELOPMENT (1999)**

BACKGROUND

From Report to the Mayor, City Council, and City Manager, July 20, 1999.

The Mayor's Commission on Development ("1999 Commission") was established in December 1998 in response to numerous media and public complaints that the City's processes and procedures were cumbersome, lengthy and not responsive to the public. The public perception was that the City's processes and procedures were designed and/or managed to hinder and delay, rather than to facilitate development. This perception was in direct conflict with the City's desire and efforts to encourage economic development to ensure a financially viable City. The 1999 Commission conducted an investigation and fact-finding to establish the status quo and to provide a base for recommendations, evaluated the information gathered, established a vision for the City's development services processes and procedures, and formulated recommendations for improvement.

The 1999 Commission determined that the City's processes and procedures were inadequate to achieve the "Vision" of a City with a world-class development process. The City did not have a "Vision" or Mission Statement to guide the departments involved in the process. The departments involved were not coordinated, staffing and staff training was inadequate, the public and staff facilities were inadequate, formal oversight and a forum for public input did not exist, and fiscal accountability was lacking.

The 1999 Commission's final report contained thirty-three specific recommendations. (See attached) It is important to note here that over the past twenty-five years, at least four formal investigations and numerous internal studies have been conducted due to customer dissatisfaction. Though it would be impossible to measure the success and failures of these previous investigations, it can be assumed that many of the recommendations for change were not implemented or were abandoned for various reasons such as management changes, budget constraints, and departmental restructuring. The 1999 Commission was wise to include as one of its recommendations the creation of an Oversight Commission to report to the City Council its findings regarding the status of services provided, areas of concern, and recommendations for improvement.

EVALUATION

This is an update on the progress made towards completing the original thirty-three recommendations. As would be expected with any set of rigorous and comprehensive goals, some have been fully and successfully implemented, many are in progress, aiming towards completion, while others have been delayed, overlooked or need improvement. It is obvious, as indicated by the recommendations of the DOC, that many of the problems highlighted by the 1999 Commission remain. What might not be so obvious is the sustained effort by City staff to improve and upgrade its processes and procedures, to improve customer relations and to provide a high level of service by opening the new North Permit Center and finding ways to utilize new

technologies, all during a period of unprecedented growth where employees are stretched to their limits just attempting to complete their day-to-day responsibilities.

Successes

It could be said that the state of the development services in 1998 was a disaster. At least one major developer was threatening to stop building new projects in the City of Sacramento. Based on a customers' satisfaction survey, there was an extreme level of customer dissatisfaction and frustration with the City's development service process. Counter customers could be in line for hours, literally. Staff seemed poorly trained and generally reluctant to provide a high level of customer assistance. The use of new technologies seemed inadequate, compared to other jurisdictions. Decision-making between the major departments seemed divisive and uncooperative. The physical facilities at 13th Street were very customer unfriendly. Ideas for positive change were discarded or ignored. The number of people willing to publicly testify to the City's inadequacies was staggering. In short, doing business with this division of the City of Sacramento was challenging and very frustrating.

Development services has made a great turnaround since those dire times. An Ombudsman position was created to handle issues for customers needing interdepartmental resolutions. Customer friendly employees have been hired and trained. Based on the few responses the Commission has received from the public, the level of customer frustration and unhappiness has decreased greatly. Doing business at 13th Street is far easier, the counter process being much better organized with fairly short waiting times. The North Permit Center is open and has adopted many of the positive attributes successfully working at other jurisdictions. The major managers from Building, Planning, Utilities, Public Works, and Fire have established the Development Process Team and created a work plan for improving the Development system. The 3 major goals set out by this group are to:

1. Reduce surprises and increase certainty
2. Increase and improve communication
3. Establish and streamline process timeframes

Just the understanding of the need to create these goals, and the positive manner in which they were established, has helped in the early stages of a cultural change of thought and conduct in the development services process. A good start has been made towards the goal of becoming a world class, development friendly city.

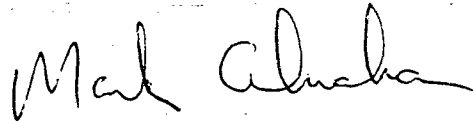
Areas Needing Improvement

The DOC used the 1999 Commission report as a starting point for its discussions and investigations. By comparing the 1999 list with the most recent one, it is clear that many of the issues remain to be problem areas. For example, a Development Services Vision and Mission Statement has not been created. Process benchmarks to facilitate measurable success or feedback have not been produced, nor has much work been put forth developing a full disclosure permit process and procedure information system. Though lessened to a degree, inconsistencies in code interpretation remain between plan checkers as well as field inspectors. Consolidation of all development service fee collections to one location has not been facilitated. Disclosure of fee information, either in pamphlet form or on the web, is still non-existent. The "cubby hole" cabinet at 13th Street, designated as a self-help center containing information such as City of Sacramento code requirements and building practices, remains empty. Though there has been much discussion of creating a Project Manager position to assist applicants with complex or

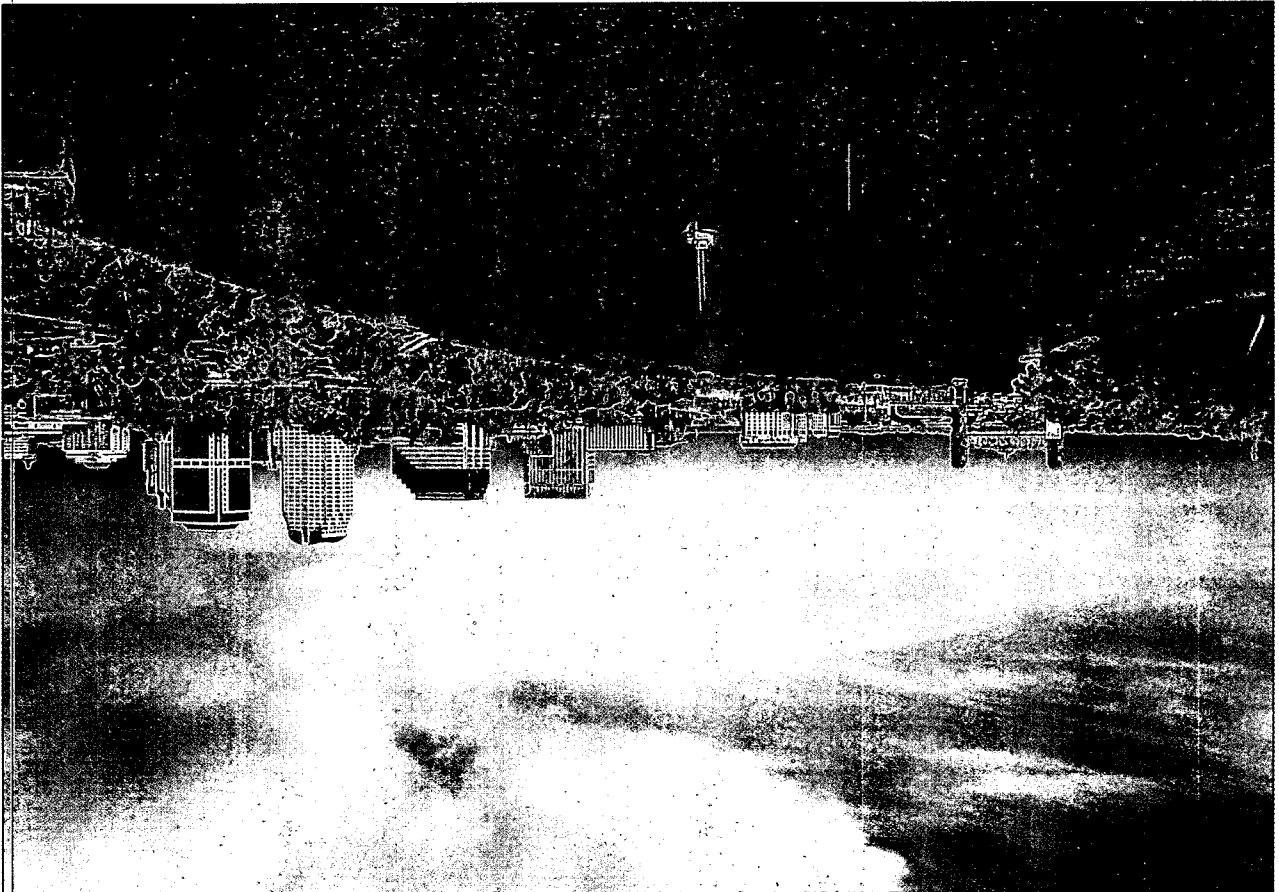
special projects, none has been hired. A south area customer service area, though potentially costly and possibly unneeded, has not been established, even on a trial basis. Customer service surveys have not been conducted annually to measure levels and trends of customer satisfaction. We should not wait for the next onslaught of complaining customers to be the impetus to take a survey. The DOC should be given the responsibility and budget to conduct annual customer satisfaction surveys.

As discussed in the Successes section above, great progress has been made, but much work remains. Most of the problem areas described above have been highlighted again during this round of discussions and recommendations. The DOC remains committed to and is focused on its "Vision", for Sacramento to become of a city with a world-class development process.

Mark Abrahams
Member, Development Oversight Commission, 2002
Member, Mayor's Commission on Development, 1999

A handwritten signature in cursive script that reads "Mark Abrahams". The signature is written in dark ink and is positioned below the typed name and titles.

Staff Work Plan



SUMMARY OF DEVELOPMENT PROCESS TEAM
WORKPLAN ITEMS
PRIORITIZED FOR ACTION
DURING THE NEXT TWO YEARS

ESTABLISH AND STREAMLINE PROCESS TIMEFRAMES:

Establish benchmarks, timeframes, and framework for feedback / measurement:

Feedback and early intervention when roadblocks exist and timeframes are not met.

Analyze what policies and actions it will take to reduce project approval timeframes by 50%.

Process Improvements:

Evaluate and prioritize existing processes for re-engineering.

Implement teams for re-engineering efforts.

Update technology to support re-engineered processes.

Staff training and culture change to promote staff level project issue resolution, options development, negotiation and other behaviors to figure out ways to deliver projects in a timely manner.

System-wide project management framework and teams:

Hire project management team.

Create a pool of existing staff trained on project management framework.

Innovation Team and Efforts:

Create teams to develop and test new processes.

Clarify process for concurrent processing of entitlements and permits.

Implement next-day and next week plan review process prototypes.

Implement electronic submittal and plan review prototypes.

Implement incentives and special staff assistance for priority programs / projects:

Infill

Affordable Housing

Economic Development

Adaptive Reuse

Commercial Corridors

Historic Structures

Amend the zoning ordinance to allow more uses by right.

Expand the use of staff level approvals:

Policy consistent entitlements with City Council call-up if needed.

Reduce PUD detail, less amendments.

Flexible interpretation of standards for infill.

Evaluate and Provide Needed Resources:

- Fill and upgrade existing positions.
- Develop strategies to fill gaps in resources with temporary resources.
- Perform workload analysis to determine resources for base workload.
- Implement system-wide budget process.
- Evaluate existing fees for cost recovery.
- Consider expansion of reserve funds to ensure long-term resource balance.

Develop and begin implementation of automation and technology strategic plan.

- Short-term document tracking and management solution.
- Short-term field inspection information data-entry solution.
- Geographic Information System (GIS) enhancements.
- Strategic planning and project definition for system wide internet based development system.

REDUCE SURPRISES AND INCREASE CERTAINTY:

System-wide application triage process.

Coordinated pre-submission process.

Resolve handoff issues through improved use of internal policy coordination meetings.

Update codes, ordinances, standards and policies:

- Design review
- Traffic level of service standard in target or infill areas.
- City street standards.
- Building and Fire Codes.
- Zoning Ordinance
- Common Sense Ordinance

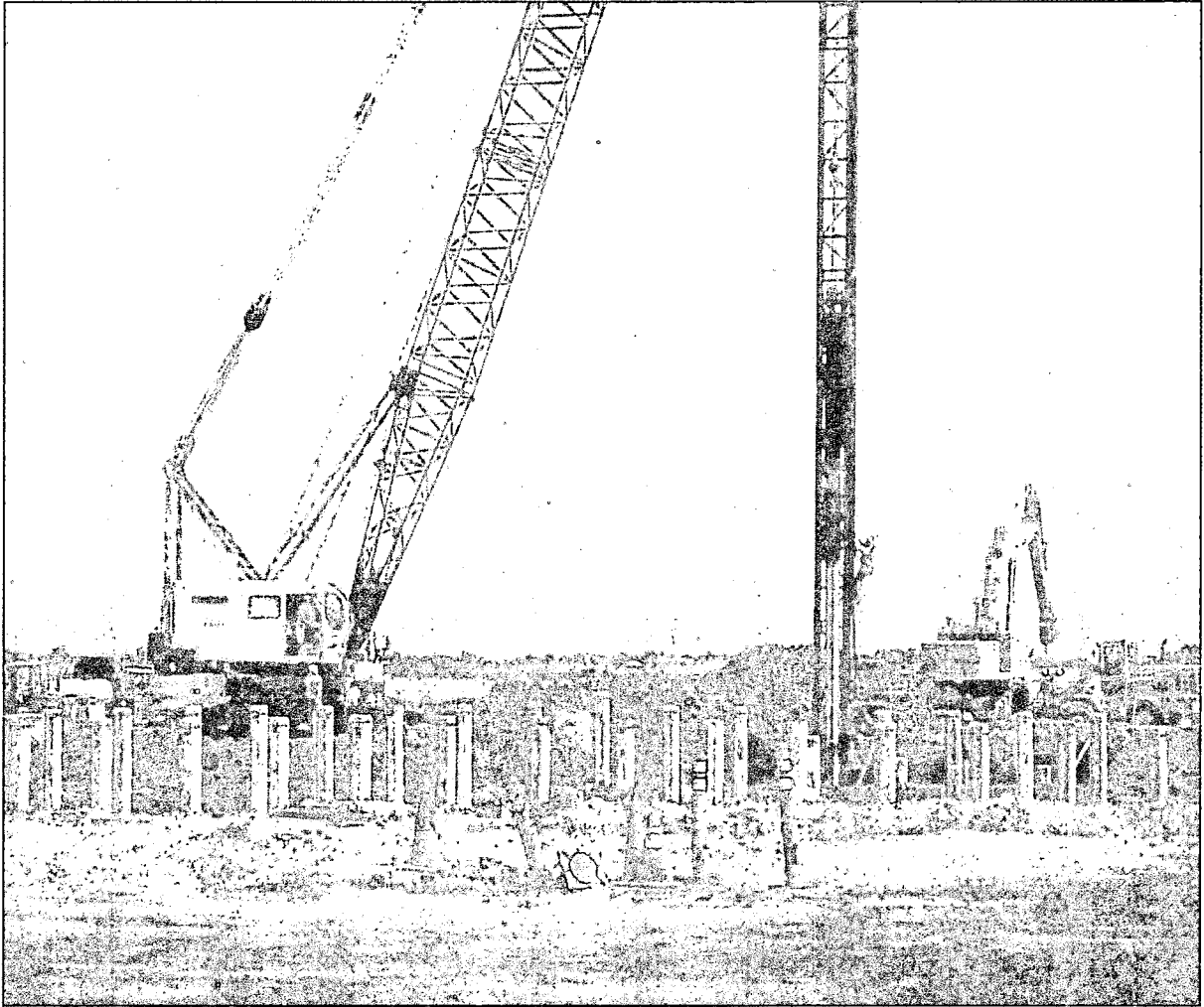
INCREASE AND IMPROVE COMMUNICATION:

Establish system wide vision, mission statement, values and goals.

Improved customer education and outreach utilizing a city staff and industry development training academy, regular communication updates and DOC meetings.

Improve internal communications, handoffs and external communication standards: early complete information, access to information and decisions, project tracking improvements.

Provide improved neighborhood input and outreach assistance to applicants.



GOALS AND RECOMMENDATIONS

Development Oversight Commission Goals and Recommendations

Overall Goal

Assist the City of Sacramento in becoming a development friendly city with a streamlined, time-certain development process that encourages and promotes quality, cost-effective and sensible development while creating jobs and revenue and sustaining our excellent quality of life.

Recommendations

1. Develop a Common Vision and Mission Statement

Create an interdepartmental mission statement reflecting a first class, well managed development services operation. The mission statement should emphasize that efficient and timely completion of successful projects is the goal for all departments.

2. Create a Common Sense Ordinance

Create an administrative alternative means section in the City Code for all departments to allow the issuance of respective permits or partial permits or other entitlements notwithstanding the fact that another administrative procedure is in place. This will allow issuance of permits meeting the spirit of the City Code and other applicable regulations thus streamlining the development process in a controlled manner.

3. Measure Progress

The DOC and staff should continually monitor, review, modify and enhance the development services process. During our review, it became clear the City was not actively monitoring its' success in implementing all of the 1999 Commission's thirty-three recommendations. While some of the 1999 Commission's recommendations have been or are being implemented, others have not moved forward due to a lack of resources and/or focus.

Goals and recommendations should be communicated to all staff involved in the development process. Public input should be solicited through the use of such tools as surveys and suggestion boxes to ascertain improvement. Staff should monitor achievements made by the City and report to the DOC monitoring subcommittee on a quarterly basis.

4. Improve Human Resource Support

The city needs to maintain a full complement of qualified staff to achieve the level of service demanded by the development community. The Commission identified three areas for improvement related to human resources. These were: lack of effectiveness in filling critical vacancies, attraction and retention of quality employees and customer service training.

The Human Resources department needs to be proactive in assisting Development Services in successfully filling critical positions to achieve their goals. A significant obstacle to progress that we noted during our review was vacant staff positions and long lead times filling them. As quickly as possible, the city needs to fill the Project Manager positions and reappoint a permanent City Ombudsman. However, not all vacancies can be anticipated, therefore, more attention is needed to bring on consultants or other temporary resources when needed to maintain the quality and swiftness of services.

Additionally, staff attraction and retention of the most qualified personnel for vacancies appears to be a problem. Sacramento needs to be competitive not only with other municipalities but also with the private sector.

In addition to their technical expertise, existing employees and new hires should be reviewed for their ability and willingness to provide excellent customer service. Also, quality of customer service provided should be a significant factor in employee hiring and reviews and promotions

5. Create a Best Practices Program

All departments having a role in the issuance of entitlements and permits should adopt a Best Practices Program to communicate required information to applicants. Examples include samples of completed and acceptable project submission documents, copies of the plan check checklist used by staff, and ideal project formats.

6. Create City Certification of Development Professionals

The development services group should implement a program for qualifying licensed professionals that will train, test and certify them on all submittals, including calculations and plan check lists needed for review and used by the City. This program would allow the successful enrolled participants to certify and preapprove their plans, resulting in expedited review and handling by the City depending on level of risk, degree of complexity and frequency of submission.

7. Improve Leadership, Delegation and Customer Service

The City Council needs to empower and encourage staff to make reasonable and intelligent decisions from the highest level to the lowest within the departments. The City Council and City Manager must take the leadership role in infusing a "Can Do" attitude throughout development services.

At times, staff simply act as a roadblock, listing numerous reasons why a good project or development cannot move forward, while not exploring or suggesting ways in which it can be completed successfully. Staff needs to help the client/applicant in achieving a workable solution for the city and the applicant. The development service process must be friendly not only to the development community, but to all customers from large developers to small builders, technically and politically savvy or not.

8. Study the Establishment of Formal Community Councils

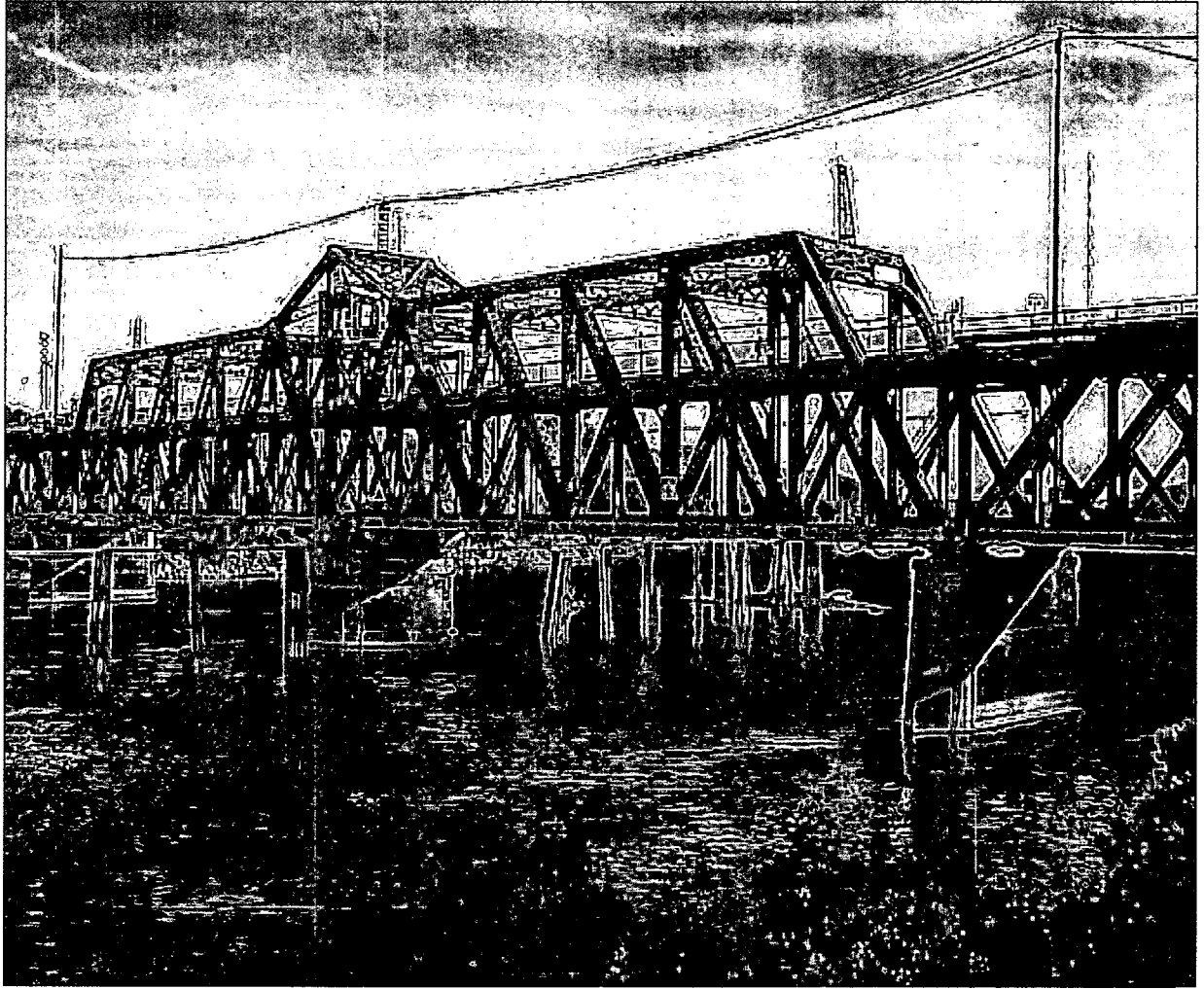
Sacramento has a rich history of active neighborhood groups participating in the development process. Organized community input is critical to all development decisions made by the City and it must be encouraged to the fullest. The establishment of formal Community Councils, with members appointed by the Mayor and/or City Council Members, should be studied to determine whether this course of action could provide more effective neighborhood input into the formal planning process.

A formalized Community Council will assist developers in proactively contacting appropriate neighborhood groups early in the process. Time lines for input must be formalized and responded to promptly. Organization and appointments are necessary, as on many occasions a number of groups will provide input and their comments conflict with each other on the same project. Small factions of community groups have at times derailed the system to the detriment of the City by frustrating the attempts of the others in the community to provide good, solid development such as infill.

9. Implement a Comprehensive Infill Policy

The City's adopted infill strategy should take full advantage of the tools already available or proposed, including the Ombudsman, Project Management System, Common Sense Ordinance and Infill Coordinator. To make this strategy most effective, the Infill Coordinator should be given broad latitude to cross department lines in the interest of expediting resolution of the often tough and conflicting issues facing infill and adaptive reuse development.

The Infill subcommittee will explore initiatives and policy adjustments to expand the current Infill Strategy for broader use for the emerging citywide aging building stock that will require unique and innovative Development Services processes for their effective updating and reuse. This could include preentitled parcels in existing neighborhoods, fee waivers for upgrading buildings in blighted areas and flexible code interpretation for older structures.



Proposed Public Input Process

Development Oversight Commission Annual Report Proposed Public Input Process

September 24:

City Council Workshop and Council Feedback
(Commission to incorporate Council Feedback into report)

October 1-31:

5 Community Meetings*

- 1 Evening Meeting in Neighborhood Service Area 1
 - 1 Evening Meeting in Neighborhood Service Area 2
 - 1 Evening Meeting in Neighborhood Service Area 3
 - 1 Evening Meeting in Neighborhood Service Area 4
 - 1 Daytime Meeting Downtown
- (Commission to incorporate Community feedback into report)

November 19:

Final Development Oversight Report presentation to City Council

*Commission will also send flyers to neighborhood and business organizations offering to speak at organizational meetings.

Appendix A

1999 Mayor's Commission on Development 33 Issues and Recommendations

33 Issues/Recommendations from the Mayor's Commission on Development (1999)

	Implemented Ongoing Work Plan			Staff Comments
Sustain Current Effort				
1. Fully implement the suggestions that have been initiated and continue the changes that were implemented. The commission received testimony that past recommendations were either not implemented at all or initiated but not sustained. It is extremely important that progress to date continue.		X		<ul style="list-style-type: none"> ➤ Fully implemented suggestions 1, 3-12. ➤ According to building permit indicators, the rate of workload has increased 100 percent compared to the time at which the report was conducted.
Develop a Vision and Mission Statement				
1. Establish a "vision," mission statement, values and goals for the development process. These provide direction for decision making at all levels within the organization and measure to evaluate the operations. The "vision" should provide a bold statement of purpose. The mission statement provides direction. The values guide staff in decision making. The goals provide measures to evaluate effectiveness. The commission received testimony that consistent direction and decision making was lacking.			X	<ul style="list-style-type: none"> ➤ Individual departments, divisions and work units have visions and mission statements. ➤ Cooperative efforts have improved including consistency of direction. ➤ Additional work is needed to bring more alignment between various statements.
Improve Customer Service and Communications				
1. Conduct annual customer satisfaction surveys. The initial customer satisfaction survey presented to the commission indicated an extreme level of customer dissatisfaction and frustration with the City's development service process. The customers surveyed should include developers, builders and other industry participants as well as end users, occupants and homeowners. The City should set annual goals for improvement and utilize the customer satisfaction survey as a means to measure success and progress.		X		<ul style="list-style-type: none"> ➤ Two annual surveys completed for building. Additional surveys of customers and city council completed as requested. ➤ Jenkinson building customer survey - 1999 & 2000 ➤ Targeted customer survey - 2001 ➤ City council and city manager's office interviews - 2002
2. Establish benchmarks for the processes. These permit constant and instant feedback about the success of the process and facilitate early intervention when problems or roadblocks exist and the goals are not being met. The			X	

<p>commission received testimony that due to the lack of benchmarks, the problems that existed remained hidden for an extended period of time.</p>				
<p>3. Develop a full disclosure permit process and procedure information system. The commission received testimony that applicants were not fully informed early in the process regarding requirements, procedures and processes, the length of time the processes and procedures required and the total fees that were required. Numerous complaints were received that customers were quite unpleasantly surprised with additional requirements, fees and time delays.</p>			X	
<p>4. Establish a City staff and industry staff information exchange forum. The commission received testimony that an exchange of information regarding code interpretations, new standards, building techniques would result in a better relationship between the participants.</p>			X	
<p>5. Develop a strategy to promote consistency for field inspections. The commission received testimony that the field inspectors often were inconsistent in interpretation of the approved plans and code requirements.</p>		X		<ul style="list-style-type: none"> ➤ This is improving due to revised organization, recruitment of chief inspectors and additional training.
<p>6. Improve the information on the City's Web site. The information on the Web site should include permit requirements, permit applications, frequently asked questions and responses, status of applications in progress, fee information, inspection scheduling, information handouts and informing applicants regarding the status of the projects.</p>		X	X	<ul style="list-style-type: none"> ➤ Planning applications are accessible via the Web site. ➤ Planning fee information and planning advisory agendas on the Web site. ➤ Zoning ordinances are also available.
<p>7. Establish scheduled appointments for office and field inspections. The commission received testimony that customers were unable to schedule office and field inspections. This creates a hardship on the applicants, especially for a customer who had to take off from work and wait all day for an inspection. Testimony also indicated that inspections were cancelled or missed by field staff and the customer was not advised in advance.</p>		X		<ul style="list-style-type: none"> ➤ Appointment inspections are available when a residential home must be opened. ➤ Some appointments completed for plan review are planned. ➤ Early inspections and weekend inspections have been implemented.

8. Permit direct communication with plan checkers and inspectors.		X		<ul style="list-style-type: none"> ➤ Inspectors call before inspection and plan checkers give out desk phone number.
9. Utilize operators to answer the customers' inquiries and schedule inspections rather than voice mail.		X		<ul style="list-style-type: none"> ➤ Voice mail is still used but customer has the option to speak to an operator. ➤ IVRS system proposed with operator backup.
10. Require knowledgeable, responsive and trained staff to be an information and education resource for the industry and all customers. The commission received testimony that staff was poorly trained and generally reluctant to provide assistance. Staff serving as a resource will improve customer relations and should result in providing faster service through increased customer knowledge and awareness of requirements.	X	X		<ul style="list-style-type: none"> ➤ Counter now staffed with knowledgeable, experienced staff. ➤ Two more vacancies are pending to be filled at counter.
11. Extend hours of operation and consider weekend hours. The commission received testimony indicating that the current public counter hours (9 a.m. to 4:30 p.m., Monday through Friday) create a hardship for commercial and residential permit applicants. Homeowners are especially impacted by the current hours.		X		<ul style="list-style-type: none"> ➤ Hours at the counter are the same. ➤ Two counters are now open. ➤ Extended counter hours are planned with south permit center.
12. Increase over-the-counter plan check reviews. The commission received testimony and observed that successful cities stressed over the counter reviews rather than the City's practice of requiring the applicant submit projects for later back room reviews.	X	X		<ul style="list-style-type: none"> ➤ The majority of permits are conducted over the counter. ➤ Opening of north permit center and organization of staff into teams is intended to increase the number of over the counter and appointment plan checks.
13. Establish a pre-submission project review process. The commission received testimony that successful cities allowed an applicant to request a pre-submission review. This allows an applicant to modify the application in the preliminary design process and saves costly revisions during the formal plan check and review process.			X	<ul style="list-style-type: none"> ➤ The pre-submission process is ad hoc. ➤ Multi-department, system-wide process/template will be created by project management unit.
14. Minimize the use of the premium plan check review program. The commission received testimony that the premium plan check review process had the potential for staff abuse and was only extensively due to the inefficient regular plan checking review process. The premium plan check review process should be available in special circumstances, but should not be a common occurrence.	Yes	X	X	<ul style="list-style-type: none"> ➤ Premium plan check (overtime only) is not being used. ➤ A number of consultants have been hired and the process is being re-engineered to provide a menu of different processes/alternatives.

<p>15. Limit plan check review comments and field inspection comments to code requirements. The commission received testimony that plan check and field inspection comments often reflected the individual preference of the plan checker or field inspector rather than code requirements.</p>		X	X	<ul style="list-style-type: none"> ➤ Progress is being made and more work is needed in this area.
<p>16. Restrict review of plans resubmitted with City-requested corrections unless a life safety issue is detected. The commission received testimony that the staff involved in the plan check process often conducted a complete review of plans resubmitted. This resulted in delays and new requirements on plan items previously approved.</p>		X	X	<ul style="list-style-type: none"> ➤ Progress is being made and more work is needed in this area.
<p>17. Pursue a regional development services process. The commission reviewed the SMART permit process that was implemented in the south San Francisco Bay Area. Initially, 29 local agencies were able to adopt common building standards. This assists development in the region by eliminating local exceptions. Currently, more than 100 local agencies have joined this program. This results in efficiencies for the applicants and local agencies involved.</p>		X		<ul style="list-style-type: none"> ➤ Internal discussions about common amendments are underway for building. ➤ Common fire code amendments are being formalized with adoption scheduled for November 2002.
<p>18. Develop consistent and clear design review standards. The commission received testimony that design review standards were not consistent or clear. The testimony indicated that staff applied different standards to projects. In addition, testimony indicated that the standards were not clear or easy to understand.</p>		X	X	<ul style="list-style-type: none"> ➤ Planning has adopted multi-family design review standards; single family standards are in progress.
<p>19. Consolidate all development service fee collections and provide comprehensive fee information on the City Web site and in pamphlet form. The commission received testimony that customers had to pay fees in several locations and that comprehensive fee information was not available.</p>			X	<ul style="list-style-type: none"> ➤ More work is needed. ➤ City is presently trying to recruit an accounting manager and Program Manager
<p>20. Expand the use of technology. The City has begun to utilize technology to assist in the processing of applications. However, the use is limited internally and all the staff involved in the process are not participants. A pilot SMART</p>	Yes	X	X	<ul style="list-style-type: none"> ➤ Building issues: ✓ Firewall issues with internet permit tracking. ✓ Long term focus is on further developing IVRS, electronic permit applications, CAD permit applications and scanned

<p>program is being developed to allow plan check review via the Internet using computer-assisted drawing (CAD) technology. The City should consider developing a pilot CAD plan to check review program via the Internet in partnership with a local architectural firm. The City should strive to utilize technology interaction with customers and the public.</p>				<p>issued permits.</p> <ul style="list-style-type: none"> ➤ Planning issues: ✓ Permits are on the Web. ✓ Ordinances and standards are partially on the Web. ✓ Utilizing automate permit system.
<p>21. Establish a historic and vintage structure team. Remodeling and renovation of older structures often presents unique challenges and requires thinking outside the box to achieve the applicant's goals and still meet the building and safety codes. A dedicated City staff team given training in the technical building and safety codes and design requirements for this type of construction could facilitate meeting the applicant's and City's goals.</p>			<p>X</p>	<ul style="list-style-type: none"> ➤ Positions to staff this function are vacant. ➤ Historical structures now addressed through existing management.

Formalize the Development Services Process				
1. Establish a development services cabinet composed of all the managers of the disciplines involved in the development process. The cabinet should meet periodically to discuss the status of projects, potential new projects and any issues of concern. The commission received testimony that the relationships and cooperation among the divisions and departments involved in the process often was lacking.	Yes			<ul style="list-style-type: none"> ➤ Cabinet has been formed, however, due to its size a number of smaller meetings take place. Interdepartmental coordination meetings include: <ul style="list-style-type: none"> ✓ Planning/Building/Utilities/Fire – development process team ✓ Public Works/Planning – policy and project ✓ fire review policy ✓ Building/Fire/Public Works – project delivery coordination meetings ✓ Building/Public Works/Utilities – plan check/inspector consistency meetings ➤ Need to focus on recording and sharing the info.
2. Implement the formalized operational agreements. The staff involved in the daily development service process should receive direction from the development services manager regarding processing priorities and scheduling. The department managers assigning operational staff to the development services department retain full responsibility for professional supervision and selection of staff.	Partial	X		<ul style="list-style-type: none"> ➤ Operational agreements with utilities. ➤ Agreements needed for fire and housing and dangerous buildings.
3. Assign responsibility for project monitoring to the public counter manager. The commission observed the success of the project monitoring management in the City of Fremont, Calif, in keeping projects on schedule and intervening in a pro-active manner when problems were evident.	Yes			
4. Create special project managers for complex projects. These special project managers would assist the applicant through the process. The special project managers would create a team of appropriate City staff to work with the applicant to establish a mutual understanding of the City's and applicant's requirements, timelines, and deliverables. The role would be as a facilitator, not a project advocate. The commission received testimony that the City of San Diego was very successful with complex projects utilizing special project managers.			X	<ul style="list-style-type: none"> ➤ Project management team has been approved and is currently being recruited.
5. Include all disciplines in the field inspection process. The commission received testimony that special conditions imposed in the planning process were frequently overlooked in the field inspection process. This results in incomplete or unacceptable project situations that create customer and citizen complaints.			X	<ul style="list-style-type: none"> ➤ Proposal for site conditions inspections has been approved. Fee and recruitment needed.

Improve the Physical Facilities				
<p>1. Develop a plan to provide for future adequate facilities. The initial step is to consider low budget improvements to the present facility. This could include moving nonessential staff to other locations and relocation of the public counter to the first floor. The next step is to relocate into a new facility. The facility should be centrally located, near a freeway with good access, and feature free public street parking designed for contractor vehicles.</p>	Yes	X		<ul style="list-style-type: none"> ➤ North permit center open and 90.percent complete. ➤ Revisions/relocations at 1231 I Street underway. ➤ Floor plan/layout for new city hall annex is complete.
<p>2. Establish neighborhood customer service centers in the north and south areas of the City. These centers will reduce travel requirements for the customers and help reduce traffic congestion in the downtown area.</p>	Yes		X	<ul style="list-style-type: none"> ➤ North permit center open and 90 percent complete. ➤ South permit center pending budget considerations.
Create a Mayor/City Council Appointed Oversight Commission				
<p>1. Establish an oversight commission to create a formal review and oversight process involving members of the public, industry representatives and customers. This will promote accountability and establish a forum for external input regarding the procedures and processes. The oversight commission should meet bi-annually to receive a report by the development services cabinet regarding the status of the services provided, areas of concern and recommendations for improvement. The oversight commission should also receive testimony from the industry and the public regarding the development services process. Following the meeting, the oversight commission should forward a report to the city council summarizing its findings.</p>	Yes	X		

Establish a Development Service Enterprise Fund				
1. Establish a full enterprise accounting system for the fees and costs related to development services. The partial enterprise accounting system approved by the city council on March 9, 1999, does not fully address the need to associate fees with expenditures. The commission received testimony that development services fees should cover all the costs of providing the service.	Yes		X	<ul style="list-style-type: none"> ➤ Building permit reserve fund established and healthy. ➤ Structural issues remain to be resolved with staffing agreements and indirect plan. ➤ Evaluating feasibility for other development functions to create reserve funds.
2. Staff for normal operations. The commission received testimony that the City's staffing patterns lagged behind the construction cycle. This resulted in under staffing during boom periods and over staffing during downturns. Staffing for normal operations and the utilization of overtime, limited term employees and/or contract consultants for peak periods would lessen the impact of the construction cycle on ongoing operations.	Yes	X		<ul style="list-style-type: none"> ➤ With the expansion of Natomas, it is not clear what is normal and what is peak. ➤ Approved positions are not all filled. ➤ Consultant resources being utilized for Building/Public Works/Utilities. ➤ Overtime and limited term employees utilized by all departments.

Appendix B

Development Process Team Proposed Workplan for Improving the Development System

Goal I: To Establish and Streamline Process Timeframes.

OBJECTIVE (LETTER)/ACTION ITEM (NUMBER)	PRIORITY	PROCESSES	STATUS	DEPENDENCIES	ACTION REQUIRED
A. Establish benchmarks for the processes (MC) to permit constant and timely improvements, facilitate early intervention when roadblocks exist and goals are not met.	1				
1. Develop and implement customer service surveys, a point of transaction survey, an annual applicant survey and an annual telephone survey on performance, and install suggestion boxes at both permit counters.		All	Initiated		
2. Solicit outside agencies as benchmark partners and determine who competition is locally and nationally.		All		Staff	
3. Implement methods for benchmarks for different categories of projects.		All		Staff	
4. Implement a framework to measure progress against benchmarks.		All		Staff	
5. Analyze what policies and actions it take to reduce project approval times by 50%.				Council	
B. Amend zoning ordinance to allow more uses by right.	2	Planning			
1. Identify projects that are routinely approved by planning commission and develop appropriate standards.		Planning		Staff	
2. Amend zoning ordinances accordingly.		Planning		Council	

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C. Expand use of staff-level approvals.	1	Plannin g	Propos ed	New policy	
1. Implement policies that allow staff approval of certain entitlements for projects that are consistent with city policy, with provisions, for council call up.		All		Council	
2. Modify requirements to permit less detail in Plan Unit Development (PUD) schematic plans to reduce need for amendments.		Plannin g		Staff	
3. Flexibly interpret standards to encourage infill development.					
D. Create a streamlining guide for developers.	4	All	Propos ed		
1. Identify factors that typically delay projects for developers and develop recommendations.		All		Staff	
2. Publish streamlining guide.		All		Staff	
3. Develop criteria for concurrent processes. Develop an owner risk waiver agreement to expedite design and plan review prior to planning commission/city council approval.				CMO	
E. Implement system-wide project management framework.	1	All	Initiate d		
1. <i>Hire project managers to facilitate projects through the development review process.</i>		All		CMO	
2. Provide the training to create a pool of project managers and develop standard framework for project management.		All		Staff	

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3. Assign a project manager and create a team for complex or special projects.		All		Staff	
4. Designate staff for less complex projects.		All		Staff	
F. Establish a full enterprise accounting system for the fees and costs related to development services (MC). Include budget, staff and consulting resources approach.	2	All	Proposed		
1. Streamline consultant hiring process.		All		Council	
2. Add additional staff or outside resources in key areas (clerical, administration, design review and inspectors).		All		Council	
3. Reevaluate the current fees for cost recovery.		All		Council	
4. Revise fees and implement funds.		All		Council	
5. Identify functions that can be covered under enterprise funds.				CMO	
G. Implement incentives and special staff assistance for priority programs and projects.	2	All	Proposed		
1. Identify and develop incentives for priority programs.		All		Council	
2. Implement infill policies adopted by the city council.		All		Council	
3. Implement affordable housing program.		All		Staff	
4. Develop adaptive reuse assessment program.		All		Council	

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5. <i>Establish a historic and vintage structure team.</i>		Plann g and Buildin g		Staff	
6. Develop incentives for commercial corridors.		All		Council	
H. Focus review process on timely project delivery.	1	All	Propos ed		
1. Create culture change to develop and enhance behaviors reflecting the importance of timely project delivery.				Staff	
2. Consider options and figure out ways to complete process in a timely manner. This includes negotiation training for staff.				Staff	
3. Infuse into the culture that staff is encouraged and empowered to solve project problems.				Staff	
I. Establish neighborhood customer service center in south area of the city (MC).	3	All	Propos ed	Council	
J. Evaluate and improve process mechanics.	0	All			
1. Create flow charts of all processes.		All		Staff	
2. Prioritize process candidates for reengineering.		All		Staff	
3. Implement teams and reengineering efforts to improve process mechanics.		All		Staff	
4. Update technology to incorporate revised process mechanics.		All		Council	

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K. Evaluate and provide needed resources.	1	All	Proposed		
1. Fill and upgrade positions as required to meet organizational objectives.		All		CMO	
2. Develop strategies to fill gaps in resources.		All		CMO	
3. Perform workload analysis and determine staff level required for base workload and improvements of processes.		All		Staff	
4. Streamline the staff and consultant hiring processes.		All		CMO	
5. Develop system-wide budget process.		All		CMO	
L. Include all disciplines in field inspection process (MC).	0	All	Proposed		
1. Evaluate what disciplines need to be included in the process.		All		Staff	
2. Identify and secure resources.		All		CMO	
3. Clarify communication expectations between plan review and inspection to include special conditions and the basis for approval.		All		Staff	
M. Establish an innovation team comprised of the DOC subcommittee and city staff.	0	All			

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1. Create teams to develop and test new processes and methods.		All		Staff	
2. Conduct research on successful processes and methods in other local and/or equivalent jurisdictions.		All		Staff	
3. Implement next day permit review.		Building		Staff	
4. Create standards to provide for "hyper-express" plan checking.				Staff	
N. Improve and develop technology systems to facilitate development processes.	3	All			
1. Initiate pilot project- electronic plan check option.		All		Staff	
2. Enable applicants to apply and monitor projects on Web site.		All		Council	
3. Coordinate with overall city IT strategy for communication.				Staff	
4. Implement system-wide document and project management system that is Internet accessible.		All		Council	
5. Geographic Information System (GIS) and property database enhancements.		All		Council	

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City of Sacramento

Development Process Team – Proposed Work Plan for Improving the Development System

Goals and Objectives

Updated August 28, 2002

Goal II: To Reduce Surprises and Increase Certainty.

OBJECTIVE (LETTER)/ACTION ITEM (NUMBER)	PRIORITY	PROCESS	STATUS/ TIME FRAME	DECISION LEVEL	ACTION REQUIRED
A. At application intake points, implement system-wide triage process to identify when special handling is needed.	1	All		City Council	
1. Develop guidelines that will determine when special handling is needed.		All		Council	
2. Establish an experienced triage coordinator who will assign special projects to project managers.		All		Council	
3. Establish a multi-department triage team that will review plans upon submission.		All		Council	
B. Establish a pre-submission project review process (MC) with experienced city staff and applicant.	2	All		Staff	
1. Develop coordinated, documented pre-submission meetings and focused follow-up.		All		Staff	
C. Improve the use of internal policy coordination meetings.	0	All	Initiated	Staff	

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1. Include more departments in meetings. (Public Works, Planning, Building, Utilities, Fire, Parks, Police and city attorney.)		All		Staff	
2. Develop follow-up documents.		All		Staff	
3. Publish policies for public information as applicable.		All		Staff	
D. Revise and update policies and standards (city council resolutions).	2	All		Council	
1. <i>Develop consistent and clear architectural design review standards.</i>		Planning		Council	
2. Change the traffic "level of service" standard for streets to facilitate development in target areas.		Planning/ Public Works		Council	
3. Establish and publish policy manuals for all elements of the development system.		All		Staff	
4. Revise and update city street standards.		Public Works		Council	
E. Revise and update ordinances and codes (federal, state and local regulations).	1	All			
1. Update zoning ordinance for applicability to both new and older areas.		Planning		Council	

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2. Adopt and amend building and fire codes.		Building		Council	
3. Expand and clarify planning director's authority to modify plans and conditions of approval by planning commission and design review board.		Planning		Council	
4. Make common sense changes to existing ordinances.		All		Council	
F. Revise, update and publish procedures and guidelines.	3	All			
1. Revise, update and consolidate design, procedures and interpretation manuals.		All			
2. <i>Limit plan check review comments and field inspection comments to code requirements.</i>		Building		Staff	
3. Upgrade and make available application submittal checklist.		All		Staff	
4. Assign one inspector from each discipline, where feasible, for entire project.				Staff	
5. Expand the use of an "at large" inspector so daily problems can be handled more efficiently.				Staff	
6. Expand the use of combination inspectors on commercial projects.				Staff	
7. Require, through management and training, more consistent rulings by plan checkers and building inspectors.				Staff	
8. Develop a more realistic and open attitude regarding the interplay between the most current building codes and how they apply to homes in the older neighborhoods of Sacramento.				Staff	

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G. Develop a full disclosure permit process and procedure information system (MC); create and publish process road maps for development system that include menus of various processes.	3	All	Proposed		
1. Provide project-specific process flow chart, target timeframes, plan submittal checklist and communication about timeframe updates and changes.		AllAll		CMO (resources)	
2. Provide written documentation of project required studies 14 days after technical review committee (TRC) meeting and refined timeframes.		AllPlanni ng		Staff	
3. Provide final project conditions to applican 14 days prior to city planning commission (CPC) hearing.		Planning		Staff	
4. Update public improvement agreement (PIA) requirements.		Public Works		CMO	
H. Consolidate all development service fee collection locations and provide comprehensive fee information on the Web and in pamphlet form (MC).	4	All	Proposed	•	•
1. Develop process for purchasing water meters and fire key boxes.		Building		CMO (resources)	
2. Develop process with internal and external development-related agencies for single source payment.		All		Council	
3. Consolidate all fee schedules and post them on the city's Web sit, in a brochure and at the public counters.		All		Staff	

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4. Develop a Web-based fee estimating system.		All		Council	
5. Public improvement process should attempt to lower costs for small projects and/or minimize processing fees for small projects.				Staff	
6. Equalize the Planning Commission appeal fee for both applicants and neighbors.				Council	

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Goal III: To Increase/Improve Communication.

OBJECTIVE (LETTER)/ACTION ITEM (NUMBER)	PRIORITY	PROCESSES	STATUS	DEPENDENCIES	ACTION REQUIRED
A. Develop and implement clear and consistent internal communication standards.	1	All			
1. Define a process and hierarchy for internal decision making involving technical issues that are consistent and timely. And publish a decision matrix of how decisions are made.		All		Staff	
2. Expand use of email to keep everyone in the loop; develop and use templates.		All		Staff	
3. Provide feedback loop to review, clarify and enhance future project conditions.		All		Staff	
4. Increase coordination and communication for inspectors.				Staff	
B. Improve the system of hand-off between the three processes of the development system.	2	All			
1. Develop a Web-based document tracking system.		All		CMO (resources)	
2. Devise system in which internal project teams are notified of project milestones.		All		Staff	
3. Assure design consultant receives written notification of conditions of approval and agreements.		All		Staff	
4. Develop a system that more clearly tracks and schedules projects throughout the system.		All		Council	

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C. Develop and implement clear and consistent external communication standards.	2	All	Proposed		
1. Define the expected communication standards between staff and applicants.		All		Staff	
2. Develop an <i>advise owner program</i> to provide project owners with ongoing review status and issue updates.		All		Staff	
3. Review and clarify any interpretations of project conditions with developer/consultant.		Public Improvements		Staff	
4. Continually update stakeholder database of key customers.		All		Staff	
5. Hold bi-annual DOC meetings.		All		Staff	
6. Continually update media contacts about key decisions, progress and upcoming public meetings.		All		Staff	
7. Create a speakers bureau to discuss development related issues.		All		Staff	
8. Develop an external communication plan.		All		Staff	
9. Provide regular customer service training of reception staff.				Staff	
D. Provide improved neighborhood input/outreach assistance to applicants.	1	Planning	Proposed		
1. Assist applicants with determining target audiences and timeframes to get more effective input from community groups.		Planning		Staff	

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2. Study the concept of forming formal Community Advisory Councils to determine if this level of participation could provide more effective neighborhood input into the formal planning process.				Council	
E. Develop informational pamphlets and handouts (education materials) (MC). Materials should cover all three phases of the development process.	5	All			
1. Develop and implement a plan for producing and distributing educational materials.		All		Staff	
F. Expand the use of technology (MC).	3	All			
1. Develop Web site interactions with tracking system.		All		Council	
2. Make applications available on Web site.		All		Staff	
3. Regular progress updates via e-mail to city council, managers, key staff, DOC members and stakeholder organizations and individuals.		All		Staff	
4. Include staff and DOC Commissioner names, addresses and phone numbers on website.				Staff	
G. Establish a city staff and industry information exchange forum (MC).	2	All	Proposed		
1. Create development academy training seminars to educate applicants, consultants, public and staff.		All		Staff	
2. Regular communication updates from city to key trade industry organizations.		All		Staff	

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3. Twice per year meeting of the Monitoring and Communication DOC subcommittees to discuss findings and report to the DOC.				Staff	
H. Establish a vision, mission statement, values and goals for the development process (MC).	1	All	Proposed	CMO.	

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