

# Community Development Planning Division Operational and Organizational Review

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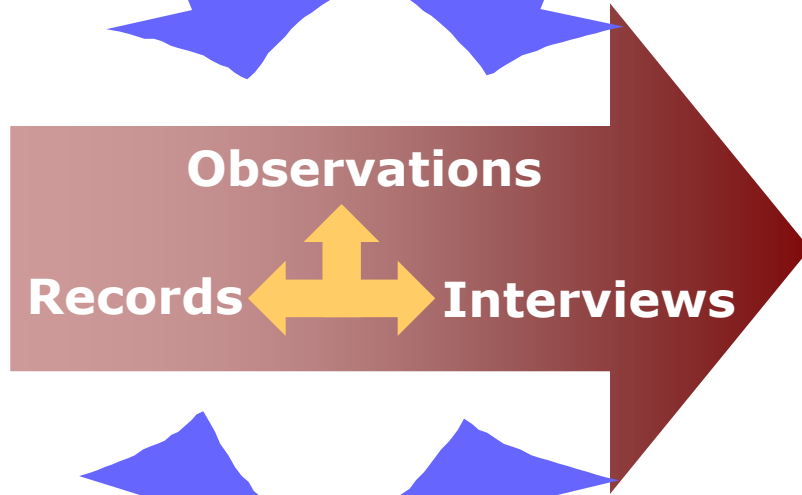
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# Methodology

City Staff

Consulting Experience

Operational Analysis



Recommendation & Action Plan

Customers

Policy Makers

# Specific Activities

- ① Policy Maker Interviews
  - City Manager
  - Mayor
  - Five City Councilmen
- ② Two focus groups representing 15 customers
- ③ Other Interviews
  - Interviews with 22 staff
  - Questionnaires by 9 staff
  - 6 members of the Planning Commission

# Specific Activities (continued)

- 4 Work meetings with staff
- 5 Reviewed forms, handouts, policies, files and ordinances
- 6 Toured and visited the offices
- 7 Mail survey to 88 applicants

# Strengths & Positives

- 1 Building, conservation, planning and engineering are located together.
- 2 Master Cards and Visa for applications.
- 3 A good GIS system.
- 4 A permitting system - Eden.
- 5 Integrated code enforcement function.
- 6 Competent and professional planning staff.
- 7 Well designed permit center.
- 8 Can track building permits on-line.
- 9 Planning staff has a strong sense of pride about their work and their community.
- 10 Ashland has a tradition of strong and sound planning.

# Problem Areas & Opportunities For Improvement

- 83 Recommendations
- 32 Priority Number One Recommendations
- 38 Priority Number Two Recommendations
- 13 Priority Number Three Recommendations

# Table of Recommendations Sample

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
1.	Agree on an implementation plan	City Administrator and Director of Community Development	12	1	X	
<b>ISSUES IMPACTING ALL FUNCTIONS</b>						
2.	City Attorney should not receive direct requests from applicants or citizens	City Attorney	22	2	X	
3.	City Attorney to work with Community Development Director prior to rendering opinions related to land use and planning issues	City Attorney	22	1	X	
4.	Maintain formal ordinance interpretation manual	Community Development Department	22	1	X	
5.	Delay action on reconstituting a CPAC	City Council	23	2	X	
6.	Develop orientation meetings for new commissioners	Community Development Department, City Attorney and City Administrator	24	2	X	
7.	Place mirrors at counter so customers can be seen	Development Services Manager	25	3	X	

# Seven Key Priority Areas



Mission



Work Program



Staffing and Organization



Ordinance Issues



Enforcement



Development Processes



Process Software - Eden





# Mission

## ■ Findings

- Confusion.
- Differences of opinion.
- Need to re-visit.
- Leadership.
- Staff's role with developers.

## ■ Recommendations

- Clarifying mission should be the number one priority.



## Work Program

### ■ Findings

- Lack of completion of long range planning program.
- Current development projects have taken up most of the staff time.
- City Council goals overly aggressive.
- Progress on housing programs.

### ■ Recommendations

- Detailed work program.
- Decide if one or two additional planners should be added to the staff.



# Staffing and Organization

## ■ Findings

- Shortage of staff.
- Confusion in relation to staff assignments and reporting relations.

## ■ Recommendations

- Development Services Manager position should be made permanent.
- Reorganize department.
- Add two planners for advance planning.
- Vacant Associate Planning position should be filled.
- Decide if an additional planner for development processing is needed.



## Ordinance Issues

### ■ Findings

- Land Use Ordinance needs to be improved.
- Caused the City Attorney to become heavily involved.
- Perceptive or flexible ordinance?

### ■ Recommendations

- Improve Attorney – Planning processes.
- Accelerate ordinance amendments.
- Include some ordinance flexibility.



## Enforcement

### ■ Findings

- City has integrated enforcement activities.
- How well are planning conditions being implemented for active projects.

### ■ Recommendations

- Six recommendations designed to improve the enforcement system.
- Assign additional responsibility to project planner.
- Assign additional responsibility to building inspectors.



## Development Processes

### ■ Findings

- Processes takes longer than necessary.
- Delays result in extra cost and frustration to the consumer.

### ■ Recommendations

- Improve pre-application process.
- Comprehensive submittal lists.
- Deem applications complete within 14 days.
- Assign a planner within three days of receipt.
- Improve the staff review meeting.
- Process building permit plan checks concurrently.
- Use Eden to monitor timelines.
- Set performance standards for all applications.



## Process Software - Eden

### ■ Findings

- Being underutilized by virtually all departments.

### ■ Recommendations

- Clear procedures manual for Eden.
- All staff should be trained and using Eden.



# Finally!

- 1 The City Administrator and Community Development Director should review the study and agree on an implementation plan.
- 2 Confirmation by the Mayor and the City Council.



