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Dec 11, 2007

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2007 DEC -6 AM 10: 21

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TO MAYOR/COUNCIL FYI

Date 12-6-07 By Souza

DATE: December 6, 2007

TO: HONORABLE MAYOR ALAN AUTRY
COUNCIL PRESIDENT HENRY T. PEREA
COUNCIL MEMBERS

THROUGH: ANDREW T. SOUZA, City Manager *ATS*

FROM: JON R. RUIZ, Assistant City Manager *JR*

SUBJECT: DEVELOPMENT PARTNERSHIP CENTER

On December 11, 2007, Staff will conduct a Council workshop on the status of implementation of the inter-departmental Development Partnership Center.

Attached is information for your review prior to the workshop.

cc: Nick Yovino, Planning & Development Department Director
Rene Ramirez, Director of Public Utilities
Jerry Dyer, Police Chief
Marlene Murphey, Fresno Redevelopment Director
Patrick Wiemiller, Director of Public Works
Randy Bruegman, Fire Chief
Scott Johnson, Director of Economic Development
Keith Bergthold, Assistant Director of Planning & Development Department

Planning and Development Department

Nick P. Yovino, Director

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December 3, 2007

TO: JON RUIZ, Assistant City Manager
City Manager's Office

FROM: NICK YOVINO, Director
Planning and Development Department

RENE RAMIREZ, Director
Department of Public Utilities

JERRY DYER, Police Chief
Fresno Police Department

MARLENE MURPHEY, Director
Fresno Redevelopment Agency

PATRICK WIEMILLER, Director
Public Works Department

RANDY BRUEGMAN, Fire Chief
Fresno Fire Department

SCOTT JOHNSON, Director
Economic Development Dept.

KEITH BERGTHOLD, Asst. Dir.
Planning and Development Dept.

SUBJECT: **Development Partnership Center (DPC)**
Background for City Council Implementation Progress Workshop
December 11, 2007

On December 11, 2007, City Staff will conduct an implementation progress workshop with the City Council related to the proposed DPC. This report is a summary of the information that will be presented in person to the City Council.

The Development Partnership Center

*"Building a Competitive Economy that Sustains Healthy
Communities in Fresno and the Valley"*

- Building and sustaining high quality-of-life communities requires a vibrant, diverse, and competitive economy.
- The City of Fresno understands the importance of its business community, and commits to balance business and neighborhood needs to the benefit of both.

- The proposed Development Partnership Center is recognition of the real interdependence of business and local government, and the City's commitment to partner with the development and construction industry to grow and sustain a great city.
- The proactive Development Partnership Center will promote:
 - Economic diversity and SMART growth,
 - Streamlining of development and permit activity,
 - Focus upon maintenance and improvement of the high quality of Fresno's physical infrastructure,
 - Encouragement of a broad mix of affordable, moderate, and upscale housing, and
 - Safe and attractive neighborhoods with access to outstanding trails, parks, open space, recreational facilities and activities.
- The collaborative approach of the Development Partnership Center Team will identify ways to enhance business opportunities and high quality-of-life community development, timeliness of development and permit applications, and quickly resolve issues.
- The Development Partnership Center will be a cornerstone and model for the future of Fresno and the Valley that helps keep City government fiscally sound and the community economically and physically healthy.

Development Partnership Center Advisory Committee

A standing Development Partnership Center Advisory Committee will be established and include members from and advocates for real estate, construction, development, urban design, architecture, engineering, land use and traffic consulting, affordable housing, the environment, Chamber of Commerce, EDC, Fresno Business Council, RJI, City Planning Commission, City departments, Redevelopment Agency, and other public agencies. The committee will meet quarterly to review, evaluate, advise and encourage the ongoing effectiveness and relevance of the Development Partnership Center.

Vision and Commitment

We share a vision of Fresno becoming one of the best places on the west coast to live, play, and raise families, as well as an acknowledged regional capital for successful investing, innovating for the future, growing nutritious food, and establishing and operating globally competitive businesses. The high quality of life, opportunities for meaningful community development, and the innovative-entrepreneurial culture implied by this vision will be reached as the entire organization of the City of Fresno continues its commitment to being a high capacity and full partner in the economic development of Fresno and the region.

The primary goal of the proposed Development Partnership Center (DPC) Team is to create the welcoming place with accessible resources - that provides a simple and integrated process - for bringing the whole City organization and our development and construction industry partners together - to achieve the high quality, timely, and predictable development application approvals required for the successful economic development we all desire.

The leadership and team members who staff the DPC will be active and well connected representatives of their respective departments and professional disciplines - knowledgeable practitioners, facilitators, collaborators, and problem solvers - and most significantly - customer oriented ambassadors striving daily to achieve the goal of high quality, timely, and predictable development application approvals. The DPC will be a cultivating force for the innovative-entrepreneurial culture that City Hall can and will contribute to achieving our shared vision of the future.

Background of the DPC, Purpose, Key Relationships and Capacities Required

The DPC is an inter-departmental space and organizational component of City Hall that energizes coordination of the development application process among reviewing departments. This function necessarily emphasizes local, state, and federal planning and development plans, policies, regulations, and codes. The Planning and Development Department has been and remains a key source of design knowledge and interpretation of the various adopted plans, policies, procedures, regulations, and codes, and has been preparing for the emergence and support of the DPC and its broader functions. Some of the groundwork by the Planning and Development Department during the past 30 months related to organizational and operational changes to better process development entitlements (i.e., rezonings, site plans and conditional use permits, subdivisions) and construction permits includes:

- Reorganizing the Administration Division to centralize and improve money management operations related to cashiering, refunding, reserve monitoring, and fee collections and updates, and contract oversight;
- Reorganizing the Planning Division to provide more direct Planning Manager authority and specialty program operations for special permits (site plans and conditional use permits);
- Reorganizing the plan check review operation to more timely evaluate and approve construction drawings, especially those for simpler projects like tenant improvements;
- Reorganizing the building inspection operation to create the "combination inspection program" allowing individual staff to concurrently inspect all construction regimes (building, electrical, plumbing, and mechanical);

- Funding for six positions in other city departments and creating the Application Assistance Center (AAC) to provide more centralized, thorough, timely, and consistent pre-application review, and improved inter-departmental project evaluation coordination;
- Initiating a proactive annexation and rezone program to streamline annexation review and LAFCo (Local Agency Formation Commission) action, reduce unincorporated islands, and better prepare planned (but unzoned) industrial properties for faster special and construction permit processing;
- Initiating and processing a number of Zoning Ordinance amendments (including Variety Pak groups) to streamline entitlements processing, while better implementing the General Plan (i.e., mixed-use ordinance);
- Outsourcing over \$3,000,000 of work to address unprecedented project volume increases;
- Making significant technology improvements, including scanning 22,000 project files for desktop access, providing field computers to inspectors, and electronically accepting, processing, and monitoring construction drawings and permits; and
- Creating two Assistant Director positions to better manage and coordinate pre-construction activities (planning and housing) and construction/ inspection activities (plan checking and both building, safety and code enforcement field staff).

In addition, Public Works and Public Utilities have implemented successful changes in the plan review process, including an on-line "Developer Doorway" and web-based iView infrastructure mapping system.

In an effort to extend this work to achieve high quality, timely, and predictable development application approvals, City Staff has researched models of interdepartmental development application coordination via the Web, talked on the phone with development officials of high growth cities such as Austin, Phoenix, and Denver, and visited several cities with advanced systems on the west coast including Portland and Seattle. We discovered some of the following common and related attributes:

1. Clear and broadly supported goals
2. High levels of intra-departmental and inter-departmental staffing dedicated and focused upon development application processing and coordination
3. Significant investments in technology to support development application processing, coordination, tracking and accountability
4. Robust plan and policy frameworks, integrated and aligned with clear design and development standards, and procedural review protocols
5. Clear and inviolable application submission and data requirements
6. Extensive ongoing professional training in related fields and disciplines by participating departments
7. Commitment to customer service, education, management of expectations, and satisfaction, including regular staff training and quality assurance evaluation

8. Sophisticated and comprehensive application and development service fee structures
9. Preference for an inter-departmental center – if appropriate space available

From this research and discussions with staff and stakeholders, the City of Fresno DPC concept has emerged.

The purpose of the proposed DPC is to achieve the Development Application Process Goals stated below which have achieved consensus among City departments, development and construction industry representatives, and community constituents the past four months. The goal is to begin DPC operations in February-March 2008.

City Departments are working closely together to design and organize the proposed DPC. Representatives from several departments will be co-located in the DPC, including Fire, Police, Public Utilities, Public Works, Economic Development, and Planning. Liaisons from Parks and the Redevelopment Agency will also be available in support of the DPC.

A mandatory element of the interdepartmental DPC design and organizing process is self-assessment by each participating department of the capacities and competencies needed to fully support DPC operations. Meetings with and among key departments have so far raised some of the following general issues related to ensuring more timely and high quality application processing, and full support of the DPC:

1. Additional staff needed in participating departments to support and back-up DPC assigned staff;
2. Additional external professional staff training to support high quality cutting-edge knowledge required;
3. Revised departmental procedural routines to support DPC emphasis on referrals, pre-applications, monitoring, shepherding, and fast tracking;
4. Regular scheduling of DPC assigned staff for departmental staff meetings, supervision, training, and general maintenance of departmental knowledge and policies;
5. Scanning and technology upgrades for departmental record keeping, record searching, and internal tracking; and
6. Competitive compensation packages to recruit talented staff.

DPC Primary Functions

1. Implementing and Evaluating Development Application Process Goals (See proposed Development Application Process Goals Model below);
2. Offering One-Stop Development Application Information, Coordination, and Referral;
3. Offering Reliable Pre-Application Process and Documentation (Valid for One-Year);
4. Offering Application Completeness Checks in Preparation for Accepting Applications for Routing and Interdepartmental/Interagency Reviews;

5. Monitoring and Shepherding of Development Applications to Meet Desired Processing Timelines, Quality, and Predictability;
6. Convening of Fast Track Teams for Downtown Development, Affordable Housing
7. Project, and Economic Development Applications;
8. Formulating and Conducting Systematic Training for all Staff, Agency Partners and Customers to Ensure Consistency of Information and Interpretation of all Codes, Standards, Policies and Procedures; and
9. Ensuring Continuous Customer Satisfaction and Quality Assurance Evaluation, Feedback, and Improvement.

During the December 11 workshop, Staff will update the Council on the Development Partnership Center and implementation steps completed and underway. In the meantime, please contact Nick Yovino, Keith Bergthold or Jon Ruiz with question or comments.

Development Application Process Goals

Proposed City of Fresno Development Partnership Center

