



MEMORANDUM

TO: Mayor and Council

FROM: J. Rodney Gonzales, Acting Director, Development Services Department
Gregory I. Guernsey, AICP, Director, Planning and Zoning Department

DATE: July 10, 2015

RE: Response to Zucker Final Report

On April 2, 2015, City Council adopted Resolution No. 20150402-014 directing the City Manager to provide a detailed response to the finalized Zucker Report and a recommended implementation plan.

DSD and PAZ have completed an Action Plan, which provides for implementation of agreed-upon recommendations within the Zucker Report. The Action Plan, which includes an Executive Summary, is attached and responds to the Council resolution. The Action Plan will be posted on the DSD and PAZ websites today. The Action Plan contains specific steps to be taken, timelines, individuals responsible for implementing various recommendations, and budget implications. Both DSD and PAZ are prepared to undertake the necessary changes elaborated within the Action Plan that will result in more effective service delivery to our diverse and growing community.

Please do not hesitate to contact us should you have questions or require additional information. You may reach Rodney Gonzales at 512-974-2313 or Greg Guernsey at 512-974-2387.

Attachment

cc: Marc A. Ott, City Manager
Sue Edwards, Assistant City Manager

Public Service & Engagement
Responsibility & Accountability
Innovation & Sustainability
Diversity & Inclusion
Ethics & Integrity



ACTION PLAN

Roadmap for Building
a Better Austin

Development Services Department (DSD)
Planning and Zoning Department (PAZ)

Contents

Letter to Mayor and City Council	3
Overview	4
1. Action Plan	4
2. Immediate Action	5
3. Critical Touch Points to be Addressed	5
Framing the Issues to be Solved	6
1. Solving the Issues – Priority Areas	7
Roadmap for Implementation and Success	8
1. Financial Resources Required for Implementation	8
2. Goals to be Achieved within Each Priority Area	9
3. Using the City’s Open Data Portal to Post the Action Plan	10
4. Measuring Success	11
Makings of a Co-Created Action Plan	12
1. Culture Shift	12
Management and Communications	13
Stakeholders and Customers	15
Technology Improvements and Integration	16
Development Activity Data	18
1. Commercial Development Applications	19
2. Multifamily Residential Applications	20
3. Single Family Residential Applications	21
4. Residential Remodel and Addition Applications	22
5. Commercial Remodel and Addition Applications	23
6. Planning/Development Review Employees	24
7. Comparing Austin’s Complex and Expansive Development	25
8. Comparing Austin’s Permitted Housing Units to Other Cities	29
The Intersection of Austin’s Economic Growth and the Development Process	30
1. Small Businesses	33
Council Resolution 20150402-014	35



July 10, 2015

Mayor and City Council,

This Action Plan is respectfully submitted in accordance with City Council Resolution No. 20150402-014 directing the Development Services Department (DSD) and the Planning and Zoning Department (PAZ) to develop a detailed response to the finalized Zucker Report and a recommended implementation plan.

The Action Plan will span two years, which is in alignment with the Zucker Report, and contains specific steps to be taken, timelines, individuals responsible for implementing various recommendations, and budget implications. DSD and PAZ commit to undertaking the necessary department policy changes that will result in more effective service delivery to our diverse and growing community. Where necessary, financial resources will be requested through the annual budget process to support the Action Plan implementation.

The improvements to customer service are not taken lightly. The priorities of DSD and PAZ management will be to take every step necessary to meet and exceed our obligations to customers and stakeholders and to ensure the highest quality of service is provided. This includes ensuring that customer phone calls and emails are returned and acknowledged promptly. DSD and PAZ management commit to improving the engagement and outreach to customers, neighborhoods, the environmental community, small businesses, and stakeholders.

Due to the volume of information, the Action Plan will be posted on the City's Open Data Portal, which provides for greater transparency and accessibility of the information. An update on the progress of changes will be posted to the Open Data Portal every 60 days and will include the same level of detail. Links to the Action Plan and Zucker Report can be found at www.austintexas.gov/roadmap.

DSD and PAZ management are eager to begin working with staff to implement the recommendations in accordance with the Action Plan. Staff feedback led to approximately 50% of the recommendations within the Zucker Report. Through design sessions held in May and June, DSD and PAZ employees provided additional feedback on specific steps needed to implement the recommendations.

Sincerely,

Gregory I. Guernsey, AICP, Director
Planning and Zoning Department

J. Rodney Gonzales, Director
Development Services Department

Overview

Austin is at a crossroads of significant job, population, and physical growth vexed against an inadequate planning and development services system and a cumbersome and conflicting code of regulations. The planning and development services system that is required is one that provides the resources to support service delivery, engages stakeholders and the community, aims to provide excellent customer service, embraces technology to create efficiencies and allow for the flow of data, and measures performance as a means to ensure accountability and continuous improvements. A well-running planning and development services system coupled with a code that provides certainty and clarity allows for quality development in preferred growth areas to be achieved. However, Austin's code is lacking in many areas, and a recent diagnosis concluded that the code is overly complicated, not well coordinated, and fraught with ineffective base zoning districts.

There are ongoing efforts to bring about improvements to the development services system, and the CodeNEXT initiative is well underway to revise the City's code. In 2014, it became clear that external assistance was needed to provide a comprehensive look at the planning and development services system. The assessment, also termed the Zucker Report, has been delivered, and the outcome is 462 recommendations ranging from the purchase of Adobe Creative Suite software to changing the form of budgeting needed to sustain positive changes. Many of the recommendations are directed toward functions and responsibilities of the Development Services Department (DSD); therefore, many responses within this Action Plan are from DSD.

This Action Plan provides a detailed response to implementing the agreed-upon recommendations from the Zucker Report. It is a roadmap that is supported by employee-driven input to achieve implementation. The Action Plan follows the seven (7) priority areas of the report recommendations, which are as follows:

- Finance
- Management and Communication
- Partner Departments
- Performance Standards
- Technology
- Staffing
- Project Managers/Processes

Action Plan

DSD and the Planning and Zoning Department (PAZ) commit to making the short-and long-term improvements and policy changes identified in the Action Plan. There is a strong focus on investing in the DSD and PAZ workforce and providing them the tools, training, empowerment, and inspiration to provide our customers and residents with superior service. The end result to be achieved is improved quality, speed, certainty,

customer service satisfaction, policies, performance monitoring, and engagement with the community.

Immediate Action

As a means to expedite reform, the Planning and Development Review Department (PDRD) was split into two separate departments, the Development Services Department (DSD) and the Planning and Zoning Department (PAZ). The separation of divisions and functions is delineated in the table below. The support services functions such as finance, human resources, and information technology will remain within DSD and will provide support to both DSD and PAZ.

Table 1: Reorganization of the Planning and Development Review Department

Development Services Department	Planning and Zoning Department
▪ Development Assistance Center	▪ CodeNEXT Initiative
▪ Permit Center	▪ Comprehensive Planning
▪ Land Use Review	▪ Zoning
▪ Commercial Building Review	▪ Annexation
▪ Residential Plan Review	▪ Urban Design
▪ Building Inspections	▪ Demographics
▪ Site and Subdivision Inspections	▪ Historic Preservation

DSD and PAZ provide critically important services to the community and also serve as an important resource. As such, both DSD and PAZ will seek to build stronger partnerships with key departments, stakeholders, and inter-local and governmental agencies to accelerate collaboration and innovation on shared commitments for more efficient service delivery.

Critical Touch Points to be Addressed

As mentioned above, the Action Plan is segregated into seven (7) priority areas. Within these areas, recommendations will be implemented to address items such as customer service, the use of technology, the quality of plan reviews, customer wait times for permits and reviews, and the quality of inspections. These critical areas require specific and immediate attention and primarily fall within the purview of DSD. In many cases, the Zucker Report indicated a significant amount of financial resources are needed issues within the priority areas. The majority of financial resources were recommended to increase the number of staff positions, training, the use of contractors, and the use of temporaries and overtime. The request for financial resources to support the implementation will be presented within the Action Plan.

Framing the Issues to be Solved

Throughout the review of the Zucker Report and the development of the Action Plan, recurring themes emerged. Major issues include:

- DSD and PAZ need to improve all matters that influence customer service. These areas cover engagement, service delivery, culture, responding to phone calls and emails, and much more.
- Austin's burgeoning volume of development activity (as illustrated later in Figures 1-8) creates a significant demand on available resources, and a permanent solution for staffing that ebbs and flows with development activity needs to be created. Due to a lack of staff resources, performance standards, especially those related to timely reviews, are not being achieved.
- New technology tools are required for customers such as electronic plan review, online payments, and online permitting for trade permits.
- Internal and external communications are lacking. The result is dissatisfaction among employees, customers, and stakeholders. Significant efforts to improve communication are in order.
- Employees require access to training and leadership opportunities. The lack of attention in these areas has had detrimental effects on performance and morale.
- The implementation and accountability for adhering to performance standards requires a prerequisite training program that teaches consistency of reviews and inspections and establishes expectations
- Customer service training is necessary for DSD and PAZ employees, including training on customer interactions that lead to the creation of a culture of service.
- Staff should be empowered for decision-making in order to assist customers.
- The City's organizational values of P.R.I.D.E. need to be built into training and recognition programs and into the operating systems of DSD and PAZ. The P.R.I.D.E. acronym stands for the following:
 - Public Service and Engagement
 - Responsibility and Accountability
 - Innovation and Sustainability
 - Diversity and Inclusion
 - Ethics and Integrity
- In order to achieve complete success for a well-run development process, the City's code must be amended to eliminate complexities and inconsistencies.
- There are at least 12 City departments involved in the development review and inspection process for which no recommendations to improve timeliness were made within the Zucker Report. However, the recommendation to hire a consultant to analyze the reviews and inspections of all departments will be implemented. The goal for the consultant will be to identify efficiencies and identify organizational solutions that will improve the coordination and timeliness of reviews and inspections.

Solving the Issues – Priority Areas

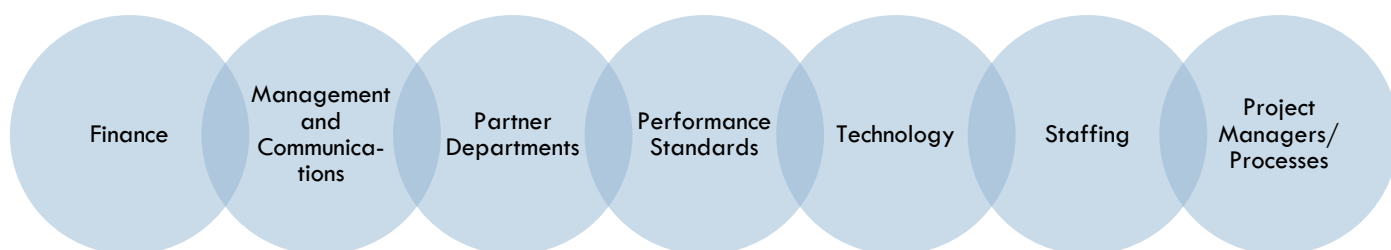
The issues that exist in key priority areas within DSD and PAZ will be solved. The Action Plan is deliberative to match requests for financial resources with the time required for implementation. Issues such as backlogs, long wait times, inconsistent reviews and inspections, ineffective customer service are targeted for correction. Below are some of the actions that will be undertaken.

Management and Communications	<ul style="list-style-type: none">• Create standard operating procedures and policies• Implement a training program• Open the communication channels with employees, customers, and stakeholders• Increase outreach• Revamp the website and educational material• Engage the workforce in problem solving
Staffing	<ul style="list-style-type: none">• Use metrics to determine appropriate staff levels• Develop a protocol for using contractors
Finances	<ul style="list-style-type: none">• Structure fees to be in line with cost of service
Partner Departments	<ul style="list-style-type: none">• Reinforce the one-stop shop model• Develop Memoranda of Understanding between departments
Technology	<ul style="list-style-type: none">• Implement timely upgrades to AMANDA software• Embrace the use of technology to gain efficiencies
Performance Standards	<ul style="list-style-type: none">• Use proper performance measures• Set reasonable timelines and due dates• Use the training program to set expectations and accountability for meeting standards

Roadmap for Implementation and Success

The Action Plan specifies implementation steps that align with recommendations from the Zucker Report and the seven (7) priority areas. DSD and PAZ will use this Action Plan as a guide to implement the various action steps. By referring to this common roadmap, DSD and PAZ managers and employees can be better aligned to embrace the goals consistently.

Priority Areas



Financial Resources Required for Implementation

Of the 462 recommendations, 55 require financial resources to implement. The Zucker Report calls for one-time expenses totaling \$2.7 million and a commitment to annual on-going expenses totaling \$2.6 million. There are 23 positions called for in the Zucker Report to address customer service and response times.

DSD has identified 15 positions that are required to address issues related to staffing for customer service, staffing for heritage tree reviews/inspections, administrative support for review/inspection teams, and department support for human resources and accounting/finance. DSD has submitted its FY 2015/16 budget request for positions and one-time expenses related to the first-year implementation of the Action Plan. As implementation progresses, DSD will identify new efficiencies gained through technology projects, such as online permitting, and through an examination of current business practices. In both cases, the remaining financial resources for the second-year implementation may be amended to reflect efficiencies that are gained.

Goals to be Achieved within Each Priority Area

At the heart of the changes called for in the Action Plan, there are goals that are desired. Individually, the changes represent an improvement to specific service delivery issues, but collectively, the changes will bring about a shift toward a customer-focused culture. Below are the overarching goals to be achieved within each priority area. The Action Plan will lead to accomplishment of these goals.

Finance

- DSD will work toward segregating its revenues and costs from the General Fund. DSD will have an organizational mindset toward operating as an Enterprise Fund, whereby costs for services must be fully recouped and fee revenues are used only for development functions. DSD will continuously seek process improvements and efficiencies to reduce permanent costs.
- As the economy shifts, demands for services will shift. As an Enterprise Fund, DSD will create a reserve account to support core functions and service levels in times of development downturn.

Management & Communication

- DSD and PAZ management will employ a comprehensive strategy to address stakeholder and employee concerns, to create a customer service focus, and to provide clear and effective direction from management.
- There will be increased communication with employees regarding DSD and PAZ activities, training resources, budget and other department issues.
- DSD and PAZ management will communicate the City's P.R.I.D.E. values and embed the values in employee recognition programs. DSD and PAZ management will contribute toward the City's goal of becoming the most livable and best-managed City.

Partner Departments

- There will be better coordination and delineation of responsibilities of DSD, PAZ, and other City departments in order to assure reviews and inspections are completed timely and comprehensively.
- A review and analysis of the interrelationship between DSD, PAZ, and other City departments will be completed to identify efficiencies and clarify roles.

Performance Standards

- DSD and PAZ will identify performance measures that will present an accurate measure of reviews and inspections.
- DSD and PAZ management will use performance measures for accountability and to identify resources needed to meet performance goals.

Technology

- DSD and PAZ will increase the use of technology tools for customers such as online systems for payments, application filing and plan submittal.
- New geospatial tools will be implemented to support the review process and to make geographic information readily available for customers and stakeholders.
- The existing database, AMANDA, will be upgraded to the latest version. And, in the long term, DSD and partner departments will compare and explore other enterprise solutions.

Staffing

- DSD will use a mix of temporary staff, overtime, and potentially contractors to address backlog, shorten review timelines, and decrease customer wait-times. This mix of staffing resources is more flexible to endure periods of economic downturn.
- DSD will develop a formal staff training program that focuses on customer service and technical aspects for reviews and inspections. Once the City's code is rewritten, the training program will focus on educating staff regarding the new code.

Project Managers/Processes

- The development process will be well coordinated and have clear lines of roles and responsibilities for all departments involved in the process.
- The interrelationship of all departments involved in the development process will be reviewed and analyzed to streamline the process and make it more efficient.

Using the City's Open Data Portal to Post the Action Plan

The Action Plan will be posted to the City's Open Data Portal. Using this method of information sharing and reporting allows for greater transparency and accountability to the public. The data within the Action Plan will be searchable and can be exported to various formats. A sample layout of the data is shown in the format shown below:

Priority Area	Work Group	Staff Contact Name	Zucker Report Recommendation and Number	Department Recommendation and Action Steps	Start/End Date	Financial Considerations	One-Time or On-Going Expense
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In addition, posting the Action Plan on the Open Data Portal aligns with the City's Open Data Initiative 2.0. Every 60 days, progress updates will be refreshed into the data portal. Historical data files will reside on the DSD website and can also be accessed from the PAZ website.

Measuring Success

This Action Plan guides the implementation of all agreed-upon recommendations from the Zucker Report. The Action Plan will be reviewed at least annually to determine if adjustments need to be made to the timeline and whether completed actions have been effective. A major focus of the Action Plan incorporates changes to strengthen the culture of customer service and to provide a positive experience for customers. The effect of these changes will be measured through the following:

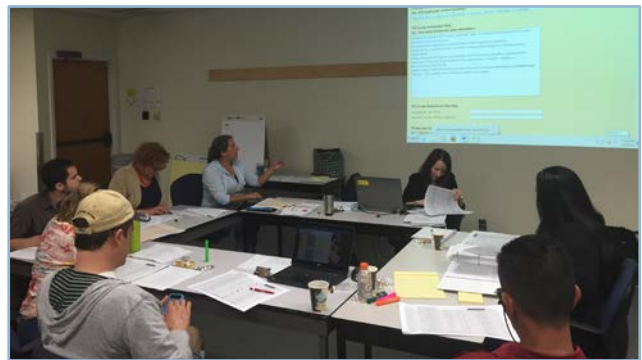
- On-going assessments based on customer feedback utilizing online customer service surveys and survey cards
- External online suggestion tool that allows for customers and stakeholders to continually submit process improvements
- 360-degree tool for supervisors and managers with a focus on personal development
- Internal online suggestion tool that allows employees to continually submit DSD and PAZ policy and procedure improvements

There are 47 specific recommendations with regard to performance standards. Many of the current performance standards gauge the number of plan reviews and permit applications, and the percentage of reviews and applications reviewed on time. As pointed out in the Zucker Report, there are many performance standards that need to be modified. Those modifications will be completed as part of the changes to DSD policies and procedures.

Makings of a Co-Created Action Plan

Culture Shift

Employee feedback was extensive and is reflected throughout the Zucker Report. A good portion of the employee comments pointed to management and communication issues that deter from providing quality customer service. In a conscious effort to begin a culture of employee engagement and communication, the Action Plan was designed using a strategic co-creation approach. Fifteen (15) volunteer employee-only design sessions were conducted during May and June 2015, covering all seven (7) priority areas. Approximately 1/6th of the non-management workforce volunteered to participate.



The co-creation approach allowed inclusion of valuable insights from employees and also provided staff more insight and participation into department policies and procedures. And, bringing employees into the creation of the Action Plan is needed because all DSD and PAZ employees will perform the implementation. Additionally, many of the recommendations in the Zucker Report call for a customer-centric approach, which will be provided directly by employees.

DSD and PAZ management commit to a culture of inclusion and engagement with employees. This is a critical step for bringing about a culture shift whereby employees engage with customers, neighborhoods, and stakeholders to provide the highest quality of service.

Management and Communications

The Planning and Development Review Department split into DSD and PAZ will allow a greater focus and attention to be paid toward the delivery of development services and toward the CodeNEXT code revision project. There are over 100 recommendations from the Zucker Report under the priority area of Management and Communications, the most of any priority area within the assessment.

The Management and Communications priority area is central to all other priority areas of Finance, Performance Standards, Technology, Staffing, Project Manager/Processes, and Interrelation with other Departments. Recommendations such as returning phone calls the same day, strengthening relations with neighborhoods, and changing the culture to one that is focused on the customer and problem solving must be addressed by DSD and PAZ management.

As identified within the Zucker Report, the former PDRD lacked strategic planning and management in the department. Employee responses to surveys indicated concerns with the various aspects of department management. Key to the responses is that employees do not believe there is a coordinated development review and plan reviewing process. And, employees do not believe there is good teamwork and communications between the different departments, divisions, or organizations conducting development review, plan reviewing, and inspection. The task ahead for DSD and PAZ is clear, and management teams from DSD and PAZ will lead efforts to:

- Implement this Action Plan which will lead to improvements in processes
- Improve communications within respective departments and between departments
- Bridge the trust with the neighborhoods and respect the concerns and issues raised
- Respond to the time commitments to the development community and deliver quality customer service
- Complete and implement the CodeNEXT code revisions

A recommendation within the Zucker Report is to utilize a 360-degree tool for all managers and supervisors. This will be implemented as a 360-degree development tool, and it will be done in a manner that promotes trust, confidentiality, and strong communication. The goal will be to identify skills and competencies that require more development and to provide the training and coaching resources where needed. The approach to the 360-degree tool will be to:

- Involve key internal stakeholders in the development of the 360-degree tool including staff, peers, supervisors, and managers
- Provide ample communication
- Ensure confidentiality
- Provide feedback

Communication with external stakeholders will also need to be improved. This means improvement to the website which has become the key portal of disseminating information externally. And, this also means improving our written communication, including handouts, wayfinding, and signage.

Communication includes engaging with neighborhoods and stakeholders. By actively getting out of the department and participating in meetings and discussions. Relying on customers, residents, businesses, tradespeople, architects, engineers, developers to come to City offices for conversations is not an effective way to implement this Action Plan. DSD and PAZ staff will get out of City offices and get information and updates out to customers and stakeholders.

Stakeholders and Customers

It is clear from stakeholder responses that much improvement is desired to improve processes and to rebuild trust. Stakeholder comments are contained in Appendix F (by stakeholder group) of the Zucker Report and cover a range of topics. Within Appendix I of the report, the stakeholder comments are grouped by subject matter. This section provides a good indication of the subjects that are of most concern for stakeholders. Subjects of most concern were code, inspections, neighborhood plans, process, site plans, subdivisions, and staff. Many of these comments led to various recommendations, and staff has provided actionable steps to implement the recommendations.

Customers were separately surveyed as part of the assessment. Of 1,950 emails that successfully reached customers, 310 responses were received. Overall, the survey responses were not favorable, and 142 suggestions for improvement were sent in by survey respondents. As with stakeholder comments, customer responses were used to formulate recommendations. And, the staff has provided actionable steps to implement the recommendations.

DSD primarily delivers services in the form of plan reviews, permit application processing, and inspections. In this regard, the department will focus on delivering the best customer service. DSD will develop a customer-centric program that incorporates standards and expectations, customer service training, outreach and education, complaint resolution, phone and email responses, and reward and recognition for acknowledging and reinforcing excellent customer service. The goals will be:

- Accessible: Ensure that customers can easily access staff
- Timely: Ensure that customer expectations are met in the time that is committed
- Fair, Efficient, and Certain: Ensure that customers receive prompt, courteous, fair, correct, and professional service
- Knowledgeable: Provide accurate, complete, and objective information on time
- Communicative: Improve communication within the department and among other departments and externally to inform and educate the customer
- Resourceful: Provide the customer with as much information as possible so that the customer can be well informed of all options

Technology Improvements and Integration

One of the major ways to improve our service to customers and interaction with stakeholders is through the use of technology. DSD currently uses a combination of solutions to provide internal and external services. The Application, Management and Data Automation (AMANDA) application is the primary solution that is used for reviews, permits, and inspections. There are three major projects currently in progress that will enhance the services delivered by DSD by providing online application submission, online payments, and online plan review.

The AMANDA Upgrade project is focused on migrating the existing system to a browser based version. The main objective is to deploy the latest technology from CSDC Systems which gives DSD new functionality to create enhancements that improve process efficiency and to integrate the application with other systems. This is an extensive project that involves updating all of the documents and reports to the new platform and changes to the system infrastructure hosted by the City's technology department. Upgrades to the platform have already enabled work on a new external portal and a new geographic information tool. The new version provides connectors for the electronic plan review, document management, and finance systems, and other newly planned solutions for mobile connectivity. The new version of AMANDA is being implemented in phases to coordinate with other projects. DSD expects begin transitioning users to the new platform in September 2015 with full integration by March 2016.



The Electronic Plan Review (EPR) project will enable an end-to-end online process. Customers will be able to submit applications and plans online, pay fees online, participate in the review process online, and process permits online. Though there are many parts to this implementation, the ProjectDox application is the new core component being deployed for this project. The ProjectDox application provides reviewers with mark up and comment functions for architectural plans and management of all documents required for submissions. This project will improve collaboration with customers and reduce the burden of providing paper plans and visits to DSD offices. This project is currently being

piloted with a utility service provider which will continue throughout the summer of 2015. This fall, additional review disciplines will be added for specific commercial, residential,

and land use applications. The full implementation of EPR is scheduled for completion by mid-year 2016.

The AMANDA Portal II project will bring a majority of DSD's business online. The new portal platform supports online application and online payment for credit cards and electronic check. It is the interface for electronic plan review, issuing permits electronically, and scheduling inspections online. The new platform is mobile friendly so many of the features will be available for phones, pads and tablets with internet capability. The first phase of the project, to be completed at the end of the summer of 2015, will replace the old website and replace escrow payment with credit card and electronic checks. The next phases of the project will complement the EPR project for each application type being enabled for electronic review. Standalone permits will be added as options over the next year as well. The majority of DSD business is anticipated to be online by the middle of 2016 in conjunction with EPR and the AMANDA Upgrade.

DSD uses other technology solutions to support other aspects of the business to manage day-to-day operations or to complement the use of the AMANDA application. The Customer Wait Tracking System helps manage the queues in the Permit Center, Development Assistance Center, and Plan Review. The system was enhanced a couple of years ago to support SMS texting which provides notification of position in the queue. Customers can check-in with staff to provide a contact number and then leave to conduct other business until DSD staff is available to serve their business needs. The RightFax application is used to streamline the processing of permit requests that are faxed by some applicants. Citrix is used to provide full AMANDA functionality in the field for inspection staff. And for customers that do not have internet access, the Interactive Voice Response (IVR) automated phone attendant can be used to schedule and cancel inspections.

A project to deploy the MicroStrategy business intelligence (BI) tool began in 2014. The tool is now being used to provide performance dashboards to DSD supervisors and management. The dashboards provide timely information on the status of cases and review backlogs so that DSD management can quickly adjust work to available staff.

Implementation of two new geospatial technology solutions, ArcGIS Online and Geocortex, by the DSD GIS staff supports the geospatial needs of all the projects. Other GIS tools are utilized to provide management and mapping of data for Imagine Austin, Neighborhood Planning, and the CodeNEXT code revisions.

DSD continues to identify areas where technology can provide improvements. Future projects and solutions will bring enhanced customer service through the use of kiosks and online support tools. Other new tools are being developed to improve the accessibility and communication between field staff and customers. And, the expansion of data placed online through the Data Portal project will provide more information quicker to the citizens.

Development Activity Data

The last two sections of the Action Plan contain economic and development activity data. The information illustrates the impact of Austin's growing economy and provides background as to how long the economic growth will continue at the current level. Figures 1-5 depict development applications submitted to the City of Austin over the last 25 years. Building Permits are used as a measure of the waves of development that Austin has seen over that time. The economic boom-and-bust cycles over that period can be clearly seen from the highs and lows seen in the graphs.

Currently, the land development process can start with a zoning change, followed by a subdivision and/or a site plan review application. This process can involve time frames that can vary in length from a few months to a few years depending on the scale and complexity of the project. The building permit represents the final phase of the development process, initiated once the project has received entitlement, after going through a complex regulatory process. Some complex projects such as the Circuit of the Americas project do not fully reflect the complexity and scale of the projects as these projects cannot be measured in terms of units or square footage built.

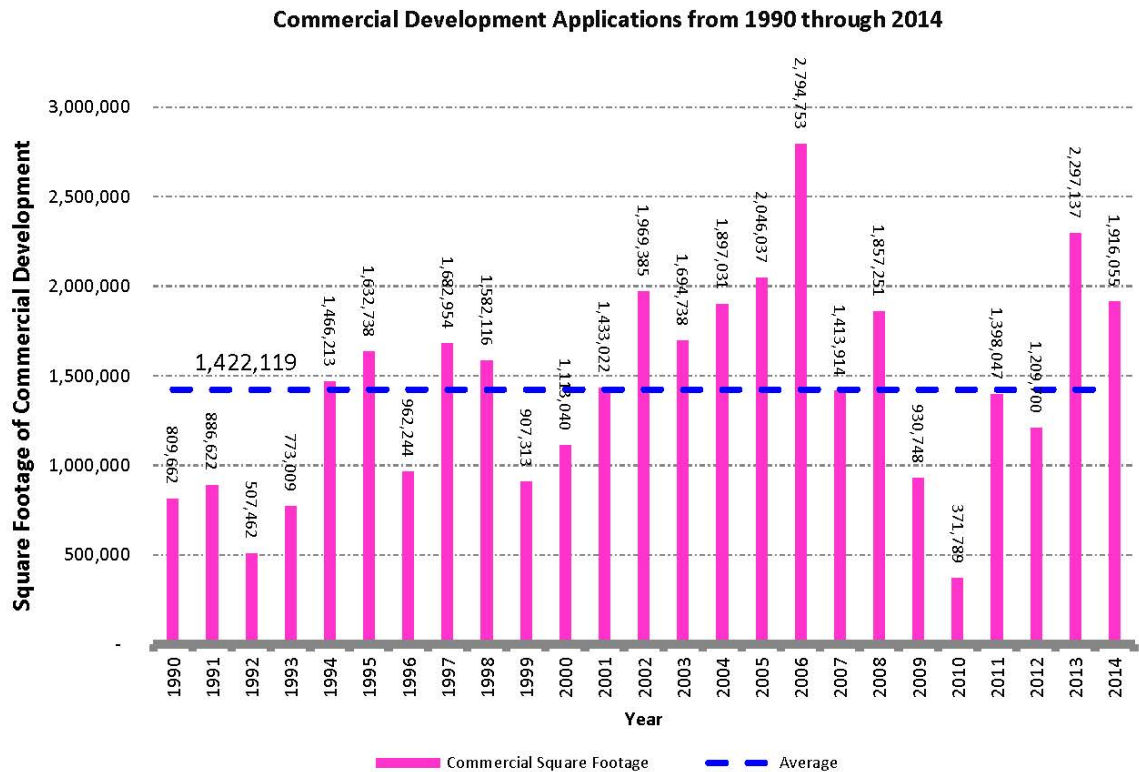
Additionally, not all building permits/projects are fully built out or constructed. It is assumed for the purpose of this report that the development was built out, which might not be the case for all the permits. It is also assumed that the information reported by the developers and/or retrieved by different data sources is accurate and complete.

Data Sources: The data was compiled by the Development Services Department IT Team and the source information spans 25 years. The data serves to provide a broad overview of development trends over the last quarter-century. Data sources include:

- Data from 1990 through 2006 for Figure 1 was retrieved from the Permitting, Inspection, Enforcement, and Review (PIER) database and City of Austin Geographic Information Systems (GIS) datasets.
- Data from 1990 through 1996 for Figures 2 and 3 was retrieved from "Growth Watch – Monitoring Austin's Growth and Redevelopment, Fourth Quarter 1996," a publication of the Department of Planning, Environmental and Conservation Services, City of Austin, published in January 1997.
- Data from 1997 through 2006 for Figures 2 and 3 was mined by issued date and retrieved from the Permitting, Inspection, Enforcement, and Review (PIER) database and City of Austin GIS datasets.
- Data from 2007 through 2014 for Figures 1-5 was retrieved from AMANDA, which was managed by the Watershed Protection and Development Department and Planning and Development Review Department.
- Data for Figures 4 and 5 was mined by the application date and retrieved from "Building Plan Application Submittal Report" and "Development Tracking Data".

Figure 1: Commercial Development Applications

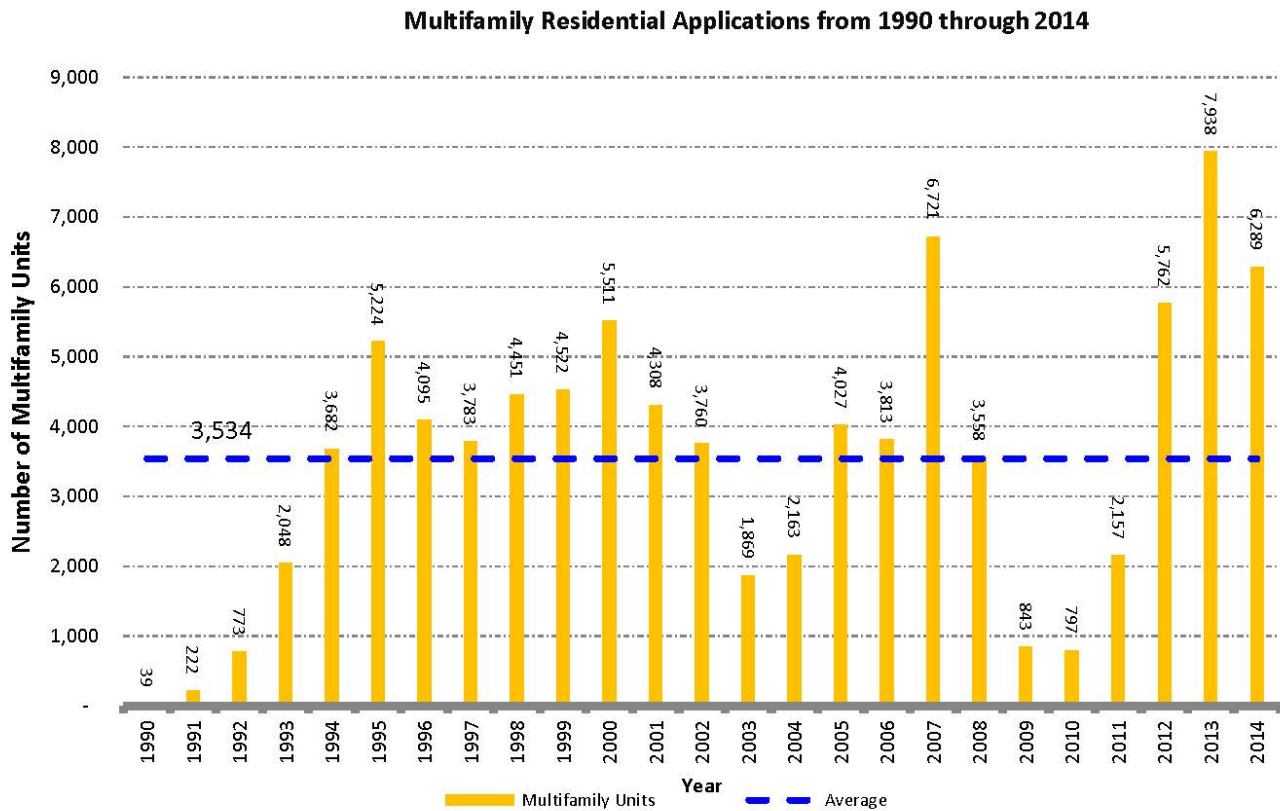
Figure 1 shows the commercial development applications submitted to the City of Austin from 1990 through 2014, measured in terms of square footage.



Commercial development, as measured in the chart above, includes manufacturing facilities, warehouses, research facilities, schools, hospitals, rehabilitation facilities, hotels and motels; service stations and repair garages; stores and customer service buildings; and other retail uses. The chart shows a clear spike in the number of commercial permits issued (after 2010) for notable projects, including the JW Marriott, the Westin, and the Holiday Inn Express hotels and other notable projects such as Southpark Meadows; Shops at the Arbor Walk; Chinatown Center; and The Domain, which has continued to add space since 2006.

Figure 2: Multifamily Residential Applications

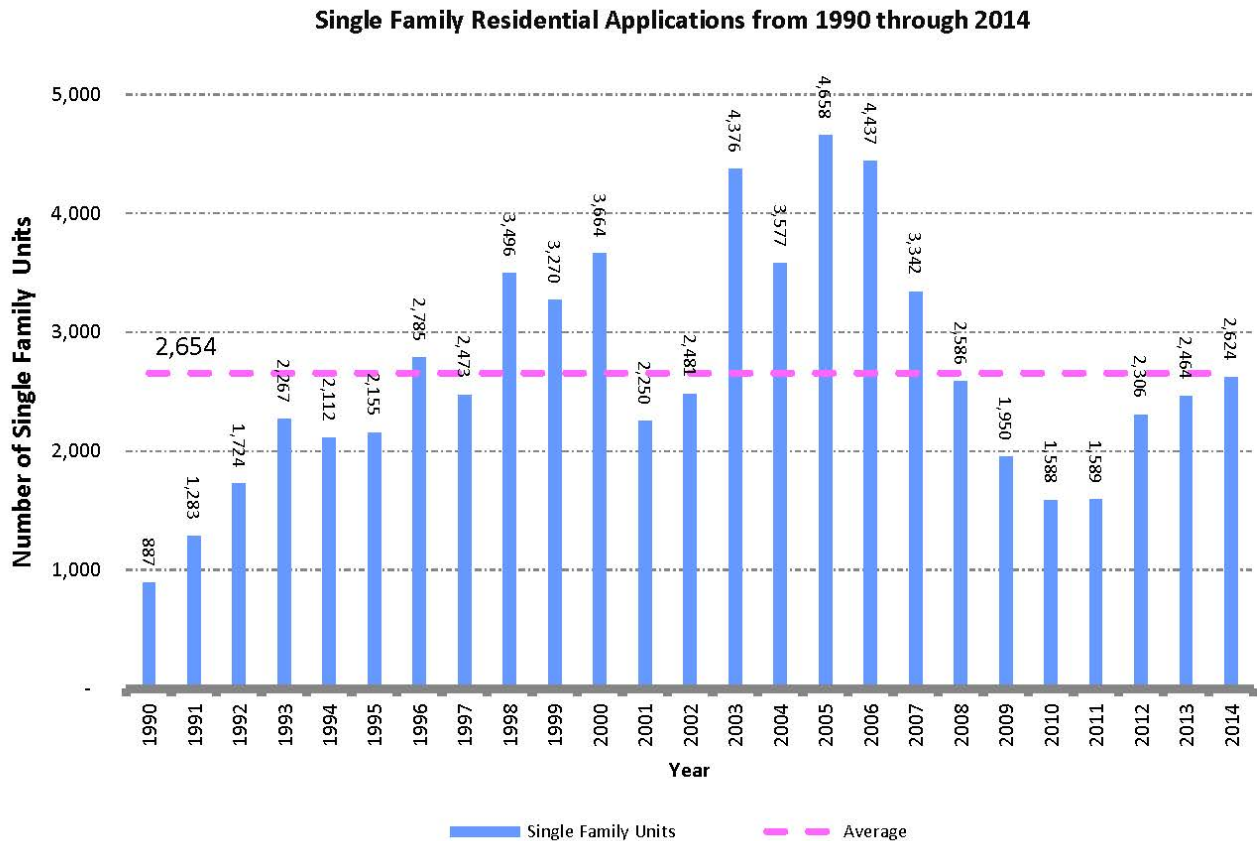
Figure 2 shows the multifamily residential development applications submitted to the City of Austin from 1990 through 2014, measured in terms of number of units.



The last few years have seen significant upturn in Austin's multifamily market noted by the last spike on the chart above. Due to Austin's strong economy and rapidly increasing population, the multifamily market continues to show vigorous growth. Multifamily projects can range from the traditional garden apartment complexes in suburban areas to smaller infill projects in the urban core, to high-rise residential developments, generally in the central business district. Parts of the city impacted by the vibrant multifamily development of the past few years include Downtown Austin, West Campus, The Domain, the South Lamar corridor, Burnet Corridor, Riverside Drive, Southpark Meadows and Lakeline Mall.

Figure 3: Single Family Residential Applications

Figure 3 shows the single family residential development applications submitted to the City of Austin from 1990 through 2014, measured in terms of number of units.



Austin's single family market has two main contributors, the subdivisions which are usually on the periphery and the infill/redevelopment occurring in the urban core. Together the two streams contribute a steadier supply of residential permits issued under a complex land development code. Some of the major projects that contributed to single-family residential unit supply include Avery Ranch, Northtown MUD, Pioneer Crossing, Harris Branch PUD and the Robert Mueller Municipal Airport development.

Figure 4: Residential Remodel and Addition Applications

Figure 4 shows the residential remodel and addition applications submitted to the City of Austin from 2000 through 2014, measured in terms of number of permits.

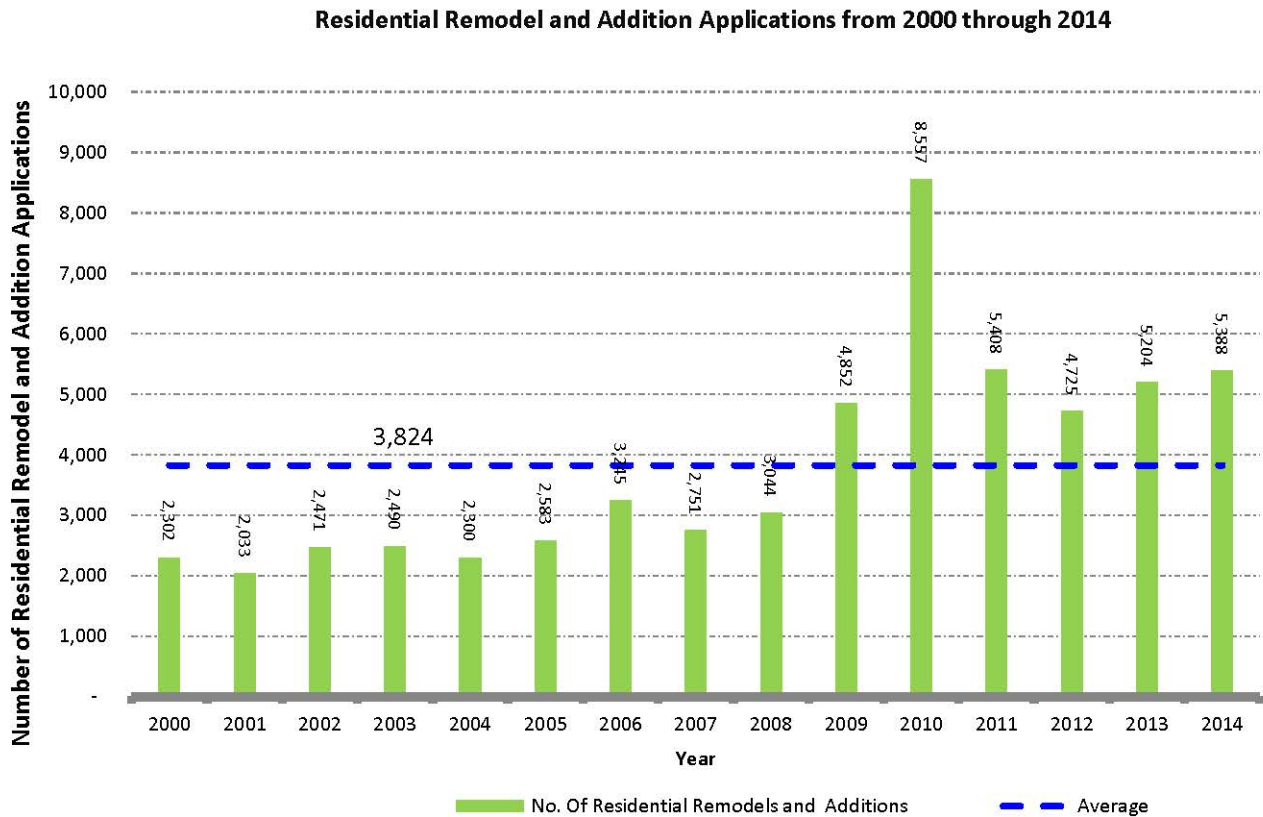


Figure 5: Commercial Remodel and Addition Applications

Figure 5 shows the commercial remodel and addition applications for the City of Austin from 2000 through 2014, measured in terms of number of permits.

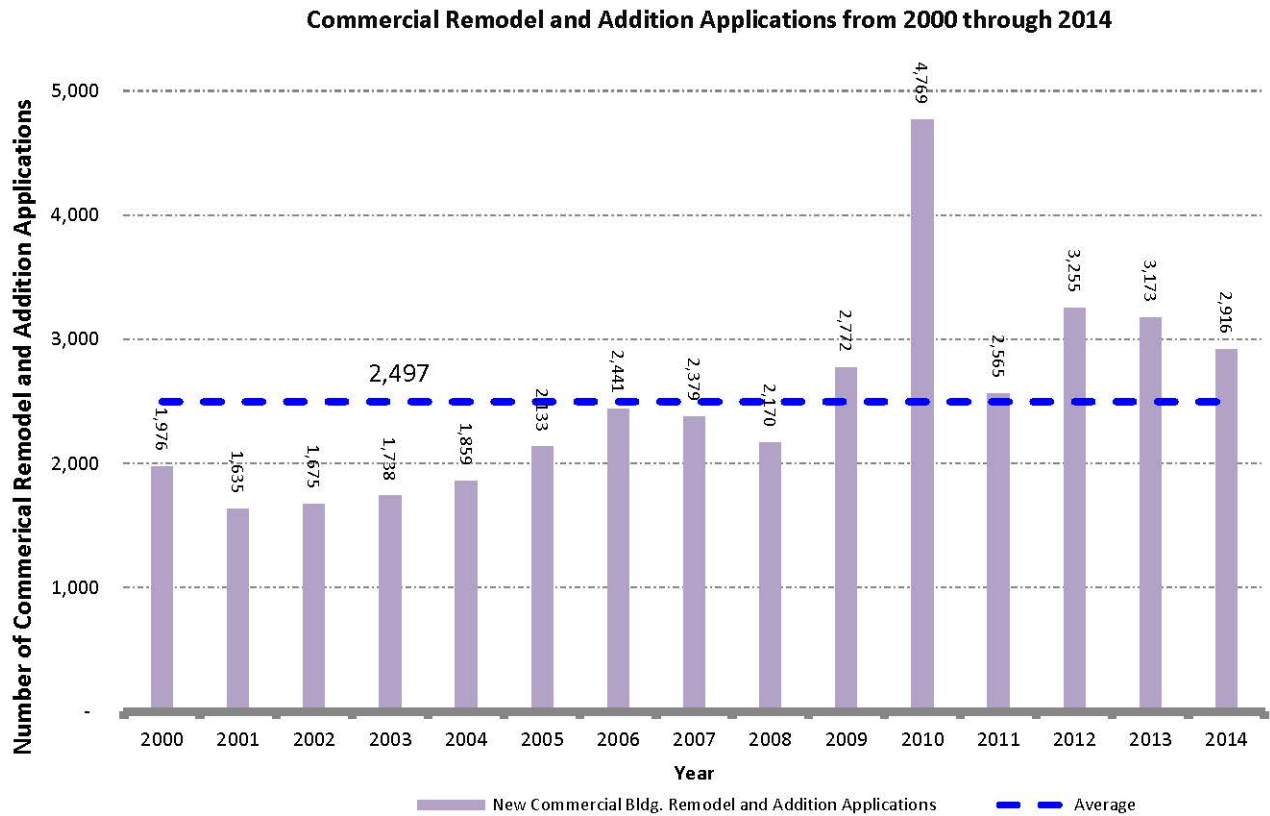
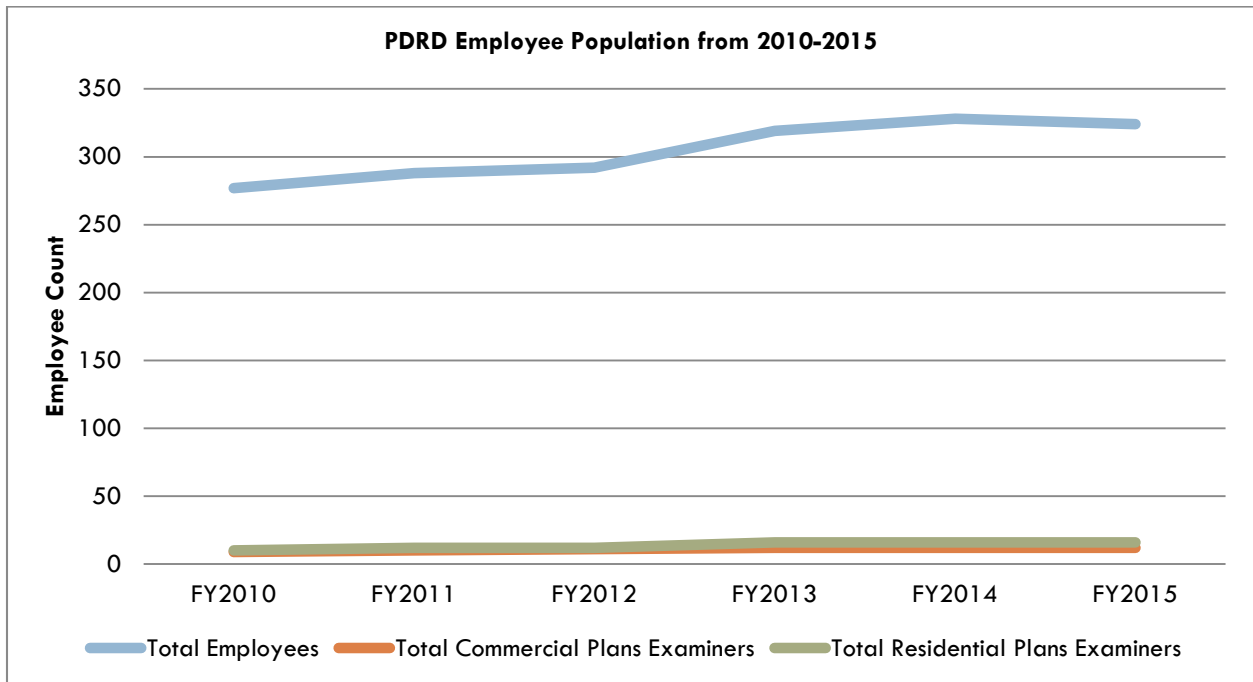


Figure 6: Planning/Development Review Employees

Figure 6 depicts the stationary Planning and Development Review Department employee population despite the increased development activity experienced by the City of Austin since 2010.



The PDRD employee population chart shows the pay periods of each referenced calendar year. The information was extracted from the City's Human Resources Management System (HRMS). The data depicts employee population from the inception of the Planning and Development Review Department in 2010.

Figure 7: Comparing Austin's Complex and Expansive Development to Other Cities

The Benchmark Study within the Zucker Report compares Austin to seven (7) other similarly populated cities and Texas cities. This analysis compares completed, under construction, and proposed tall building (minimum of 10 stories) development for hotels, residences, and offices since 2008. Austin's tall buildings are the most visible elements of the city and define Austin's unique skyline character. The cranes used during construction are often the most talked about aspect of Austin's growth and present an image of economic and market strength due to the significant sums of investment required to construct towers. The website skyscrapercenter.com was used as the source of information.

The City invests significant amounts of staff time reviewing the development plans and inspecting the buildings. What appears to be the norm for Austin, in terms of tower development, sets Austin apart when compared to the other cities. Appropriate levels of qualified and well-trained staff are required to properly review development plans and to inspect construction for these very complex projects.

Building Name	Height (feet)	Floors	Year Completed	Use
<u>Columbus, Ohio (2 Towers Completed)</u>				
Grange Insurance (South Building)	144	10	2010	Office
Grange Insurance (Parking Garage)	74	6	2009	Other/ Office
<u>Charlotte, North Carolina (6 Towers Completed)</u>				
Skye Building	310	22	2013	Residential/ Hotel
Duke Energy Center	786	48	2010	Office
The Vue	576	50	2010	Residential
1 Bank of America Center	484	32	2010	Office
Catalyst	338	27	2009	Residential
NASCAR Plaza	293	20	2009	Office
<u>Fort Worth, Texas (2 Towers Completed)</u>				
Omni Fort Worth Hotel	447	33	2009	Residential/ Hotel
The Carnegie	236	16	2008	Not Specified

Building Name	Height (feet)	Floors	Year Completed	Use
Austin, Texas (30 Towers Completed, Under Construction, or Proposed)				
Grand Hotel at Waller Creek	699	47	Proposed	Hotel
The Independent	685	58	Proposed	Residential
501 Brazos Street	504	47	Proposed	Residential/ Hotel
99 Trinity Tower	467	38	Proposed	Residential
Waller Center Tower A	270	20	Proposed	Residential
Waller Center Tower B	465	44	Proposed	Residential
Waller Center Tower C	418	38	Proposed	Residential
Austin Proper		32	Proposed	Residential/Hotel
Fairmont	595	36	2017	Hotel
5 th & West	448	39	2017	Residential
GreenWater Block 1	424	38	2016	Residential
Hotel ZaZa & Apartments	305	24	2016	Residential/ Hotel
Aspen Heights	235	22	2016	Residential
The Bowie	423	37	2015	Residential
JW Marriott Conventional Hotel	408	34	2015	Hotel
Colorado Tower	397	29	2015	Office
Seaholm Residences	341	30	2015	Residential
Seven	263	24	2015	Residential
Westin Hotel	214	19	2015	Hotel
SkyHouse Austin	264	23	2014	Residential
Gables Park Tower	223	18	2014	Residential
The Austonian	683	56	2010	Residential
W Austin Hotel & Residences	477	36	2010	Residential/ Hotel
Four Seasons Residences Austin	401	32	2010	Residential
Spring	434	43	2009	Residential
Ashton	412	36	2009	Residential
360 Condominiums	581	45	2008	Residential
Windsor on the Lake	339	31	2008	Residential
The Monarch	323	29	2008	Residential
The Shore	257	22	2008	Residential

Building Name	Height (feet)	Floors	Year Completed	Use
<u>Dallas, Texas (16 Towers Completed, Under Construction or Proposed)</u>				
2101 North Pearl Tower I	No info	32	Proposed	No info
Hall Arts Center Mixed Use Tower	No info	45	Proposed	No info
Flora Lofts	No info	39	Proposed	No info
Hall Arts Center Residential Tower	No info	30	Proposed	No info
2101 North Pearl Tower II	No info	19	Proposed	No info
KPMG Plaza	No info	18	No info	Under Construction
SkyHouse Dallas	No info	24	No info	Under Construction
The Heritage at the Stoneleigh	No info	22	No info	Under Construction
Bleu Cell	449	33	2017	Residential
Museum Tower	560	42	2013	Residential
Omni Dallas Hotel	282	23	2011	Hotel
Saint Ann Court	334	25	2009	Residential
Tower Residences at the Ritz-Carlton	310	23	2009	No info
1900 McKinney	310	26	2008	No info
Texas Capital Bank Building	295	20	2008	Office
The House	No info	28	2008	Residential
<u>Nashville, Tennessee (7 Towers Completed, Under Construction, or Proposed)</u>				
Nashville Convention Center	No info	28	Proposed	Office
505 CST	550	45	2018	Residential
Bridgestone Americas Tower	460	30	2017	Office
JW Marriott Nashville	No info	35	2017	Hotel
Turnberry Tower II	No info	22	2017	Office
SoBro	345	32	2016	Residential
The Pinnacle at Symphony Place	417	29	2010	Office

Building Name	Height (feet)	Floors	Year Completed	Use
Portland, Oregon (7 Towers Completed, Under Construction or Proposed)				
Block 15	340	28	Proposed	Residential
Hassalo on Eighth	250	21	Proposed	Residential
Block 67	No info	21	2016	Residential/ Retail
Park Avenue West	515	30	2015	Residential/ Office
Edith Green-Wendell Wyatt Building	361	18	2013	Office
Mirabella	325	30	2010	Residential
The Ardea	325	30	2008	Residential
San Antonio, Texas (3 Towers Completed)				
Broadway San Antonio	279	20	2010	No info
Grand Hyatt San Antonio	424	34	2008	Office/ Hotel
Vidorra I	292	25	2008	No info

Figure 8: Comparing Austin's Permitted Housing Units to Other Cities

The information below provides a comparative analysis from 2010 through 2014 of single family and multifamily permitted activity. Austin is compared once again to the cities within the Benchmark Study. The source of information is the United States (U.S.) Census Bureau Building Permits Survey website www.census.gov/construction/bps/. The supply of housing units being constructed in Austin correlates to the demand for housing by Austin's existing and new residents, and new permit applications will continue to be submitted so long as the demand exists for housing within the city. The population data is as of July 1, 2014, and the source is the U.S. Census Bureau Population and Housing Unit Estimates website www.census.gov/popest/.

	Austin	Columbus	Dallas	Fort Worth	Portland	San Antonio
Population	912,791	835,957	1,281,047	812,238	619,360	1,436,697
Single Family	11,289	3,600	4,778	14,343	3,085	10,199
Multifamily	27,149	12,802	24,931	8,583	10,448	9,844
Totals	38,438	16,402	29,709	22,926	13,533	20,043

The Intersection of Austin's Economic Growth and the Development Process

Austin's economic growth is connected to its increased population from in-migration. And as a city that has a reputation of being cool and hip with a vibrant music, food, and tech scene, Austin appeals to many young people, especially millennials. With an in-migration population that exceeds the number of people leaving Austin, the supply of housing for our new neighbors has not kept up with the demand.

Whether or not substantial population increase is a good or bad thing is a long-running source of debate in Austin. Regardless, there still remains a demand for housing units, and the City's development process has been pointed to as a broken system that impedes the flow of housing unit supply into the Austin housing market. Given the axiom that limited supply in the face of high demand causes spikes in pricing, the development process is deemed a culprit of the price spikes. Improvements need to be made to meet the time commitments of the development process, and the Zucker Report has identified recommendations that can improve the timelines and processes when implemented.



Photo Credit 1: Michael Knox

The current lack of supply in the housing market is also rooted in the 2008 financial crisis and the lack of development financing for multifamily projects. Multifamily projects suffered a high vacancy rate and projects succumbed to foreclosure during the 2008 recession. The current housing shortage due to population growth demands was forecasted in 2010 by local realtor Blake Taylor. From Taylor's perspective, construction was 30% below population growth demands. Taylor's prediction of housing shortage within five (5) years also led him to conclude that pricing increases would ensue. (Source: "Will there be a Bottle Neck in Austin?"; The Advisor published by Taylor Real Estate, Volume III, Fall 2010).

Figure 2, which is shown later in this Action Plan, provides a historical perspective of permit applications for multifamily units from 1990 through 2014. During that time period, an average of 3,534 annual permit applications for multifamily units were received. Peak periods can be traced back to the years in which the Austin economy expanded. And, declines in permit applications are linked to periods of recession. The

table below shows a snapshot of the data. Austin experienced a below-average period of multifamily units permit applications (2009-2011) that can be attributed to the 2008 recession and lack of development financing. And, the more recent above-average period (2012-present) is attributed to Austin's growth as well as a nationwide shift from home ownership to rental.

Table 2: Multifamily Units Permitted in Austin (2009-2010)

Year	Multifamily Residential Applications Measured in Units	Amount (Below) or Above Average	Percentage (Decrease) or Increase from Average
2009	843	(2,691)	(76.1%)
2010	797	(2,736)	(77.4%)
2011	2,157	(1,375)	(39.0%)
2012	5,762	2,231	63.0%
2013	7,938	4,408	124.6%
2104	6,289	2,760	78.0%

A recent article in the Austin Business Journal suggests that the number of millennials attracted to Austin is connected to the surge in multifamily development. The source for the article is "Second-Tier Cities: A Millennial Migration", published by Bloomberg Brief on June 1, 2015. Austin's millennial population increased by 26% from 2000 to 2014 and is suggested as a strong source of the recent multifamily development boom. The article also suggests that lenders are reducing their debt yield requirements for multifamily projects in boom cities like Austin. (Source: "Austin's millennial boom has huge impact on multifamily development"; Austin Business Journal, June 10, 2015)

Austin's above-average volumes of applications for multifamily units are being permitted; however, peak efficiency has been reached as indicated by the persistent backlog. The matter of enforcing timelines for reviewing permit applications should always exist, but it does not solve for the fact that the number of applications submitted to the system cannot be controlled. If the volume of applications were to resume to average levels, the backlog would not exist. The development process would then return to "business as normal". However, the volume of applications has not slowed down, and the rate of activity appears to be the new normal for at least the immediate future.

As indicated on page 11 of the Zucker Report, "There are also major backlogs of permits, in residential, commercial and site plan reviews. These cannot be solved with existing staffing." The backlog, as we know it, is a symptom of both an above-average level of activity and staffing levels that are not calibrated for the high volume.

If Austin's growth were to be limited to a single sector, such as multifamily, staffing could be shifted to focus on the high growth sector. However, Austin is experiencing exuberant growth in all sectors of its economy, including single-family homes,

residential remodels and additions, and commercial remodels and additions. Figures 3 through 6 within this Action Plan provide a glimpse of the growth in each of these sectors.

A unique aspect of Austin's growth is the added layer of tall building development for residential, hotel, and office use. This complex development requires a higher level of review and more time to process than a standard single floor development. Since 2008, the City has permitted the construction of 22 tall buildings, ranging from 18 floors to 56 floors, for a combined total of 703 floors. Another eight (8) tall buildings are currently being planned ranging from 20 floors to 58 floors. *(See Figure 7 in the Action Plan for a full listing of tower development.)*

The new tower development is in keeping with the City's 2006 goal to have 25,000 residents living in Downtown Austin and to revitalize downtown from the despondent days of the 80's and 90's. Much attention was provided to fitting in the residential buildings to support this 5x resident growth. But, no one could have forecasted the phenomenal and quick response to the City's goal and that the burgeoning growth would compete for resources to support the reviews of other housing and commercial development outside of downtown.

And, our city has become a popular destination for many travelers either on a personal trip or coming to Austin for business. The increasing number of festivals and events in



Photo Credit 2: Nick Simonite

Austin continues to fuel Austin's popularity as a place to visit. Austin's hotel occupancy for the first quarter of 2015 was 76.4% and revenue per available room was over \$103. The hotel development industry views Austin as a sizzling hot hotel market and one that is receiving substantial attention and investment. Between projects recently completed and those in the pipeline, an additional 4,000 hotel rooms will be added to Downtown Austin. This compares to 1,000 rooms being added to downtown Dallas and slightly less than 2,000 in downtown Houston, which will host the 2017 Super Bowl. (Source: "Texas Hotel Trends: Austin's HOT, Cities want Convention Hotels, and Modular is Back"; Virtual Builders Exchange, June 3, 2015). The dramatic increase in hotel development is yet one more growth area that competes with the housing market for permit application review.

The question on many minds is not only how can Austin's rapid growth be supported but also when it might level off. The answer for predicting when growth will subside is connected to Austin's forecasted population increase. In January 2015, the Urban Institute released its report of low, average, and high population forecasts for the country's metropolitan regions. Under the average scenario, the Austin area will grow from 1.8 million people in 2010 to 2.8 million people in 2030, a 55% increase. On the high end, the Austin area will grow to 3.2 million people in 2030, an 81.7% increase. (Source: "Scenarios for Regional Growth from 2010 to 2030"; Urban Institute, January, 2015).

Annually, the Urban Land Institute, in conjunction with Price Waterhouse Coopers, publishes its "Emerging Trends in Real Estate". The publication serves to provide an outlook on real estate investment and development trends and ranks metropolitan areas according to investment, development, and homebuilding activity. Austin edged out San Francisco for the No. 2 spot indicating confidence in the growth of the Austin real estate market. (Source: "Emerging Trends in Real Estate; Urban Land Institute, 2015).

In terms of job creation, economists are convinced that the recent decline in oil and gas prices will not affect Austin's job growth. In the past year, Austin area employers added 32,000 jobs to the local economy, an increase of 3.5%. In May 2015, Austin area employers added 6,800 jobs. (Source: "Austin job growth surges as Texas starts to shake energy sector's chill"; Dan Zehr, Austin American-Statesman, June 19, 2015). Another signal of Austin's continued economic growth surge is the return of the Downtown condo market. Recently, it was reported that 90% of the 370 condo units have been reserved for the planned 58-story Independent residential tower. The developers began taking deposits of \$5,000 and \$10,000 on June 5, 2015 for units that will range in price from the mid-\$300,000s to more than \$3 million. (Source: "90 percent of units already spoken for at 58-story Austin tower"; Shonda Novak, Austin American-Statesman, June 19, 2015).

To say that resources are needed to support Austin's continued growth in all development sectors is an understatement. And, the attention to the development process system for reviewing, permitting, and inspecting the ensuing construction will be provided. A combination of new resources and active management will ensure that timelines for review and inspection are met and that City codes and regulations are consistently followed.

Small Businesses

Although the Zucker Report did not address small business, Council's resolution requested information on how small businesses would be engaged. Small businesses play a large role in the Austin community and economy. They support families through jobs and provide valued goods and services to neighborhoods. Rules, regulations, and processes present challenges to small businesses in that they have little time and resources to spare for such matters. Rules and regulations are in place for very good

reasons such as protecting the health, safety, and welfare of the general public, and good customer service dictates that we should help small businesses understand and navigate through the development process. Many cities such as Chicago, New York, Cincinnati, Denver, Boston, San Francisco, and Seattle are implementing measures to assist small businesses with permitting and inspections. Efforts include:

- Mapping of processes to inform small businesses of the process
- Neighborhood small business growth strategies to foster neighborhood engagement with the local small business community
- Co-location of resources, processes, and staff to provide one site for small business needs
- Outreach to inform small businesses of rules, regulations, and processes
- Streamlining of the appeals process for small businesses

DSD will participate in and develop small business education programs, in conjunction with the Economic Development Department, chambers of commerce, local business associations, and local merchants associations, to assist small businesses with navigating and getting through the development process in a timely manner. Additionally, there are grant opportunities that exist through the Small Business Administration (SBA) for which DSD can participate with a local partner.

Council Resolution

RESOLUTION NO. 20150402-014

WHEREAS, development review and permitting are essential elements of an effective and efficient land development process, affecting everything from small home or business renovations to large commercial development; and

WHEREAS, the working draft of the Analysis of the Planning and Development Review Department by Zucker Systems (Zucker Report) confirms persistent delays in development review and permitting, a complex land development code, inconsistent code applications, and other serious organizational and process challenges and inefficiencies; and

WHEREAS, the delays and inconsistencies of Austin's development review and permitting process increase the cost and delay of small business expansion, and other desirable development, and inhibit the city's ability to respond to growing demand for housing, thus contributing in part to Austin's current affordability crisis; and

WHEREAS, the draft Zucker Report recommends numerous short-term and long-term actions to improve Austin's development review and permitting process; and

WHEREAS, the Austin City Manager has already taken some steps to resolve Austin's development review and permitting issues, including commissioning the Zucker Report, initiating the Code NEXT process, initiating organizational changes to the Planning and Development Review Department, and making progress toward acceptance of online payments; and

WHEREAS, the City of Austin currently provides an expedited permitting process through the S.M.A.R.T. Housing program, and as the permitting process is

being reviewed, the City Council would like to explore expanding and improving permitting programs that provide community benefits; and

WHEREAS, the Austin City Council desires even higher priority and greater attention given to fixing the challenges presented; **NOW, THEREFORE**,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AUSTIN:

The Austin City Council directs the City Manager to provide within 30 days a plan to eliminate the citywide backlogs in the Planning and Development Review Department and other departments involved in, and sharing responsibility for, the development review and inspections process.

BE IT FURTHER RESOLVED:

The Austin City Council directs the City Manager to provide within 60 days from the date of the finalized Zucker Report, but no later than June 30, 2015, a detailed response to the Zucker Report and a recommended implementation plan to address the development review and permitting challenges identified therein. The plan should address, but not be limited to:

1. Improving the utility of the One Stop Shop to improve customer service, communication, and responsiveness of all involved divisions and departments;
2. Improved engagement with neighborhoods and their associations, environmental community, small business interests and other stakeholders;
3. Recommended metrics for performance goals and objectives so as to measure success; and
4. Recommended policy and budget changes, and any new tools necessary to ensure reforms are implemented expeditiously, effectively, and successfully.

5. Explore options for expanding and modifying our expedited permitting process to achieve more affordability and other community benefits.
6. Alignment with the Code Next process, timelines, and consulting team efforts.
7. Timelines.

BE IT FURTHER RESOLVED:

The City Manager shall provide the council with detailed reports on the progress of development and permitting process reforms on a regular basis, but not less frequently than every 60 days.

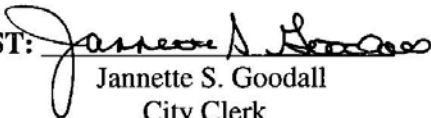
BE IT FURTHER RESOLVED:

The metrics for measuring success for all divisions and departments involved in, and sharing responsibility for, the development review and inspections process, will include, but not be limited to:

1. Those related to the number and backlog of pending requests for development review and permit applications;
2. The time required for development review and permit application processing;
3. The consistency of rule and ordinance application by staff;
4. Strengthening the culture of customer service and assistance; and

5. Providing a positive experience for development and permit applicants.

ADOPTED: April 2, 2015

ATTEST: 
Jannette S. Goodall
City Clerk



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

1

Zucker Recommendation

The Director of the Planning and Development Review Department, and the City Manager should review the study and agree on an implementation plan, which should include:

- *An agreed-upon timetable and work program;*
- *Costs estimates and method of funding;*
- *Methods to communicate with Stakeholder groups; and,*
- *Action on budget and policy matters by the Mayor and City Council.*

Department Recommendation and Action Step(s)

The Zucker Report has been reviewed, and the implementation plan will be over a two-year period as recommended within the report. An Action Plan that details the specific responses and timelines is completed. Cost estimates are provided within the Action Plan and will be proposed over a two-year budget period (Fiscal Year 2016 and Fiscal Year 2017). Funding will be proposed from increases in fees, which are currently underpriced according to a recent cost of service study.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Management/ Communication	City Management and City Council	Rodney Gonzales and Greg Guernsey	Concur	Completed	Completed

Financial Considerations

An Action Plan has been prepared and will be implemented over the next two (2) fiscal years. The FY2015-16 Proposed Budget includes \$2.8 million of ongoing expenses related to staffing and \$2.0 million of one-time expenses. \$1.4 million of additional ongoing expenses related to staffing will be requested in the FY2016-17 Budget.

Recommendation No.

2, 7, 31, 181, 357

Zucker Recommendation

#2: Managers and Supervisors should develop an approach to broken window issues within Planning and Development Review Department (PDRD).

#7: Have a consultant develop new signs and wayfinding for PDRD functions.

#31: The words, "One-Stop-Shop" should be removed from signs and replaced with words related to specific functions.

#181: Signage should be provided adjacent to the Development Assistance Center that lists the type of services provided in the building and the location of the group that provides the service.

#357: Update offices with paint and carpets.

Department Recommendation and Action Step(s)

Make facility improvements, develop new signs and wayfinding, update all signage, update offices with paint and carpets. Development Services will create a facilities team to identify specific problems relating to general appearance of common areas. Improvements and changes will be prioritized. The facilities team will institute quarterly division / floor wide clean up days to prioritize removing outdated information to permanent storage. A formalized process and procedure to request repairs of facilities will be established. New professional and directional signage will be designed and installed in all public areas. New flooring and wall paint and decor will be upgraded to professional standards. Comfortable seating will be installed to accommodate walk-in customers. All efforts will be coordinated with building management within One Texas Center. The One Stop Shop branding will be updated to reflect services provided. However, the concept of a single facility for all customer permitting needs will be reinforced. The department will provide the signage that lists the type of services provided and the location of the group that provides the service. The funding requests for these items was submitted for the Fiscal Year 2016 budget.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Management/ Communication	Entire Department	Sylvia Arzola	Concur	Oct-2016	Feb-2016

Financial Considerations

#7: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$20,000.

#281: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$10,000.

#357: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$200,000.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

3, 55, 57, 387

Zucker Recommendation

#3: Planning and Development Review Department (PDRD) should develop a specific formal approach to continually involve Stakeholders in all relevant issues and officially join these groups.

#55: PDRD needs to develop a methodical program to relate to the relevant industries.

#57: PDRD should develop a clear strategy as to how to best relate to a variety of groups interested in Austin planning and development.

#387: Add one Public Information Specialist.

Department Recommendation and Action Step(s)

The Public Information Specialist position will develop and implement a strategy to build and maintain relations with interested parties and industry and neighborhood groups. The Public Information Specialist will use a variety of communication modes and methods to engage stakeholders, industries, and all groups interested in planning and development. Concurrently, the Public Information Specialist will assess current internal communication strategies in an effort to consolidate, document and enhance current processes. In an effort to increase transparency and accountability, the Public Information Specialist will pursue web-based tools and formal stakeholder email lists to keep all individuals and groups apprised of department activities such as policy or ordinance changes; to develop a public speaker's bureau for each division; to research what other peer communities are doing for community engagement; and to ensure stakeholder involvement bridges all facets of operations in both departments.

Priority Area

Management/
Communication

Work Group

Entire
Department

Staff Contact

Sylvia Arzola

Staff Feedback

Concur

Start Date

Dec-2015

End Date

Sep-2016

Financial Considerations

#3: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$30,000.

#387: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$73,501.

Recommendation No.

4, 5

Zucker Recommendation

#4: Managers and Supervisors should develop a specific strategy to improve communication throughout the Department.

#5: The Department should give high priority to continuing the newsletter to all employees and expanding its content. It may also be useful to post the newsletter on the website.

Department Recommendation and Action Step(s)

Develop a communication strategy and employ a department newsletter. The departmental newsletter for Development Services and Planning and Zoning launched in November 2014. A team of cross-division employees contribute to the content of the newsletter that is distributed to all employees. The monthly newsletter is one method of communication to convey new policies and procedures, employee appreciation and awards and possibly code amendments. Its important that the content for the newsletter be relevant, informative and professionally designed. A standard operating procedure will be developed to define protocol for dissemination of information, including time sensitive and critical information. Staff will continue working on several other initiatives underway to improve communication throughout the department including weekly council agenda and action summaries and management team notes, and will expand these to include policy determinations and formal summaries of code amendments.

Priority Area

Management/
Communication

Work Group

Entire
Department

Staff Contact

Sylvia Arzola

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Feb-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

6, 25

Zucker Recommendation

#6: Planning and Development Review Department (PDRD) should review all handouts to see that they are up to date, readily available and they should have a uniform design with easy identification for customers, including wheelchair users.

#25: All office hours should be clearly noted for customers on handouts, postings, and website.

Department Recommendation and Action Step(s)

Review all handouts and clearly note all office hours on all handouts. Staff will redesign and update all public handouts to ensure that they are up-to-date, readily available, have a uniform design, and clearly note all office hours.

Priority Area

Management/
Communication

Work Group

Entire
Department

Staff Contact

Sylvia Arzola

Staff Feedback

Concur

Start Date

Sep-2015

End Date

Apr-2016

Financial Considerations

None

Recommendation No.

8, 388

Zucker Recommendation

#8: All Planning and Development Review Department (PDRD) phone calls and emails should be returned the same day received.

#388: PDRD should undertake a detailed analysis of the phone issues, Division by Division with the goal of having at least 75% of calls answered.

Department Recommendation and Action Step(s)

Two (2) Customer Service positions will be included in the FY2015-16 Proposed Budget. The positions will be operators for the department main line and will assist with answering calls and providing information to customers.

With regard to phone calls, City Administrative Bulletin 96-01 is effect and requires that phone calls be returned the same day or within 24 hours. The bulletin addresses proper phone etiquette, including call greeting, outgoing message procedures, phone mailbox procedures, and expectations regarding voicemail. Employees will be provided City Administrative Bulletin 96-01 with the expectation that is properly followed.

With regard to emails, the response time is more challenging due to the vast quantities of emails received. An email return policy will be developed that is similar to City Administrative Bulletin 96-01 and will cover email etiquette and expectations regarding returning emails. The email return policy could range from using a standard email reply to acknowledge the email to a more customized response.

Email policy and the City's Administrative Bulletin 96-01 will be included in a customer service manual to be developed and included in customer service training. An FAQ reference tool to assist employees will accompany the customer service manual.

A customer service training module will be developed, and employees will be required to complete a certain minimum hours of customer service training every six (6) months.

The Benchmark Survey within Appendix G of the Zucker Report indicated that 4 of 7 large cities surveyed require phone calls and emails to be returned within 24 hours. We will review the policies from these 4 cities with regard to returning emails and use it as a guide for developing our email return policy.

Priority Area

Management/
Communication

Work Group

Entire
Department

Staff Contact

Rodney Gonzales and
Greg Guernsey

Staff Feedback

Concur with modifications

Start Date

Jul-2015

End Date

Sep-2015

Financial Considerations

#8: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$111,838.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

9

Zucker Recommendation

The Planning and Development Review Department (PDRD) counter intake and assist software should be programmed to use percentages rather than averages.

Department Recommendation and Action Step(s)

Development Services Department will work with the Communications and Technology Department to modify the reporting capabilities to produce performance measures as a percentage.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Performance Standards	Entire Department	George Adams	Concur	Jan-2016	Jun-2016

Financial Considerations

None

Recommendation No.

10

Zucker Recommendation

All functions should adopt a performance standard of serving 90% or more of customers within a 15-minute wait time.

Department Recommendation and Action Step(s)

Additional positions are included in the FY2015-16 Proposed Budget to assist with workload. DSD will work with the Communications and Technology Management Department (CTM) to reconfigure reports available to provide additional data on actual customer wait time to evaluate this goal. DSD will provide additional training for the Receptionists to ensure data is input correctly to that reports can be produced that reflect accurate information.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Performance Standards	Entire Department	George Adams	Concur with modifications	Oct-2015	Mar-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

11

Zucker Recommendation

All managers of intake counters should develop a strategy aimed at meeting wait time targets and carefully monitoring performance. This will likely mean changing processes and in some cases adding staff.

Department Recommendation and Action Step(s)

Proposed actions to achieve results are included in the response to Recommendation 10.

Priority Area

Performance Standards

Work Group

*Entire
Department*

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

12

Zucker Recommendation

Managers should work on changing the culture of Planning and Development Review Department (PDRD) as outlined in Table 3.

Department Recommendation and Action Step(s)

Managers will work to ensure staff provide flexibility within the parameters of the current code, provide complete reviews based on applicant submittals and are responsive to customer phone calls and emails. To comprehensively address these issues additional staff and operating resources and new, more user-friendly development regulations will be required.

The departments will identify individuals within the organization that can lead new initiatives and team building activities, foster cross-communication, and create a better work environment.

Cutomer service training will be required at least annually of all Development Services Department staff.

Priority Area

*Management/
Communication*

Work Group

*Entire
Department*

Staff Contact

*Rodney Gonzales and
Greg Guernsey*

Staff Feedback

Concur with modifications

Start Date

Jul-2015

End Date

Sep-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

13

Zucker Recommendation

Austin should begin a phased in expediting process for all functions.

Department Recommendation and Action Step(s)

The Development Services Department (DSD) is currently exploring an expedited process for commercial building plan review and will do so in conjunction with other partner review departments. Additionally, DSD is meeting with Workers Defense Project and Housing Works to provide them information for potentially crafting an expedited process with community benefits.

Priority Area

Performance Standards

Work Group

*Entire
Department*

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Sep-2015

Financial Considerations

To be determined

Recommendation No.

14

Zucker Recommendation

Planning and Development Review Department (PDRD) should review the methodology used to determine the amounts for the Expense Refunds.

Department Recommendation and Action Step(s)

Expense refunds are reimbursements from other City departments for work performed on their behalf by department staff. The departments agree on the methodology and the amount and are documented on Expense Detail Reports that are signed off by both departments. The expense refunds are adopted as part of the annual budget. The Finance Manager will review the Expense Refunds computed for the Fiscal Year 2016 Proposed Budget.

Priority Area

Finance

Work Group

*Entire
Department*

Staff Contact

Meredith Quick

Staff Feedback

Concur

Start Date

Mar-2016

End Date

May 2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

15

Zucker Recommendation

Discussions should be held with the Code Compliance Department concerning the appropriateness of a Code Compliance Expense Refund for Planning and Development Review Department (PDRD).

Department Recommendation and Action Step(s)

There should be no need for an expense refund from Code Compliance. This will be reviewed and eliminated.

Priority Area

Finance

Work Group

*Entire
Department*

Staff Contact

Meredith Quick

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.

16

Zucker Recommendation

Planning and Development Review Department (PDRD) should conduct an annual review of the budget office's Transfers and Other Budget Costs including Support Services Costs.

Department Recommendation and Action Step(s)

Transfers and Other Budget Costs are allocations to City departments for services provided by internal service departments such as Human Resources, Legal, Purchasing, Finance, and Communications and Technology Management. The allocations are updated every year and are adopted as part of the annual budget. The allocations are determined by the Budget Office, and the department is always provided the opportunity to review the allocations with the Budget Office.

Priority Area

Finance

Work Group

*Entire
Department*

Staff Contact

Meredith Quick

Staff Feedback

Concur

Start Date

Mar-2016

End Date

May 2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

17

Zucker Recommendation

The City should develop a separate account for the One-Stop-Shop removing it from the General Fund. Comprehensive Planning and Current Planning would remain in the General Fund.

Department Recommendation and Action Step(s)

Discussions have occurred with the Budget Office and City management to convert the Development Services Department (DSD) from a general fund to an enterprise fund.

Priority Area

Finance

Work Group

*Entire
Department*

Staff Contact

Meredith Quick

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Oct-2016

Financial Considerations

None

Recommendation No.

18

Zucker Recommendation

The City should make \$4,250,000 million available immediately to begin to implement this report for the One-Stop-Shop and set up an additional rainy day reserve for Planning and Development Review Department (PDRD).

Department Recommendation and Action Step(s)

The implementation of recommendations will span two years, which is in alignment with the Zucker Report.

Priority Area

Finance

Work Group

*Entire
Department*

Staff Contact

*Rodney Gonzales and
Greg Guernsey*

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Oct-2016

Financial Considerations

An Action Plan has been prepared and will be implemented over the next two (2) fiscal years. The FY2015-16 Proposed Budget includes \$2.8 million of ongoing expenses related to staffing and \$2.0 million of one-time expenses. \$1.4 million of additional ongoing expenses related to staffing will be requested in the FY2016-17 Budget.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**19****Zucker Recommendation**

The City should establish a reserve account for the One-Stop-Shop with a target of 22 million. An initial set aside for 2014-15 should be roughly 2 million or larger.

Department Recommendation and Action Step(s)

Discussions have occurred with the Budget Office and City management to convert the Development Services Department (DSD) from a general fund to an enterprise fund. Development revenues must cover operating costs to become an enterprise fund.

Priority Area*Finance***Work Group***Entire
Department***Staff Contact***Meredith Quick***Staff Feedback***This item requires
additional research.***Start Date***Oct-2016***End Date***Sep-2017***Financial Considerations***None***Recommendation No.****20****Zucker Recommendation**

The City should not pursue the approach of reducing fees for large projects and also keep fees for smaller projects in line with Best Practices across the country where they are generally lower than actual costs.

Department Recommendation and Action Step(s)

It is our understanding that fees must reflect true cost of service. The department will consult with the Legal Department as to whether this recommendation can be implemented. The Development Services Department will pursue a fee policy. The Accountant position included in the FY2015-16 Proposed Budget will develop the fee policy.

Priority Area*Finance***Work Group***Entire
Department***Staff Contact***Meredith Quick***Staff Feedback***This item requires
additional research.***Start Date***Oct-2016***End Date***Jan-2017***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

21

Zucker Recommendation

The fee structure should be reviewed to add extra charges after a third review.

Department Recommendation and Action Step(s)

Add fees after third review. Additionally, new fees have been proposed for Fiscal Year 2016 for extra reviews.

Priority Area

Finance

Work Group

Entire

Department

Staff Contact

Meredith Quick

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

Jan-2017

Financial Considerations

None

Recommendation No.

22

Zucker Recommendation

Planning and Development Review Department (PDRD) should develop a program to aggressively find grants to supplement the PDRD budget and expand the program.

Department Recommendation and Action Step(s)

Pursue grants to supplement the budget for Comprehensive Planning. Planning and Finance staff will research and identify available funding sources.

Priority Area

Finance

Work Group

Entire

Department

Staff Contact

*Meredith Quick, Matt
Lewis*

Staff Feedback

Concur with modifications

Start Date

Jul-2016

End Date

Nov-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

23

Zucker Recommendation

Planning and Development Review Department (PDRD) should develop a projection of development activity and revenue to be used in budgeting and setting of a reserve account.

Department Recommendation and Action Step(s)

An Accountant position is included in the FY2015-16 Proposed Budget. The position will track development activity and revenues collected. The position will conduct annual cost of fee studies. Traditionally, a consultant has been hired for fee studies. The position will review cost centers within the department to determine whether the costs are being recouped by appropriately by fees.

Priority Area

Finance

Work Group

*Entire
Department*

Staff Contact

Meredith Quick

Staff Feedback

Concur with modifications

Start Date

Jan-2016

End Date

Apr-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$96,750.

Recommendation No.

24

Zucker Recommendation

Departments and divisions in the planning and development process should conduct a study and have uniform office hours whenever possible.

Department Recommendation and Action Step(s)

Following the adoption of the Fiscal Year 2016 budget, an internal study will be conducted to determine how the department can achieve uniform hours of operation. Possible solutions include cross-training or expanded hours with staggered shifts.

Priority Area

*Management/
Communication*

Work Group

*Entire
Department*

Staff Contact

Rodney Gonzales

Staff Feedback

Concur with modifications

Start Date

Nov-2015

End Date

Jan-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

26, 27

Zucker Recommendation

#26: The Legal Department should establish an attorney to act as the single attorney for the Land Use Review Division to perform reviews, draft legal documents and attend commission meetings as needed.

#27: Evaluate if it is appropriate to have the Code Enforcement and Legal Services Team leader have formal responsibility for coordinating all related land use legal issues advice as well as environmental code enforcement matters.

Department Recommendation and Action Step(s)

The Land Use Review (LUR) Division Manager will work with the Law Department to define and request appropriate resources to support LUR. The LUR Division Manager will evaluate the appropriateness of having Code Enforcement and Legal have formal responsibility for coordinating all related land use legal issues advice as well as environmental code enforcement matters.

Priority Area

Management/
Communication

Work Group

Land Use Review

Staff Contact

Andrew Linseisen

Staff Feedback

Concur

Start Date

Jun-2016

End Date

Oct-2016

Financial Considerations

None

Recommendation No.

28

Zucker Recommendation

The Department Director should work with the City Manager and the City Attorney to develop a cooperative understanding and communication system regarding the various legal services required by the Department including response times resulting in a formal Memorandum of Understanding (MOU) between the Departments.

Department Recommendation and Action Step(s)

The Director of Development Services and Planning and Zoning will each coordinate with the City Attorney to develop a Memorandum of Understanding regarding dedicated staff resources, services and support, such as service of a dedicated staff attorney to perform reviews, draft legal documents and attend commission meetings as needed. An alternative solution may be creation of a department level attorney with dual reporting responsibility.

Priority Area

Partnering Departments

Work Group

Entire
Department

Staff Contact

Rodney Gonzales and
Greg Guernsey

Staff Feedback

Concur

Start Date

Dec-2015

End Date

Mar-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

29

Zucker Recommendation

Human Resources (HR) should conduct a classification/compensation review and adjust the compensation commensurate with the management level for the Planning and Development Review Department (PDRD) staff attorney/ legal advisor position.

Department Recommendation and Action Step(s)

The Human Resources Division Manager in Development Services will pursue the classification/compensation review for the staff attorney/legal advisor position.

Priority Area

*Management/
Communication*

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

John Beasley

Staff Feedback

Concur

Start Date

Mar-2016

End Date

May-2016

Financial Considerations

To be determined

Recommendation No.

30

Zucker Recommendation

The City should continue to pursue the option of finding a way to relocate the Planning and Development Review Department to one floor type layout.

Department Recommendation and Action Step(s)

The City's Financial Services Department is recommending initiation of facilities space programming and financial feasibility assessments for Development Services and Planning and Zoning. A request to authorize the study was scheduled for the June 18, 2015 City Council agenda. The final facility should be designed to integrate all one-stop shop functions.

Priority Area

*Management/
Communication*

Work Group

*Entire
Department*

Staff Contact

*Rodney Gonzales and
Greg Guernsey*

Staff Feedback

Concur with modifications

Start Date

Apr-2015

End Date

Apr-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

32

Zucker Recommendation

Explore the possible use of temporary work trailers or office trailers in the parking lot to handle space needs.

Department Recommendation and Action Step(s)

Locating the office trailers in the parking lot at One Texas Center is not feasible due to lack of available space. The parking lot at One Texas Center is always full, and the office trailers would remove spaces that should be used for customers.

However, the office trailers can be helpful and can be incorporated into a program that takes our services out into the community. We are considering a collaboration with Cisco Systems to design "Remote Expert for Government Services" also known as "POD". This is a new, unique solution that could extend the reach of our departments to the community while still providing the high-touch experience. POD would provide our customers a convenient, cost-effective, face-to-face access to our services from remote locations. Using Cisco Remote Expert software in conjunction with a touchscreen monitor, document camera, printer and a scanner, customers can conduct face-to-face transactions with our department using high-definition video interaction to get their questions answered efficiently. PODs can be placed in convenient locations close to residences and workplaces and reduce both the cost of serving the public and the carbon footprint.

Priority Area

Management/
Communication

Work Group

Entire
Department

Staff Contact

Melissa Martinez

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Feb-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$200,000.

Recommendation No.

33

Zucker Recommendation

Planning and Development Review Department (PDRD's) budget should be changed to add a Deputy Director for operations to include the One-Stop-Shop and Support Services.

Department Recommendation and Action Step(s)

On April 6, 2015, the Planning and Development Review Department was reorganized into the Development Services Department (DSD) and Planning and Zoning Department (PAZ). Many of the recommendations are directed toward functions and responsibilities of DSD, and the incoming Acting Director will focus on DSD operations and implement these changes. PAZ will focus on implementing recommendations related to planning as well as completing the CodeNEXT initiative.

Priority Area

Management/
Communication

Work Group

Entire
Department

Staff Contact

Rodney Gonzales and
Greg Guernsey

Staff Feedback

Do Not Concur

Start Date

N/A

End Date

N/A

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

34, 37

Zucker Recommendation

#34 - The Planning and Development Review Department (PDRD) Director should re-set priorities and increase delegation.

#37 - The Financial Manager should report to the Administrative Officer.

Department Recommendation and Action Step(s)

The reorganization of the Planning and Development Review Department into the Development Services and Planning and Zoning Departments will allow both directors the opportunity to delegate to their respective managers and focus on key priorities.

Additionally, the Financial Manager position now reports to the Chief Administrative Officer. Previously, the Financial Manager position reported to the Director.

Priority Area

Management/
Communication

Work Group

Entire
Department

Staff Contact

Rodney Gonzales and
Greg Guernsey

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None

Recommendation No.

35, 36

Zucker Recommendation

#35: The Development Assistance Center should report to the Assistant Director that handles plan review and the permit center.

#36: The Land Use Review Section and the Site/Subdivision Inspection Section should be under the same Assistant Director.

Department Recommendation and Action Step(s)

On April 6, 2015, Planning and Development Review was reorganized into the Development Services Department and the Planning and Zoning Department. At that time the reporting structures were finalized.

Priority Area

Management/
Communication

Work Group

Entire
Department

Staff Contact

Rodney Gonzales and
Greg Guernsey

Staff Feedback

Do Not Concur

Start Date

N/A

End Date

N/A

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

38, 39, 40

Zucker Recommendation

#38: The topics for the weekly Lead Team meetings and monthly Division Managers meetings should be changed.

#39: There should be an agenda for the weekly Lead Team meetings and the monthly Division Managers meeting.

#40: The Planning and Development Review Department (PDRD) Director should review the attendance list for the Lead Team meeting.

Department Recommendation and Action Step(s)

Lead Team and Division Manager Meetings. Beginning in April 2015, both Directors began preparing agendas for their respective team lead meetings. Minutes are recorded and distributed to all employees. Department Directors are proactively incorporating different topics and trainings in each meeting.

Priority Area
Management/
Communication

Work Group
Entire
Department

Staff Contact
Rodney Gonzales and
Greg Guernsey

Staff Feedback
Concur

Start Date
Complete

End Date
Complete

Financial Considerations

None

Recommendation No.

41

Zucker Recommendation

An attempt should be made to reduce or combine the number of reviewers in both Planning and Development Review Department (PDRD) and in other departments for both residential and commercial plan review.

Department Recommendation and Action Step(s)

There are potential efficiencies that will be explored through this action plan. Contract with Zucker and Associates to review the clear line of responsibilities of the 12 departments involved in plan reviews and inspections. Identify reviews and inspections that can be consolidated. Co-locate reviewers in keeping with a One-Stop Shop program.

Priority Area
Management/
Communication

Work Group
Entire
Department

Staff Contact
Carl Wren

Staff Feedback
Concur

Start Date
Sep-2015

End Date
Nov-2015

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

42, 294

Zucker Recommendation

#42: All reviewers of plan review should have times recorded and monitored in the AMANDA system.

#294: Staff to track their time on a project basis in AMANDA so that the data can be used to establish basic workload units.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will meet with managers and supervisors to demonstrate the ability for staff to document in AMANDA the amount of time spent on each review or inspection, discuss reporting options to track productivity and staffing needs analysis. Managers and Supervisors of the work groups will need to determine the value of recording the time unless an automated method is available.

Priority Area

Technology

Work Group

Entire
Department

Staff Contact

Greg Hand

Staff Feedback

This item requires
additional research.

Start Date

Jul-2015

End Date

Sep-2015

Financial Considerations

None

Recommendation No.

43

Zucker Recommendation

The operating departments should be responsible for the construction standards (Rules) that relate to their responsibilities and they should be up to date at all times.

Department Recommendation and Action Step(s)

The Development Services Department (DSD) concurs with this recommendation. Operating departments should include DSD staff in the rulemaking process. As the end user and staff who apply the code and criteria, it is vital that DSD staff participate in the development of code and criteria.

In addition DSD recommends potential changes to the Rules making process to clarify schedules and requirements and facilitate electronic review of proposed rules: reduce the lag times between code amendments and the adoption of the applicable rules/standards and the appropriate forms and documents. DSD should also develop a process that informs Council of the timelines and additional steps involved when the Land Development Code is amended.

Priority Area

Partnering Departments

Work Group

Entire
Department

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

Dec-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

44, 45, 46, 47

Zucker Recommendation

#44: All, or most, development application plan reviews and approvals should be consolidated within Planning and Development Review Department (PDRD) and the processes should be memorialized in Memos of Understandings (MOUs)

#45: Review staff currently in operating departments should be transferred to PDRD as needed.

#46: Infrastructure field inspection for private development should be consolidated in PDRD's Site/Subdivision Review Division.

#47: Hire consultants as necessary to analyze the recommendations concerning plan review and inspections using the five steps outlined below.

Department Recommendation and Action Step(s)

Consult with Zucker Systems to study the best approach for consolidating plan review and inspection functions and to develop applicable Memos of Understanding (MOUs) with partnering departments. The study will cover recommendations #44, #45, and #46.

Priority Area

Partnering Departments

Work Group

Entire
Department

Staff Contact

Rodney Gonzales

Staff Feedback

Concur with modifications

Start Date

Sep-2015

End Date

Feb-2016

Financial Considerations

#47: The funding for this recommendation has been included in the FY2014-15 Current Budget. The estimated cost for this request is \$100,000.

Recommendation No.

48

Zucker Recommendation

The Planning and Development Department managers, as well as related departments, should use the three key performance techniques as outlined above.. The performance techniques are: 1) Establish clear performance standards; 2) Eliminate any backlogs and monitor over time; 3) Monitor performance standards and add resources (additional temporary or permanent staff, overtime) as needed to maintain performance.

Department Recommendation and Action Step(s)

The three key performance techniques will be used.

Priority Area

Performance Standards

Work Group

Entire
Department

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Jun-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

49

Zucker Recommendation

The Planning and Development Review Department should present the Performance Measures data in a more usable format similar to the example shown above.

Department Recommendation and Action Step(s)

Development Services will develop a user-friendly format for display of performance measures and work with the Communications and Technology Management Department to revise the reporting methodology as required.

Priority Area

Performance Standards

Work Group

*Entire
Department*

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Dec-2015

Financial Considerations

To be determined

Recommendation No.

50

Zucker Recommendation

The Performance Standards set out in the website should be modified as outlined above. The proposed modifications include: 1) Set performance standards and indicate the percentage of applications that meet the performance standard; 2) Clarify the performance standard for time from initial application to final approval; 3) Convert calendar days to business days.

Department Recommendation and Action Step(s)

The Public Information staff and Information Technology staff will work together to automate the updates of the department's performance measures to the Development website. A Public Information Specialist position is included in the FY2015-16 Proposed Budget in accordance with recommendation #387.

Priority Area

Performance Standards

Work Group

*Entire
Department*

Staff Contact

Sylvia Arzola

Staff Feedback

Concur with modifications

Start Date

Jun-2015

End Date

Dec-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

51

Zucker Recommendation

All documents and website postings that reference turnaround times should state that the timeframes are measured as business days.

Department Recommendation and Action Step(s)

Development Services will propose code amendments, as needed, to convert review times from calendar days to business days. Once code amendments are approved DSD will revise documents and websites.

Priority Area

Performance Standards

Work Group

*Entire
Department*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Nov-2015

End Date

Jun-2016

Financial Considerations

None

Recommendation No.

52

Zucker Recommendation

The Department should establish 90% as the target for meeting performance standards.

Department Recommendation and Action Step(s)

Upon approval of additional resources requested as part of the Fiscal Year 2016 budget and associated Development Services resource requests, the 90% target will be established.

Priority Area

Performance Standards

Work Group

*Entire
Department*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Dec-2015

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

53

Zucker Recommendation

Whenever a performance standard cannot be met, additional staff, use of overtime, or consultants should be added to the function.

Department Recommendation and Action Step(s)

Hire additional staff or consultants, or overtime as needed to meet performance standards. Additional staff, overtime, and consultants will be employed whenever performance standards cannot be met. Through the use of Management Dashboard technology, backlog can be monitored more easily and in real-time. The dashboard technology will be augmented to be able to forecast high volume periods so that additional resources can be employed in advance.

Priority Area

Staffing

Work Group

*Entire
Department*

Staff Contact

Rodney Gonzales

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Oct-2015

Financial Considerations

The funding for this recommendation is included in the FY2015-16 Proposed Budget. The estimated cost is \$75,000 for FY2015-16.

Recommendation No.

54

Zucker Recommendation

The City should review the performance standards shown in Table 16 with Stakeholders and then formally adopt them. Best Practice communities also post them at counters and on the website. The performance standards in Table 16 include time for initial review and time for review of updates.

Department Recommendation and Action Step(s)

The Development Services Department (DSD) will assess the performance standards identified in Table 16 in light of available resources. DSD will review proposed new performance standards with stakeholders and once adopted will post at counters and online.

Priority Area

Performance Standards

Work Group

*Entire
Department*

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Oct-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**56****Zucker Recommendation**

Planning and Development Review Department (PDRD) should review its approach to working with neighborhoods in an attempt to strengthen relations.

Department Recommendation and Action Step(s)

Initiate dialog with neighborhood groups to identify opportunities to improve working relationships. Research best practices from other communities. Develop new approaches which emphasize transparency and provision of useful information.

Priority Area

*Management/
Communication*

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Jun-2016

Financial Considerations

None

Recommendation No.**58****Zucker Recommendation**

The Planning and Development Review Department should use consistent terminology for all publications, signs and the website.

Department Recommendation and Action Step(s)

The April 2015 reorganization of the Planning and Development Review Department into the Development Services Department and the Planning and Zoning Department has presented staff with the opportunity to apply consistent terminology throughout the department, website, educational materials, application forms, etc. The term "One Stop Shop or OSS" has been removed from building signage. With additional staff resources, existing documentation with this reference or any other unclear acronyms will be updated for consistency and user-friendly terminology.

Priority Area

*Management/
Communication*

Work Group

*Entire
Department*

Staff Contact

Sylvia Arzola

Staff Feedback

Concur

Start Date

Apr-2015

End Date

Nov-2015

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

59

Zucker Recommendation

Combine the Building and Fire Board of Appeals, the Electric Board, and the Mechanical, Plumbing and Solar Board.

Department Recommendation and Action Step(s)

In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. The workgroup recommended consolidating the Electrical, Plumbing, and Solar boards; however, Council ultimately decided not to approve this recommendation.

Priority Area

*Management/
Communication*

Work Group

Building Inspection

Staff Contact

Carl Wren

Staff Feedback

Do Not Concur

Start Date

N/A

End Date

N/A

Financial Considerations

None

Recommendation No.

60

Zucker Recommendation

The Inspector's office space should be remodeled to eliminate the individual cubicles that are rarely used and replaced with an open floor plan that better accommodates group meetings. It should include appropriate office space for all inspection staff assigned to the main office and a private conference room.

Department Recommendation and Action Step(s)

Facility Improvements - Development Services will coordinate with building management to reconfigure inspection office space to accommodate other full-time personnel within the department, and to build out meeting room space, and improve the general appearance of the area.

Priority Area

None listed

Work Group

Building Inspection

Staff Contact

*Melissa Martinez and
Carl Wren*

Staff Feedback

Concur

Start Date

Jan-2016

End Date

Sep-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$100,000.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

61

Zucker Recommendation

The Building Official should relocate the minimum inspector qualifications from the adopted ordinances and place them in the approved job descriptions.

Department Recommendation and Action Step(s)

Development Services Human Resources Manager will update and collaborate with appropriate management to review the job classification family, update minimum qualifications and licensure requirements and submit to Corporate Human Resources for review, input and approval. The Assistant Director will work with staff and stakeholders to remove personnel qualifications from the adopting ordinances for the building codes.

Priority Area

Staffing

Work Group

Building Inspection

Staff Contact

John Beasley

Staff Feedback

Concur

Start Date

Aug-2015

End Date

May-2016

Financial Considerations

To be determined

Recommendation No.

62

Zucker Recommendation

The Building Official should review the Municipal Code and add an "or equivalency" clause to the need for prior supervisory experience in order to be hired as a supervisor or entry level inspector.

Department Recommendation and Action Step(s)

The Development Services Assistant Director will work to remove qualifications from code adoption ordinances. The Development Services Human Resources Manager will work with the Corporate Human Resources Department to differentiate job descriptions to include detailed qualifications.

Priority Area

Staffing

Work Group

Building Inspection

Staff Contact

Carl Wren and John Beasley

Staff Feedback

Concur

Start Date

Jan-2017

End Date

Mar-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

63

Zucker Recommendation

The Building Official should augment the current qualitative performance standards for next-day inspections with an qualitative standard to ensure quality inspections.

Department Recommendation and Action Step(s)

Human Resources Manager and the Executive Team will review with the Corporate Human Resources Department the code requirements and discuss options. Any changes to the municipal code will require action by the City Council.

Priority Area

Performance Standards

Work Group

Building Inspection

Staff Contact

John Beasley

Staff Feedback

This item requires additional research.

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.

64

Zucker Recommendation

The Building Official should encourage the assessment of re-inspection fees on residential projects that demonstrate a pattern of calling for inspection before the work is completed.

Department Recommendation and Action Step(s)

The Building Official shall enforce the assessment of existing reinspection fees and develop a standard operating procedure that calls for paid re-inspection fees as detailed in the residential fee schedule.

Priority Area

Finance

Work Group

Building Inspection

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

65

Zucker Recommendation

The Building Official should hire the equivalent of three (3) additional Combination Residential Inspectors and one (1) supervisor as part of a multiphase staffing augmentation program.

Department Recommendation and Action Step(s)

This recommendation will be implemented over the next two (2) fiscal years. A supervisor position will be included in the FY2015-16 Proposed Budget; and three (3) inspector positions will be included in the FY2016-17 budget request.

Priority Area

Staffing

Work Group

Building Inspection

Staff Contact

Jose Roig

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Sep-2016

Financial Considerations

The funding for this recommendation will be split between the FY2015-16 and the 2016-17 Proposed Budget. The estimated cost for the supervisor position is \$104,368 for FY2015-16; and the estimated cost for the three (3) inspector positions is \$284,292 for FY2016-17.

Recommendation No.

66

Zucker Recommendation

After hiring the first phase of additional combination inspectors, the Building Official should evaluate the need to hire additional combination inspectors and a supervisor in order to improve quality and training and reduce daily workload to an acceptable level.

Department Recommendation and Action Step(s)

Monitor Possible Need For Additional Inspectors. Division Manager will monitor workload for both first line inspectors and the potential need for a second residential inspections supervisor.

Priority Area

Staffing

Work Group

Building Inspection

Staff Contact

Jose Roig

Staff Feedback

Concur

Start Date

Mar-2016

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

67

Zucker Recommendation

The Department should temporarily hire qualified contract inspectors, recently retired inspectors, or third party inspection firms to perform routine inspections while new inspectors are being hired and until they are fully trained.

Department Recommendation and Action Step(s)

The Development Services Department (DSD) routinely hires temporaries to assist with peak volumes. In some cases, the temporaries are retired City employees who previously worked in the department. DSD will explore the use of use of contract inspectors.

Priority Area

Staffing

Work Group

Building Inspection

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Jul-2015

End Date

May-2016

Financial Considerations

To be determined

Recommendation No.

68

Zucker Recommendation

The Building Official should adopt the International Code Council set of national codes in order to achieve a more harmonized set of codes.

Department Recommendation and Action Step(s)

Adopt the International Code Council (ICC) Code. Develop code adoption and local amendments ordinances for appropriate construction codes developed by the ICC. Meet with the various boards to obtain input to the adoption process and develop recommendations for Council consideration.

Priority Area

*Project Managers/
Processes*

Work Group

Building Inspection

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Jan-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

69

Zucker Recommendation

The Building Official should work to eliminate existing local code amendments whenever possible.

Department Recommendation and Action Step(s)

Limit the Number of Local Code Amendments. Evaluate local amendments with stakeholders to determine the need to retain local amendments during adoption of the 2015 editions of technical codes.

Priority Area

*Project Managers/
Processes*

Work Group

Building Inspection

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.

70

Zucker Recommendation

The Building Official should reevaluate the existing expired permit program and redirect resources to only those projects with outstanding life safety issues.

Department Recommendation and Action Step(s)

Change How Expired Permits Are Addressed. Develop a code amendment if necessary and develop standard operating procedures for rolling expired permits into new permit submittals and for activating and clearing expired permits identified due to complaint or referral.

Priority Area

*Project Managers/
Processes*

Work Group

Building Inspection

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Jul-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

71

Zucker Recommendation

The Building Official should have staff identify projects with expired permits that represent life safety concerns and have those concerns recorded against the property.

Department Recommendation and Action Step(s)

The Assistant Director and Division Manager of Inspections will work with Department Information Technology staff to determine if it is practical to develop a process for analyzing data available in AMANDA to identify life safety issues in properties with expired permits. During the second phase, it is likely that the Department will need dedicated full-time equivalents in the Fiscal Year 2017 budget to develop a new process to address expired permits. Items 71, 72, and 73 are related.

Priority Area

*Project Managers/
Processes*

Work Group

Building Inspection

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

To be determined

Recommendation No.

72

Zucker Recommendation

The Building Official should assign inspectors to conduct site visits on projects with current permits that are approaching their expiration date.

Department Recommendation and Action Step(s)

Inspect Sites With Expiring Permits. Revise the standard operating procedure on expired permits to include a query of AMANDA on a monthly basis and assign permits expiring within the following 30 days to be inspected by available staff. Items 71, 72, and 73 are related.

Priority Area

*Project Managers/
Processes*

Work Group

Building Inspection

Staff Contact

*Carl Wren and
Jose Roig*

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

73

Zucker Recommendation

The Building Official should treat expired permit inspections similar to other inspections for the purpose of establishing minimum required staffing levels.

Department Recommendation and Action Step(s)

Include Expired Permits Into daily workload. Develop a process for systematically investigating expired permits by including some percentage of existing expired permits in the daily inspections workload and schedule. Items 71, 72, and 73 are related.

Priority Area

*Project Managers/
Processes*

Work Group

Building Inspection

Staff Contact

*Carl Wren and
Jose Roig*

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

To be determined

Recommendation No.

74

Zucker Recommendation

The 180 days has been a reasonable time period for active construction projects. The Building Inspections staff will focus on educating our customers regarding maintaining an active permit and also discuss permit expiration time frames with stakeholders during future code adoption processes. If there is a consensus of staff and stakeholders that extending permit expiration is the best course of action, we will move toward modifying the code.

Department Recommendation and Action Step(s)

The 180 days has been a reasonable time period for active construction projects. The Building Inspections staff will focus on educating our customers regarding maintaining an active permit and also discuss permit expiration time frames with stakeholders during future code adoption processes. If there is a consensus of staff and stakeholders that extending permit expiration is the best course of action, we will move toward modifying the code.

Priority Area

*Project Managers/
Processes*

Work Group

Building Inspection

Staff Contact

*Carl Wren and
Jose Roig*

Staff Feedback

*This item requires
additional research.*

Start Date

Jul-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

75

Zucker Recommendation

The Building Official establish a program to monitor the effectiveness of third-party Special Inspectors assigned to projects in Austin.

Department Recommendation and Action Step(s)

Research existing 3rd party inspection monitoring programs from other cities. Currently do not have staffing levels to manage this. An additional full-time equivalent is likely to be needed to setup a certification monitoring program. Development Services has requested a structural engineer for the building official's plan review staff who might be able to assist with auditing the results of special inspections.

Priority Area

*Project Managers/
Processes*

Work Group

Building Inspection

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

76

Zucker Recommendation

All, or most, development application plan reviews and approvals should be consolidated within Planning and Development Review Department (PDRD) and the processes should be memorialized in Memos of Understanding (MOUs). Review staff currently in operating departments should be transferred to PDRD as needed. Infrastructure field inspection for private development should be consolidated in PDRD's Site/Subdivision Review Division. Hire consultants as necessary to analyze the recommendations concerning plan review and inspections using the five steps outlined below.

Department Recommendation and Action Step(s)

Meet with Austin Energy to identify the issues and conflicts. Chief Electrical Inspector will work with Austin Energy about conflicts on requirements and inspections for utility and premise wiring.

Priority Area

Partnering Departments

Work Group

Building Inspection

Staff Contact

*Carl Wren and
Jose Roig*

Staff Feedback

Concur

Start Date

Jun-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

77

Zucker Recommendation

The Information Technology Department should expedite the current process of upgrading existing inspector field computers to enhance in-field communication reliability.

Department Recommendation and Action Step(s)

Funding has been included in the FY2015-16 Fiscal Year Proposed Budget to replace existing Panasonic CF-53 laptop computers with new tablet or pad computers. Staff will recommend that Communications and Technology Management Department change from Citrix to Netmotion to improve connection persistence for the new computer hardware.

Priority Area

Technology

Work Group

Building Inspection

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Jan-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$90,000.

Recommendation No.

78

Zucker Recommendation

Inspections front counter staff should receive sufficient training to become qualified to relieve supervisory staff of the burden to respond to the counter to answer routine customer questions.

Department Recommendation and Action Step(s)

Work with Human Resources Manager to reclassify these 2 positions as Customer Service Representatives rather than administrative. The Certified Permit Technician certification is not necessary for their current duties.

Priority Area

Staffing

Work Group

Building Inspection

Staff Contact

Jose Roig

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

79, 80

Zucker Recommendation

#79: The existing Interactive Voice Response (IVR) system should be modified or replaced to reduce complexity and add flexibility for customer use.

#80: The Chief Building Inspector should research what technologies or IVR systems other jurisdictions are using that would improve the customer's experience.

Department Recommendation and Action Step(s)

Identify issues with Interactive Voice Response (IVR) system. Staff will conduct analysis to identify challenges with current IVR system and provide instructions and education to the public. Staff will investigate modifying the system programming code to allow the contractor to enter multiple inspection requests for related building and trade permits at the same property. Staff will investigate using the IVR text to speech capability to read deficiencies on failed inspections and using the IVR to provide one hour call ahead for scheduled inspections based on the inspector route. Staff will verify with the Communication and Technology Management Department that multiple inspections are not already a capability for the contractor for related permits at the same property.

Priority Area

Technology

Work Group

Building Inspection

Staff Contact

Jose Roig

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

To be determined

Recommendation No.

81

Zucker Recommendation

The Chief Building Inspector should work with the Information Technology staff to allow the inspectors daily schedule to be posted online for customers to view.

Department Recommendation and Action Step(s)

Methods and tools will be evaluated to determine the best approach for posting daily schedules can be posted online.

Priority Area

Technology

Work Group

Building Inspection

Staff Contact

Jose Roig

Staff Feedback

Concur with modifications

Start Date

Jul-2015

End Date

Jan-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

82

Zucker Recommendation

The use of pagers and personal cell phones should be abandoned in favor of City owned cell phones provided to field inspectors.

Department Recommendation and Action Step(s)

Purchase and assign city-issued cell phones to all Inspections staff.

Priority Area

Technology

Work Group

Building Inspection

Staff Contact

Jose Roig

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

To be determined

Recommendation No.

83

Zucker Recommendation

The cell phone numbers of all phones provided by the City to field inspectors should be available to the public via business cards and website directories.

Department Recommendation and Action Step(s)

Publish a list of all Development Services inspectors' cell phone numbers.

Priority Area

*Management/
Communication*

Work Group

Building Inspection

Staff Contact

Jose Roig

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

84

Zucker Recommendation

The Building Criteria Manual should be carefully reviewed and updated to reflect the Department's current policies and procedures.

Department Recommendation and Action Step(s)

Identify sections of the Building Criteria Manual (BCM) that are outdated. Meet with stakeholders to create new rules and update the BCM. Phase 1 rules implemented in Oct 2014 and adopted in June 2015. Phase 2 includes 3 draft rules and is ready for stakeholder meetings currently in the progress. Future rules will be annual updates to the BCM. This process is ongoing.

Priority Area

*Project Managers/
Processes*

Work Group

Building Inspection

Staff Contact

*Carl Wren and
Jose Roig*

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.

85

Zucker Recommendation

The Building Official should direct staff to review the contents of the City's internal "G" drive and relocate pertinent documents into the Criteria Manual or other approved locations readily available to staff.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will work with each business unit to complete a sharepoint design layout and document management system for all files maintained on the G: drive.

Priority Area

Technology

Work Group

Building Inspection

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Oct-2016

End Date

Mar-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

86

Zucker Recommendation

The Building Official should direct all inspection staff to notify customers when they will not be able to perform the inspection on the date requested.

Department Recommendation and Action Step(s)

Development Services Inspections and Information Technology staff will research and select a software tool capable of making inspector schedules available online. We will seek software that can automatically send out notifications to customers when inspectors will not be able to perform the inspection on the date requested.

Priority Area

*Management/
Communication*

Work Group

Building Inspection

Staff Contact

Jose Roig

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

87

Zucker Recommendation

The Building Official should direct Inspections Supervisors to develop and implement a process that allows inspection workload to be redistributed as needed to help ensure all outstanding inspection requests are honored.

Department Recommendation and Action Step(s)

Development Services Inspections will create a process to facilitate the redistribution of workload across geographical areas. Staff will be trained in order to identify busy regions and reassign workload early in the day.

Priority Area

Performance Standards

Work Group

Building Inspection

Staff Contact

Jose Roig

Staff Feedback

Concur

Start Date

Jul-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

88

Zucker Recommendation

The Building Official should direct the inspections supervisors to implement a comprehensive audit program.

Department Recommendation and Action Step(s)

Initiate an Inspections Audit Program. The Chief Building Official will develop a supervisory program for auditing the quality of inspections being performed.

Priority Area

Performance Standards

Work Group

Building Inspection

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

89

Zucker Recommendation

A comprehensive on-going in-house training program should be established for each inspection group.

Department Recommendation and Action Step(s)

Identify the areas where training is needed. Research training materials and schedule monthly training with staff. Supervisors will create a training program and implement training for consistency during weekly meetings.

Priority Area

Staffing

Work Group

Building Inspection

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Jul-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

90

Zucker Recommendation

The inspector training program should include a program on inspecting properties for historical preservation.

Department Recommendation and Action Step(s)

Identify the areas where training is needed. Research training materials and schedule monthly training with staff. Work together with the historical preservation officer to research necessary training and include staff.

Priority Area

Staffing

Work Group

*Planning and Zoning
Review*

Staff Contact

Greg Guernsey

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

91

Zucker Recommendation

The Department should work with the State to encourage the development of a Residential Combination Inspector Program based solely on the International Code Council (ICC) Certification as a Residential Combination Inspector.

Department Recommendation and Action Step(s)

Development Services staff will contact State of Texas regulatory boards governing the plumbing, electrical, and mechanical trades to see if there is any regulatory flexibility related to the qualifications required for inspections personnel overseeing these types of work.

Priority Area

Staffing

Work Group

Building Inspection

Staff Contact

Jose Roig

Staff Feedback

*This item requires
additional research.*

Start Date

Oct-2016

End Date

Mar-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

92

Zucker Recommendation

The organizational structure of the Commercial Review Division should be reviewed to determine if a management position could be relocated or eliminated.

Department Recommendation and Action Step(s)

The Assistant Director will evaluate all of the current supervisory and management positions in the plan review division to determine whether the organizational structure can be improved.

Priority Area

*Management/
Communication*

Work Group

Commercial Plan Review

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Oct-2016

End Date

Jan-2016

Financial Considerations

None

Recommendation No.

93, 105, 108

Zucker Recommendation

#93: The minimum qualifications in the Job Description for Plans Examiner should be expanded to include the credentials that will be required for candidates and incumbents for these positions which would better reflect the demands of the Commercial Plans Examiner.

#105: The Building Official should direct staff to complete plans examiner job description revisions and initiate a recruitment process concurrent with the development of plan review workload units.

#108: A career ladder should be completed for the Commercial Plan Examiner position to reflect increasing levels of qualifications.

Department Recommendation and Action Step(s)

Continue working with the executive team to expand job classification family and establish updated minimum qualifications and licensure requirements. The final proposal will be submitted to Corporate Human Resources for review, input and approval.

Priority Area

Staffing

Work Group

Commercial Plan Review

Staff Contact

John Beasley

Staff Feedback

Concur

Start Date

Apr-2015

End Date

Mar-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

94

Zucker Recommendation

The Department should immediately recruit and hire staff to fill the vacant Plan Review Coordinator positions.

Department Recommendation and Action Step(s)

Fill management position. Fill 2 Plan Review Coordinator positions.

Priority Area

Staffing

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None

Recommendation No.

95

Zucker Recommendation

Managers and Supervisors should be urged to be more decisive when responding to requests for direction from staff.

Department Recommendation and Action Step(s)

Formal expectations and guidelines for interactions between managers and subordinate employees will be developed and communicated to staff.

Priority Area

*Management/
Communication*

Work Group

Commercial Plan Review

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Jul-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

96

Zucker Recommendation

The category descriptions in the Performance Standards for Commercial Plan Review should be modified to clearly reflect what is being measured.

Department Recommendation and Action Step(s)

The category descriptions will be reviewed and assessed for modification.

Priority Area

Performance Standards

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

This item requires additional research.

Start Date

Jan-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.

97

Zucker Recommendation

The Performance Standards table should include turnaround time performance standards for Austin/Travis County Health, Austin Fire, Austin Water and Austin Energy (Specific Review Group).

Department Recommendation and Action Step(s)

Consolidate Plan Review and Inspections into the Development Services Department. Consult with Zucker Systems to study the best approach for consolidating plan review and inspection functions and to develop applicable Memos of Understanding (MOUs) with partnering departments.

Priority Area

Performance Standards

Work Group

Commercial Plan Review

Staff Contact

Carl Wren

Staff Feedback

This item requires additional research.

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

98

Zucker Recommendation

Enhanced tracking of turnaround times for the Specific Review Groups should be closely monitored by Management to determine when additional staff resources should be allocated.

Department Recommendation and Action Step(s)

Consolidate Plan Review and Inspections into the Development Services Department. Consult with Zucker Systems to study the best approach for consolidating plan review and inspection functions and to develop applicable Memos of Understanding (MOUs) with partnering departments.

Priority Area

Performance Standards

Work Group

Commercial Plan Review

Staff Contact

Carl Wren

Staff Feedback

This item requires additional research.

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

99

Zucker Recommendation

The target turnaround time for major commercial projects exceeding \$1 million in valuation should be 20 business days and met 90% of the time.

Department Recommendation and Action Step(s)

Revise "Review Periods" in City Code 25-11-63. Draft a code amendment ordinance revising the review periods in 25-11-63(A).

Priority Area

Performance Standards

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur with modifications

Start Date

Jan-2015

End Date

Jul-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

100

Zucker Recommendation

The existing backlog for commercial plan review needs to be eliminated through the use of outside plan review consultants.

Department Recommendation and Action Step(s)

Hire temporary plan review staff to address plan review backlog. The use of consultants will be explored.

Priority Area

Staffing

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

101

Zucker Recommendation

The Chief Plans Examiner should develop a system of establishing plan review workload units.

Department Recommendation and Action Step(s)

Develop a system of establishing plan review workload units. The Chief Plans Examiner will complete this item through the use of data reports from the AMANDA system.

Priority Area

Staffing

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur

Start Date

Oct-2016

End Date

Dec-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

102

Zucker Recommendation

The Chief Plans Examiner should periodically compare incoming workload units against existing staff's capacity to complete the work and adjust resources as needed to maintain target dates.

Department Recommendation and Action Step(s)

Compare incoming workload to expectations reflected in performance measures. Utilize new data collected to evaluate the predictive performance measures to evaluate incoming workload for adequacy of available resources.

Priority Area

Staffing

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur

Start Date

Jan-2017

End Date

May-2017

Financial Considerations

None

Recommendation No.

103

Zucker Recommendation

The Chief Plans Examiner should consult the recent Fee Study as an aid in determining plan review workload units.

Department Recommendation and Action Step(s)

Utilize the findings from the Fee Study, conducted by Matrix Consultants, to establish plan review workload units. Results and detail support will be available for management to use for determining an average numbers of hours noted by employees for their average review or performance.

Priority Area

Finance

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur

Start Date

Oct-2016

End Date

Dec-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

104

Zucker Recommendation

The Chief Plans Examiner should consult invoices provided by plan review consultants to help establish plan review workload units.

Department Recommendation and Action Step(s)

The Chief Plans Examiner will establish plan review workload units.

Priority Area

Staffing

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.

106

Zucker Recommendation

The staffing level in the Commercial Review Section should be augmented with five (5) positions.

Department Recommendation and Action Step(s)

This recommendation has been included in the FY2015-16 Proposed Budget.

Priority Area

Staffing

Work Group

Commercial Plan Review

Staff Contact

Meredith Quick

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$424,610.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**107****Zucker Recommendation**

The Building Official should utilize the services of qualified plan review consultants to immediately respond to peak workload demands and to relieve staff during the training of new employees.

Department Recommendation and Action Step(s)

Utilize services of consultants to relieve staff during the training of new employees. Development Services will research and evaluate sources for consultants or other 3rd parties to perform the plan reviews.

Priority Area*Staffing***Work Group***Commercial Plan Review***Staff Contact***Carl Wren***Staff Feedback***Concur with modifications***Start Date***Oct-2015***End Date***May-2016***Financial Considerations**

The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$20,000.

Recommendation No.**109****Zucker Recommendation**

Experienced Inspectors should be encouraged to pursue employment as a Plans Examiner as a means of extending their career with the City.

Department Recommendation and Action Step(s)

In effort to encourage Inspectors to consider plan review positions, the Development Services Department (DSD) will utilize the the internal DSD newsletter to post job postings to departmental employees including inspections personnel.

Priority Area*Staffing***Work Group***Commercial Plan Review***Staff Contact***Carl Wren Jose Roig***Staff Feedback***Concur***Start Date***Oct-2016***End Date***May-2017***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

110

Zucker Recommendation

Commercial Intake Counter staff should be cross-trained with other intake staff with the long-term goal of consolidating all intakes into single location.

Department Recommendation and Action Step(s)

Evaluate space needs and availability for a combined intake location and perform a work process analysis to determine whether it is really prudent to combine these functions. Implementing this recommendation will also most likely require additional budget for space renovation and possibly an increase in budget to cover space rental charges.

Priority Area

Staffing

Work Group

Commercial Plan Review

Staff Contact

Carl Wren

Staff Feedback

This item requires additional research.

Start Date

Oct-2016

End Date

Mar-2017

Financial Considerations

None

Recommendation No.

111, 290

Zucker Recommendation

#111: The Department should hire a designer to create a space plan for One Texas Center that would consolidate all plan intake operations into a single public counter.

#290: Combine the Residential and Commercial Intake counters at a single location.

Department Recommendation and Action Step(s)

Hire a designer and combine the intake counters. Combining the intake counters will create an efficient use of space regardless of whether or not the commercial intake staff and residential intake staff are cross-trained.

Priority Area

*Project Managers/
Processes*

Work Group

Commercial Plan Review

Staff Contact

*Carl Wren, Lalo
Sanchez, and John
McDonald*

Staff Feedback

Concur

Start Date

*January
2016*

End Date

Jul-2016

Financial Considerations

#111: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$30,000.

#290: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$250,000.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

112

Zucker Recommendation

Plans Examiners should be designated to perform Project Manager responsibilities for commercial projects.

Department Recommendation and Action Step(s)

The department will research the potential scope of new duties and explore adequacy of compensation to add project management as an assigned duty. If a project management responsibility is implemented, an increase in pay for this duty may be appropriate for the increase in responsibility.

Priority Area

*Project Managers/
Processes*

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

*This item requires
additional research.*

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

113

Zucker Recommendation

Existing Memorandums of Understanding (MOUs) should be updated as necessary to clearly identify performance expectations and the authority of designated Project Managers in seeking compliance with terms of the MOU.

Department Recommendation and Action Step(s)

Inter-departmental Memos of Understanding will be updated. Management will review current memoranda of understanding between Development Services (and predecessor departments) and other departments involved in development review and approval processes.

Priority Area

*Project Managers/
Processes*

Work Group

Commercial Plan Review

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Jan-2016

End Date

Jun-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

114

Zucker Recommendation

The Chief Plans Examiner needs to modify the process of assigning projects to Plans Examiners in order to eliminate the practice of customers selecting the Plans Examiner for their project.

Department Recommendation and Action Step(s)

In order to revise project assignment procedures, new standard operating procedures need to be written. These processes will be modified in conjunction with the Division Manager and the Assistant Director.

Priority Area

*Project Managers/
Processes*

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur

Start Date

Jan-2016

End Date

May-2016

Financial Considerations

None

Recommendation No.

115

Zucker Recommendation

The Chief Plans Examiner needs to direct the Plan Review Coordinators to periodically conduct audits of the reviews completed by their assigned Plan Examiners.

Department Recommendation and Action Step(s)

Periodic audits will be conducted. This step requires developing formal checklists to audit completed plan reviews by staff.

Priority Area

*Project Managers/
Processes*

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur

Start Date

Jan-2016

End Date

Aug-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

116

Zucker Recommendation

All first reviews to be comprehensive and included in the Plan Review Audit Program.

Department Recommendation and Action Step(s)

Require the plan reviews of first submittals to address all identifiable code violations. A standard operating procedure and associated plan review checklists will be developed to document thorough reviews of initial submittals.

Priority Area

*Project Managers/
Processes*

Work Group

Commercial Plan Review

Staff Contact

*Carl Wren and Lalo
Sanchez*

Staff Feedback

Concur

Start Date

Jan-2016

End Date

Aug-2016

Financial Considerations

None

Recommendation No.

117

Zucker Recommendation

Observations for the Audit Program should be used to improve the in-house training program and individual performance.

Department Recommendation and Action Step(s)

Periodic audits will be conducted and formal checklists will be developed to audit completed plan reviews by staff. The results will be used to identify needed training topics and content.

Priority Area

*Project Managers/
Processes*

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

118

Zucker Recommendation

The Plan Review Audit Program should include a process for periodically reviewing the work performed by outside plan review consultants, particularly as it applies to enforcing local amendments.

Department Recommendation and Action Step(s)

Periodic audits will be conducted and formal checklists will be developed. If consultants are used, the checklists will be used to audit completed plan reviews. The results will assist in evaluating the quality of service provided.

Priority Area

*Project Managers/
Processes*

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.

119

Zucker Recommendation

The Chief Plans Examiner should monitor the process used to determine when projects qualify for Quick Turnaround Reviews to confirm the absence of any staff favoritism.

Department Recommendation and Action Step(s)

An internal audit of the Quick Turnaround process has been ongoing by management and improvements have been made to this process. Ongoing reviews and improvements will be made.

Priority Area

*Project Managers/
Processes*

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

120

Zucker Recommendation

With the creation of a career ladder for Plans Examiners, Quick Turnaround Reviews should be assigned exclusively to employees in the Plans Examiner I position.

Department Recommendation and Action Step(s)

Evaluate complexity of Quick Turnaround(QT) Reviews and assign QT reviews to appropriate level staff. The recommendation is related to efforts to create a career ladder and will be fully implemented when job descriptions have been revised and the career ladder established.

Priority Area

*Project Managers/
Processes*

Work Group

Commercial Plan Review

Staff Contact

Lalo Sanchez

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.

121

Zucker Recommendation

Implement the consistent use of and entry of Task Order Codes on timesheets used by all Comprehensive Planning and Urban Design Divisions staff members.

Department Recommendation and Action Step(s)

Staff will work with the Communications and Technology Management Department (CTM) and the Corporate Human Resources Department to implement.

Priority Area

*Project Managers/
Processes*

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Aug-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

122

Zucker Recommendation

Create or improve the quality of existing monthly project and ongoing task performance reports based on data extracted from timesheet data.

Department Recommendation and Action Step(s)

Create a bi-monthly or quarterly report of timesheet data from Development Services timekeeper (or give timekeeper the ability to access the data). Data needs to be available by person and by project.

Priority Area

Performance Standards

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur with modifications

Start Date

Aug-2015

End Date

Jan-2016

Financial Considerations

None

Recommendation No.

123

Zucker Recommendation

Establish a management plan for updating existing neighborhood/small area plans and for creating new plans for corridor development, regional/community/neighborhood center master plans for the future intensive development areas specified in Imagine Austin.

Department Recommendation and Action Step(s)

Plan for updating existing small area plans and creating new plans for growth areas in Imagine Austin. Create a draft weighted matrix to determine priority areas for planning services. Have other departments and the community comment on the matrix before finalizing it. Growth areas identified in Imagine Austin will be heavily weighted in the matrix. The same planning boundaries might not be used when updating existing small area plans.

Priority Area

None listed

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur with modifications

Start Date

Jun-2015

End Date

Jan-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No. Zucker Recommendation

124

Prepare a work program, accountability measurements, and schedule of deliverables for the City Demographer that better integrates this position's role into the Comprehensive Planning and Urban Design Divisions.

Department Recommendation and Action Step(s)

Prepare a work program for for City Demographer that better integrates the role into the Division. Outline goals and responsibilities helping further understand the patterns and trends we are facing as a community. The work plan needs to provide the base data to be analyzed annually to help monitor the evolving needs of the community.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Staffing	Comprehensive Planning	Matt Lewis	Concur	Jul-2015	Dec-2015

Financial Considerations

None

Recommendation No. Zucker Recommendation

125

Comprehensive Planning should focus greater plan implementation and master planning resources on the regional, community, and neighborhood centers that are identified in the Growth Concepts Map of Imagine Austin.

Department Recommendation and Action Step(s)

Focus master planning and implementation on growth areas in Imagine Austin Growth Concept Map In the creation of a weighted matrix to determine where planning services should be prioritized (see Zucker recommendation 123).Emphasis will be given to areas of growth identified in the Imagine Austin Growth Concept Map.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
None listed	Comprehensive Planning	Matt Lewis	Concur	Jun-2015	Jun-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

126

Zucker Recommendation

Add emphasis to Imagine Austin's proposed new regional, town, and neighborhood centers in the CodeNEXT Land Development Code update process.

Department Recommendation and Action Step(s)

The CodeNEXT project will take into account and provide a focus, and a regulatory toolkit for guiding growth in Austin's greenfield areas. The work-to-date has, for the purpose of describing Austin's development typologies identified three general types: "Walkable Urban;" "Transitional;" and "Drivable Suburban." Transitional areas are those that may currently display characteristics of Drivable Suburban, but which (either because of community interest or because of the comprehensive plan) are desired to ultimately become Walkable Urban. The greenfield Imagine Austin Centers are likely to be treated this way -- as Transitional areas that will be coded to steer them towards a Walkable Urban character.

Priority Area

None listed

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Ongoing

Financial Considerations

None

Recommendation No.

127

Zucker Recommendation

Working with Austin Utilities departments responsible for other infrastructure services, prepare and adopt an infrastructure element for Imagine Austin.

Department Recommendation and Action Step(s)

Planning and Zoning Department (PAZ) staff will work with infrastructure departments to prepare and adopt infrastructure element of Imagine Austin Comprehensive Plan. PAZ staff will continue to coordinate with the City of Austin Capital Planning Office and infrastructure departments on an annual cycle to develop a Long Range Capital Improvement Plan (CIP) Strategic Plan in support of Imagine Austin. Staff will prepare a recommendation for Council consideration to amend the Imagine Austin Comprehensive Plan to add a reference to the CIP Strategic Plan.

Priority Area

None listed

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Oct-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

128

Zucker Recommendation

Continue coordination activities with the Capital Area Metropolitan Planning Organization (CAMPO) to include the Growth Concept Centers Map in their transportation planning process.

Department Recommendation and Action Step(s)

Coordinate with CAMPO to include Imagine Austin growth centers in their transportation planning. Staff will provide CAMPO with the latest version of the Imagine Austin Comprehensive Plan growth concept map that identifies growth centers. Staff will also meet with CAMPO Technical Advisory Committee staff to ensure that regional transportation investments and planning continue to support Imagine Austin. Recently, the CAMPO Transportation Advisory Board adopted Imagine Austin's growth corridors and centers into their CAMPO 2040 Regional Transportation Plan.

Priority Area

None listed

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Complete

Financial Considerations

None

Recommendation No.

129

Zucker Recommendation

The city should consider these three planning strategies. 1) Hire a seasoned real estate development professional at the Assistant Director level to head up a small task force (new hires and/or Planning and Development Review Department (PDRD) staff) aimed in forming a New Communities development Strategy. 2) Based on the priorities established in the New Communities Development Strategy, retain the services of a real estate development consultant to undertake site selection, acquire land options, and lead in the formation of development venture entities. 3) At the Mayoral and City Manager level, ensure that all City departments responsible for streets, parks, utilities, and other infrastructure are working in accord with the concepts of Imagine Austin and the priorities specified in the New communities Development Strategy. The same applies to non-city entities such as school districts, county agencies, and the Capital Area Metropolitan Planning Organization (CAMPO).

Department Recommendation and Action Step(s)

Research first two parts to determine best practices and what other cities are doing to see if this is feasible in Austin. Economic Development Department with the assistance of the Real Estate Office already provides certain development strategy programs today. The third bullet under this recommendation is already being done through the Capital Planning Office's CIP Strategic Plan. All CIP departments are coordinating long range CIP needs with Imagine Austin as the guiding document.

Priority Area

None listed

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Ongoing

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

130

Zucker Recommendation

Initiate a long-term process to consider redefining neighborhood planning boundaries and reorganize neighborhood contact groups into a larger, geographically coherent, and more manageable number of entities.

Department Recommendation and Action Step(s)

Research best practices from other cities and explore alternative neighborhood contact structures. Staff will prepare recommendations for Council to consider regarding appropriate configuration of neighborhood boundaries.

Priority Area

None listed

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

This item requires additional research.

Start Date

Aug-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

131

Zucker Recommendation

Provide stronger supervision, better definition of work programs, and measurable performance goals for the Neighborhood Assistance Center.

Department Recommendation and Action Step(s)

Continue to provide supervision to Neighborhood Assistance Center (NAC). Assign a front line supervisor. Develop a NAC Strategic Plan with Work Program. Include performance benchmarks in the annual budget which relate to number of customers served by the NAC.

Priority Area

None listed

Work Group

Comprehensive Planning

Staff Contact

George Zapalac

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Oct-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

132

Zucker Recommendation

Delegate the Future Land Use Map (FLUM) consistency review to a subordinate position, or reassign it entirely to the Land Use Division while maintaining coordination with the Imagine Austin Implementation team.

Department Recommendation and Action Step(s)

Delegate Future Land Use Map (FLUM) consistency review to a subordinate position. Create an Imagine Austin Comprehensive Plan conformance checklist to help assure consistency in reviewing for conformance with Imagine Austin.

Priority Area

*Project Managers/
Processes*

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur with modifications

Start Date

Jun-2015

End Date

Dec-2016

Financial Considerations

None

Recommendation No.

133

Zucker Recommendation

Eliminate the One Stop Shop Program from the Division Organization Chart and replace it with a position that reflects the independent nature of this administrative function..

Department Recommendation and Action Step(s)

Planning and Zoning Staff will work with the Development Services Department on moving the position to the Development Services Department .

Priority Area

Staffing

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Oct-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

134

Zucker Recommendation

Ensure that Administrative Specialist Staff have designated coverage from within the Administrative Specialist staffing resource pool to provide coverage for Board and Commission meetings, lunches, breaks, etc., to eliminate the current practice of professional staff resource coverage for these activities.

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department will cross train existing administrative staff to provide support for other administrative positions within the division.

Priority Area

Staffing

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

135

Zucker Recommendation

Ensure that Administrative Specialist Staff consistently fulfill all assigned workflow tasks, such as scheduling, file and report set-up, rather than shifting tasks to non-administrative staff.

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department will formalize job duties and assign administrative tasks to administrative staff.

Priority Area

Performance Standards

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Mar-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

136

Zucker Recommendation

Application forms and packets should be up-to-date at all times and provide flowcharts to help users better under the timing and cost of processes.

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department will work with Information Technology staff to ensure application packets are up to date and will create flowcharts.

Priority Area

*Project Managers/
Processes*

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

137

Zucker Recommendation

Computer fillable applications and forms for all Division application processes should be created.

Department Recommendation and Action Step(s)

Development Service Information Technology staff will convert all applications to fillable PDF for online printing and submission. Staff will configure AMANDA so a majority of applications are available for direct submission into the system through the new portal by the end of Fiscal Year 2016. Staff will configure AMANDA so all applications submitted directly into the system will adhere to specified administrative timeframes.

Priority Area

Technology

Work Group

*Entire
Department*

Staff Contact

*Jerry Rusthoven/Greg
Hand*

Staff Feedback

Concur

Start Date

Jul-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**138****Zucker Recommendation***Application forms should be translated into Spanish and posted online.***Department Recommendation and Action Step(s)***Planning and Zoning staff will work with the Public Information team to obtain a translation of the application packet.***Priority Area***Management/
Communication***Work Group***Current Planning***Staff Contact***Jerry Rusthoven***Staff Feedback***Concur***Start Date***Oct-2015***End Date***Apr-2016***Financial Considerations***None***Recommendation No.****139, 148, 160,
169****Zucker Recommendation***#139: The Development Services Manager for the Current Planning Division should ensure that the AMANDA system can collect data as needed to manage the Division.**#148: The Development Services Manager for the Current Planning Division should ensure immediately work with the Planning and Development Review Department (PDRD) Information Technology staff to resolve the long-outstanding technological issues identified above to improve efficiency in the Division.**#160: Configure AMANDA/create a Code Amendment Process Module for the Code Amendment Process.**#169: Use an electronic system for the ordinance drafting process to eliminate the practice of email, scanning and interoffice mail coordination.***Department Recommendation and Action Step(s)***Development Services Information Technology staff will update, enhance, and create the workflow processes and data collection in AMANDA by conducting requirements analysis for historic preservation processes, creating folder/processes in AMANDA and retire the Access database, conducting requirements analysis for the land development code amendment process for inclusion in AMANDA, creating new AMANDA folder for code amendment process, and creating review process for Law in AMANDA***Priority Area***Technology***Work Group***Entire
Department***Staff Contact***Greg Hand***Staff Feedback***Concur***Start Date***Jul-2015***End Date***Mar-2016***Financial Considerations***To be determined*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

140

Zucker Recommendation

The Current Planning Division should re-establish an outcard system for paper files.

Department Recommendation and Action Step(s)

Complete

Priority Area

*Project Managers/
Processes*

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None

Recommendation No.

141

Zucker Recommendation

Develop filing protocols for the set-up, storage and maintenance of electronic files to ensure that they are on a shared drive accessible to all staff and saved in a searchable format. Paper files should continue to be scanned and converted to an electronic format according to priority to eliminate the need for paper office files.

Department Recommendation and Action Step(s)

Electronic Document Imaging Management System (EDIMS) implementation staff will meet with the department's Record Analyst to determine the technology needs and support required for implementing document management functions.

Priority Area

Technology

Work Group

Current Planning

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Jun-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**142****Zucker Recommendation**

The Current Planning Division should work with the Communications and Technology Management (CTM) Information Technology Division to create a complete file record within the geographic information system (GIS) based on both assessor parcel numbers and address numbers.

Department Recommendation and Action Step(s)

The file records are already available in the geographic information system by address. Assessor parcel numbers are used but file records are not attached to them. Assessor numbers may change and are not controlled by the City. Staff will continue discussions with Travis County Appraisal District and the City of Austin Geospatial Services to resolve issues with parcels, addresses, and other data.

Priority Area*Technology***Work Group***Current Planning***Staff Contact***Greg Hand***Staff Feedback***Concur***Start Date***Jul-2015***End Date***Dec-2016***Financial Considerations***None***Recommendation No.****143****Zucker Recommendation**

The Development Services Manager for the Current Planning Division should revise all recurring meetings so they are structured, efficient, interactive, effective and that all scheduled participants attend regularly and accomplish the intended objectives.

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department will modify the manner in which meetings are conducted to address the Department mission statement, a formal agenda, training and a bi-monthly team building exercise.

Priority Area*Management/
Communication***Work Group***Current Planning***Staff Contact***Jerry Rusthoven***Staff Feedback***Concur***Start Date***Aug-2015***End Date***Sep-2015***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

144

Zucker Recommendation

Weekly staff meetings should include a scheduled time in each meeting to discuss the mission and direction of the Department. Additionally, a minimum of 15 minutes of each agenda should be devoted to case processing related training to improve processing consistency and expertise among staff. One meeting per month, an agenda item should be included for a team-building exercise to strengthen trust and rapport among supervisors and staff and help improve morale.

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department will modify the manner in which meetings are conducted to address the Department mission statement, a formal agenda, training and a bi-monthly team building exercise.

Priority Area

*Management/
Communication*

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur with modifications

Start Date

Aug-2015

End Date

Sep-2015

Financial Considerations

None

Recommendation No.

145

Zucker Recommendation

The Code Amendment Planner should attend bi-monthly team meetings with CodeNEXT function so that the Code Amendment Planner can ensure that the position charged with administering the code amendments fully understands new, amended code language and intent.

Department Recommendation and Action Step(s)

Staff is a member of the CodeNext Core Team and is attending those meetings.

Priority Area

*Management/
Communication*

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Ongoing

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

146

Zucker Recommendation

A Policies and Procedures Manual for the Division should be created and include case management procedures, file management, training standards and accepted customer service standards and operations.

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department will lead the team in updating the Policies and Procedures Manual for zoning case management and creating new manuals for annexation, historic preservation and code amendment areas.

Priority Area

*Project Managers/
Processes*

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Jan-2016

Financial Considerations

None

Recommendation No.

147

Zucker Recommendation

Empower the current planners to be Project Manager and perform all of the functions described above through formal policy and inter-departmental/Divisional agreements.

Department Recommendation and Action Step(s)

The zoning case management process is different than the development plan or permit review process. The time between a zoning case and actual development can be lengthy and reduce the benefits of a project manager system.

Priority Area

*Project Managers/
Processes*

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Do Not Concur

Start Date

N/A

End Date

N/A

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

148

Zucker Recommendation

The Development Services Manager for the Current Planning Division should immediately work with the Planning and Development Review Department (PDRD) Information Technology staff to resolve the long-outstanding technological issues to improve efficiency in the Division.

Department Recommendation and Action Step(s)

The Case Management Governing Board for AMANDA is working on a draft to the Department Directors Advisory Council to initiate a study for alternative solutions. This is part of an ongoing review to ensure the City has access to a case management solution that continues to evolve with technology improvements.

Priority Area

Technology

Work Group

*Entire
Department*

Staff Contact

*Jerry Rusthoven/Greg
Hand*

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.

149

Zucker Recommendation

The Current Planning Division should conduct internal training sessions with Current Planning staff on process, procedures, code and plan amendments, modified forms and zoning policies and the comprehensive plan to raise competency levels and processing consistency.

Department Recommendation and Action Step(s)

Development Services Manager will provide training at weekly meetings and update and/or create policy and procedure manuals for each division discipline area.

Priority Area

*Project Managers/
Processes*

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Jan-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**150****Zucker Recommendation***Identify training needs related to customer service and the AMANDA system.***Department Recommendation and Action Step(s)**

Development Services Manager in the Planning and Zoning Department will work with Information Technology (IT) staff to identify AMANDA training opportunities. Working with IT and Human Resources staff, a training schedule will be created to complete a specific number of hours of customer service and AMANDA training annually.

Priority Area*Project Managers/
Processes***Work Group***Entire
Department***Staff Contact***Jerry Rusthoven/Greg
Hand***Staff Feedback***Concur***Start Date***Aug-2015***End Date***Mar-2016***Financial Considerations***None***Recommendation No.****151****Zucker Recommendation***Provide cross-training opportunities within the Current Planning Division and between the other Planning-related functions.***Department Recommendation and Action Step(s)**

Development Services Manager in the Planning and Zoning Department (PAZ) will work with managers from other PAZ areas and within the Land Use Review division of the Development Services Department to set up an annual training schedule for cross training.

Priority Area*Project Managers/
Processes***Work Group***Current Planning***Staff Contact***Jerry Rusthoven***Staff Feedback***Concur***Start Date***Oct-2015***End Date***Oct-2015***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

152

Zucker Recommendation

The Current Planning Division should create an annual Work Program as part of the budget process.

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department (PAZ) will outline the specific services the division provides and work with the Director and financial staff to support their inclusion in the annual business plan and proposed budget.

Priority Area

Performance Standards

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Jun-2016

Financial Considerations

None

Recommendation No.

153

Zucker Recommendation

A formal policy should be adopted to reject all incomplete applications.

Department Recommendation and Action Step(s)

Planning and Zoning staff will establish a formal zoning use determination application acceptance policy through a memorandum of understanding with the intake section of the Development Services Department.

Priority Area

*Project Managers/
Processes*

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Oct-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

154

Zucker Recommendation

Configure the AMANDA system to allow online, electronic submittals and payment for Administrative applications as a first step towards online, electronic Planning and Development Review Department (PDRD) Application submittals.

Department Recommendation and Action Step(s)

The Case Management Governing Board for AMANDA is working on draft to the Department Directors Advisory Council to publish a Request for Information for alternative solutions. This is part of an ongoing review to ensure the City has access to a database product that continues to evolve with technology improvements.

Priority Area

Technology

Work Group

Current Planning

Staff Contact

*Jerry Rusthoven/Greg
Hand*

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.

155

Zucker Recommendation

Configure the AMANDA system so that Administrative Applications can be reviewed and approved in the AMANDA system, online. Approval timeframes should be established in AMANDA for Administrative approvals and monitored, tracked, and reported on to ensure that they are successfully being met.

Department Recommendation and Action Step(s)

The Case Management Governing Board for AMANDA is working on a draft to the Department Directors Advisory Council to initiate a study for alternative solutions. This is part of an ongoing review to ensure the City has access to a case management solution that continues to evolve with technology improvements.

Priority Area

Technology

Work Group

Current Planning

Staff Contact

*Jerry Rusthoven/Greg
Hand*

Staff Feedback

Concur

Start Date

Sep-2015

End Date

Mar-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

156

Zucker Recommendation

Once AMANDA is configured to process Administrative applications, the Division Manager should delegate case management to a principal level staff, with final sign off in AMANDA by the Division Manager.

Department Recommendation and Action Step(s)

Development Services Manager will update the zoning manual to describe procedures to process use determinations and provide training to the zoning principal planner.

Priority Area

*Project Managers/
Processes*

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.

157

Zucker Recommendation

The City should update the MUD and PID policies to provide an updated growth management framework for the City.

Department Recommendation and Action Step(s)

Planning and Zoning Department staff will work with the Law Department to update the Municipal Utility District (MUD) and Public Improvement District (PID) policies and will present their recommendations to City Council.

Priority Area

None listed

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Apr-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

158

Zucker Recommendation

Configure AMANDA to create an Annexation Module for the Annual Annexation process to eliminate the need for paper file creation and maintenance, facilitate distribution of review materials and collation of review comments, etc.

Department Recommendation and Action Step(s)

The Case Management Governing Board for AMANDA is working on a draft to the Department Directors Advisory Council to initiate a study for alternative solutions. This is part of an ongoing review to ensure the City has access to a case management solution that continues to evolve with technology improvements.

Priority Area

Project Managers/
Processes

Work Group

Current Planning

Staff Contact

Jerry Rusthoven/Greg
Hand

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

159

Zucker Recommendation

Create a staffing model for the Code Amendment Function using application labor hours derived from the Planning and Development Review Department (PDRD) fee study to determine appropriate staffing levels for the function to justify the need for additional staff.

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department will develop procedures staff to track the number and the amount of time allotted for each land development code amendment.

Priority Area

Staffing

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Jun-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

161

Zucker Recommendation

Create a staffing model for Historic Preservation Function using application labor hours derived from the Planning and Development Review Department (PDRD) fee study to determine appropriate staffing levels for the function to justify the need for additional staff

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department will develop procedures staff to track the number and the amount of time allotted for historic preservation functions.

Priority Area

Staffing

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Aug-2016

Financial Considerations

None

Recommendation No.

162

Zucker Recommendation

Configure AMANDA to allow for online submittal and payment of Historic Preservation Applications.

Department Recommendation and Action Step(s)

The AMANDA application will be configured to provide online submittal and payment of Historic Preservation Applications. Development Services Department Information Technology staff will work with the Communications and Technology Department staff to implement.

Priority Area

Technology

Work Group

Current Planning

Staff Contact

Jerry Rusthoven/Greg Hand

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Sep-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

163

Zucker Recommendation

Flowcharts of the applications managed by the Historic Preservation Office should be posted online to aid users in understanding the various processes.

Department Recommendation and Action Step(s)

Add relevant content to the Historic Preservation Office webpage. Current Planning staff will work to develop a mission statement for the Historic Preservation Office, flowcharts and other relevant information. Public Information staff will then post the information to the website within 2 working days.

Priority Area

Technology

Work Group

Current Planning

Staff Contact

Sylvia Arzola, Steve Sadowsky

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Oct-2015

Financial Considerations

None

Recommendation No.

164

Zucker Recommendation

Completeness checks for Zoning Case Management Applications should be completed within 5 working days of submittal. The Completeness check should be accomplished within the context of the staff review (DRC) period, so that all reviewers can help evaluate the whether the project is complete and ready to continue through the hearing process.

Department Recommendation and Action Step(s)

Planning and Zoning staff will establish a formal zoning map application acceptance policy through a memorandum of understanding with the intake section of the Development Services Department. An updated zoning case application checklist will be prepared.

Priority Area

Performance Standards

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur with modifications

Start Date

Aug-2015

End Date

Oct-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**165****Zucker Recommendation**

The Development Services Manager for the Current Planning Division should ensure that all application materials are immediately distributed, within 1-2 days maximum to the case manager and reviewers. Once digital submittals are possible, application materials should be submitted and distributed electronically.

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department will work with Development Services Department Intake staff to create a procedure to distribute preliminary zoning application materials within two business days to the zoning case manager.

Priority Area*Performance Standards***Work Group***Current Planning***Staff Contact***Jerry Rusthoven***Staff Feedback***Concur***Start Date***Aug-2015***End Date***Sep-2015***Financial Considerations***None***Recommendation No.****166****Zucker Recommendation**

Establish a development review committee (DRC) function, so that it serves as a case review function for more complex zoning projects, as described above. The DRC should also be used to review complex subdivision and site plan projects.

Department Recommendation and Action Step(s)

A development review committee (DRC) process for zoning request would slow down the application process. It is not needed for most zoning cases and when meetings on particular subjects are needed staff finds it more efficient to only invite necessary staff.

Priority Area*Project Managers/
Processes***Work Group***Current Planning***Staff Contact***Jerry Rusthoven***Staff Feedback***Do Not Concur***Start Date***N/A***End Date***N/A***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

167, 168

Zucker Recommendation

#167: Purchase iPads or laptops computers for Commission members, if they are not currently available in hearing chambers, so that agenda packet materials can be viewed electronically at hearings instead of on paper.
#168: Once electronic submittals are possible through the AMANDA system, the Development Service Manager for the Current Planning Division should ensure that agendas packets are only distributed electronically to members, as well as posted online to eliminate the time and cost associated with copying and delivery of the paper agenda packet.

Department Recommendation and Action Step(s)

The technology for commission members to view agendas and meeting material already exists and use has already been suggested to reduce the production of printed materials. Additionally, Development Services staff will confer with the City's Innovation Office to discuss options for migrating to an electronic information delivery mechanism and develop a plan for procurement, distribution and training.

Priority Area

Technology

Work Group

Current Planning

Staff Contact

Greg Hand

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Dec-2015

Financial Considerations

To be determined

Recommendation No.

169

Zucker Recommendation

Use an electronic system for the ordinance drafting process to eliminate the practice of email, scanning and interoffice mail coordination.

Department Recommendation and Action Step(s)

Development Services Manager in the Planning and Zoning Department will work with Information Technology staff to implement a solution with the Law Department to create an electronic process for ordinance preparation.

Priority Area

Technology

Work Group

*Entire
Department*

Staff Contact

*Jerry Rusthoven/Greg
Hand*

Staff Feedback

Concur

Start Date

Sep-2015

End Date

Mar-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

170

Zucker Recommendation

Work with the City Council to modify the existing postponement policy in order to curb the practice of excessive postponements, which is a drain on city resources.

Department Recommendation and Action Step(s)

Staff will provide the Council information regarding the City's zoning postponement policy. Staff will also inform Council of any unusual implications of postponing a zoning case to a particular date when a case is being considered for postponement. Council has recently adopted a new zoning public hearing and meeting policy which placing them on a particular meeting once a month. for discuss implications of postponements with Council staff. Work with City Council staff to try and reduce postponements.

Priority Area

*Project Managers/
Processes*

Work Group

Current Planning

Staff Contact

Jerry Rusthoven

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Sep-2015

Financial Considerations

None

Recommendation No.

171

Zucker Recommendation

There should be an appropriation for mapping of the new code and an electronic code.

Department Recommendation and Action Step(s)

Appropriate resources for mapping of the new code and an electronic code will be determined. Staff will assess the need for additional personnel resources to support the mapping endeavor as the date draws closer to the adoption of a new Land Development Code. Electronic Code: Planning and Zoning Department staff will continue conversations with the CodeNEXT consultant team about creating a "digital" zoning code. For these purposes, that term "digital" means an electronic code that makes the code viewable electronically, but a "smart" code that also makes the code easier to use. For example, a user might be able to create a customized zoning summary for a particular address or a particular use.

Priority Area

Technology

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Ongoing

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost is \$40,000. Additional funding will be determined in future fiscal years for the zoning mapping process and the electronic code.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

172

Zucker Recommendation

The Director of the Planning and Development Review Department should actively participate in the CodeNEXT project.

Department Recommendation and Action Step(s)

The Planning and Zoning Department Director will participate in CodeNEXT project. With the division of the former Planning and Development Review Department into the Planning and Zoning Department (PAZ) and the Development Services Department, the director of PAZ has been (and will continue to be) able to participate far more consistently and meaningfully in the CodeNEXT project.

Priority Area

*Management/
Communication*

Work Group

Comprehensive Planning

Staff Contact

Matt Lewis

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Ongoing

Financial Considerations

None

Recommendation No.

173, 184

Zucker Recommendation

#173: The Development Assistance Center (DAC) Division Manager should designate several employees to perform lead duties to help reduce the number of employees directly reporting to the Division Manager.

#184: The Development Assistance Center (DAC) Division Manager needs to schedule periodic staff meetings to disseminate information from management and to solicit input from employees.

Department Recommendation and Action Step(s)

The two Development Services Process Coordinators in Development Assistance Center (DAC) have been designated as leads/supervisors, thereby significantly reducing the number of direct reports for the DAC Manager. With this organizational change, it now becomes much more feasible to schedule staff meetings. The Manager can schedule regular meetings with the two leads to share information from management meetings, and a separate regular meeting with the remaining non-lead direct reports. The two leads will also schedule regular meetings with their direct reports to disseminate information.

Priority Area

*Management/
Communication*

Work Group

*Development Assistance
Center*

Staff Contact

Christopher Johnson

Staff Feedback

Concur

Start Date

May-2015

End Date

Aug-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**174****Zucker Recommendation**

The Development Assistance Center Manager should establish employee performance standards, performance auditing and ongoing employee training to bring meaning back to Employee Performance Evaluations.

Department Recommendation and Action Step(s)

The Development Assistance Center (DAC) Manager will review potential performance measures with DAC staff and Development Services Human Resources Manager, identify appropriate performance measures and implement with Fiscal Year 2015 and 2016 Success Strategy Performance Reviews.

Priority Area

Management/
Communication

Work Group

Development Assistance
Center

Staff Contact

Christopher Johnson

Staff Feedback

Concur with modifications

Start Date

Jun-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.**175****Zucker Recommendation**

The Development Assistance Center Manager should establish performance standards for the Division that identify staffing ratios based on the full-time equivalents available to accomplish specified activities consistent with service delivery standards.

Department Recommendation and Action Step(s)

The Development Assistance Center (DAC) Manager will analyze historical performance measures of walk-in customer counts by discipline area and volume of site plan correction/exemption applications to establish appropriate staffing levels for benchmarked workload areas

Priority Area

Staffing

Work Group

Development Assistance
Center

Staff Contact

Christopher Johnson

Staff Feedback

Concur

Start Date

May-2015

End Date

Dec-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

176

Zucker Recommendation

Backup needs to be available for the Environmental Review Specialist in Development Assistance Center (DAC) through a cooperative agreement with Land Use Review or cross-training within DAC.

Department Recommendation and Action Step(s)

An Environmental Review Specialist position is included in the FY2015-16 Proposed Budget. Once an additional Environmental Review Specialist is hired and housed in Land Use Review, the Environmental Review (EV) specialist will provide backup for the Development Assistance Center EV reviewer.

Priority Area

Staffing

Work Group

Development Assistance Center

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Mar-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$58,016.

Recommendation No.

177

Zucker Recommendation

Examine how the Planning and Development Review Department (PDRD) Development Assistance Center specialists are managed to ensure both day-to-day operational assignments and on-going technical training requirements are addressed.

Department Recommendation and Action Step(s)

The Land Use Review (LUR) Division Manager and the Development Assistance Center (DAC) Division Manager will evaluate current training techniques and practices; LUR and DAC will continue the collaborative work to ensure consistency in code and criteria interpretations by staff in each division; LUR staff and DAC staff will collaborate on a review of standard policies applicable to both division to ensure consistency of code interpretations; LUR and DAC will convene a focus group of employees for further assistance with this recommendation.

Priority Area

*Management/
Communication*

Work Group

*Entire
Department*

Staff Contact

*Andrew Linseisen,
Chris Johnson*

Staff Feedback

Concur with modifications

Start Date

Jun-2015

End Date

Mar-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

178

Zucker Recommendation

The Development Assistance Center (DAC) Manager should evaluate the need to add staff to maintain the Records Management Program in light of other recommendations made that impact workload.

Department Recommendation and Action Step(s)

The Development Assistance Center manager has evaluated the need and a position will be requested in the Fiscal Year 2016-2017 budget.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Management/ Communication	Development Assistance Center	Christopher Johnson	Concur	Complete	Complete

Financial Considerations

To be determined

Recommendation No.

179

Zucker Recommendation

To reduce customer wait times the Development Assistance Center Manager should request an additional four (4) staff positions or consultants to support Zoning, Transportation, Administrative Exemptions and Environmental Reviews.

Department Recommendation and Action Step(s)

Three (3) Planner Senior positions are included in the FY2015-16 Proposed Budget, and one Planner Senior position will be included in the FY 2016-17 budget request.

One full-time equivalent (FTE) will be placed in the Development Assistance Center (DAC) to support day to day operations and three (3) new DAC support staff be located within Land Use Review (LUR) and assigned to support DAC on a dedicated basis.

DAC experiences significant variations in customer service requests and it is anticipated that a blended combination of one new FTE in DAC coupled with a dedicated team of support from LUR will most effectively meet the customer service demands in DAC.

The three full-time positions for LUR would be split by discipline with one new position added to the review teams for the Site Plan, Subdivision, and Transportation disciplines. Completion date includes time for hiring and training staff

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Management/ Communication	Development Assistance Center	Christopher Johnson	Concur	Oct-2015	Sep-2016

Financial Considerations

The funding for this recommendation will be split between the FY2015-16 and the 2016-17 Proposed Budget. The estimated cost for the three (3) Planner Senior positions is \$222,002 for FY2015-16; and the estimated cost for the one Planner Senior position is \$74,001 for FY2016-17.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

180

Zucker Recommendation

Plans approved by Commercial and Residential Plan Review Sections should be delivered to the first floor Development Assistance Center (DAC) Research and Document Sales Center for retention and subsequent distribution to customers after they have paid their outstanding permit fees.

Department Recommendation and Action Step(s)

Additional information is required to evaluate this recommendation. These include: physical space considerations; impact on the Development Assistance Center (DAC) staff workload for maintaining and retrieving approved plans, verifying fee payment etc.; impact to service levels for existing research customers and response times to Public Information Requests.

The DAC Manager will meet with Permit Center and Plan Review staff to get a better understanding of the space and staff workload implications and customer expectations. These meetings will occur between June 2015 and December 2015, so that a decision can be made prior to submittal of Fiscal Year 2016-2017 budget request if the decision is made to implement the recommendation, and financial considerations are identified.

Priority Area

*Project Managers/
Processes*

Work Group

*Development Assistance
Center*

Staff Contact

Christopher Johnson

Staff Feedback

*This item requires
additional research.*

Start Date

Jun-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.

182

Zucker Recommendation

Development Assistance Center (DAC) staff should complete a meeting summary statement for all formal and informal meetings with customers when specific direction has been provided. This information should be available to other staff through the AMANDA system interface.

Department Recommendation and Action Step(s)

The Development Assistance Center (DAC) manager will meet with appropriate DAC staff to explore options of documenting meetings. The DAC manager will meet with IT staff to explore options of uploading DAC staff directives and supporting documentation from applicant, that directive was based upon.

Priority Area

*Management/
Communication*

Work Group

*Development Assistance
Center*

Staff Contact

Christopher Johnson

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Jun-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**183****Zucker Recommendation**

The Development Assistance Center (DAC) Division Manager needs to develop a system to frequently disseminate important information to all employees in the Division.

Department Recommendation and Action Step(s)

The Development Assistance Center (DAC) Manager will develop Standard Operating Procedures for compiling, disseminating, communicating and implementing information and include relevant Land Use Review and other staff.

Priority Area

*Management/
Communication*

Work Group

*Development Assistance
Center*

Staff Contact

Christopher Johnson

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.**185****Zucker Recommendation**

The Development Assistance Center (DAC) Manager should adopt a process of communicating process or interpretation changes to employees and establish a location where these communications will be archived for future reference.

Department Recommendation and Action Step(s)

With the designation of the two leads in the Development Assistance Center (DAC), it is now feasible to schedule regular staff meetings. The DAC specialist currently attend the Land Use Review discipline staff meetings (Drainage Engineers, Environmental, Site Plan, Subdivision, & Transportation). Interpretation and process changes that are conveyed to staff at these meetings, can be shared with other DAC staff at their team meetings and disseminated to DAC manager at lead meetings.

Priority Area

*Management/
Communication*

Work Group

*Development Assistance
Center*

Staff Contact

Christopher Johnson

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Feb-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

186, 187

Zucker Recommendation

#186: Public Notices should be placed in secure enclosures that are readily visible to customers.

#187: Public Notices intended to be posted should be of large print so they can be easily read by customers.

Department Recommendation and Action Step(s)

The Development Assistance Center (DAC) Manager will look into the feasibility of placing public notices in secure location and use large print for public notices, taking the number of notices and their font size into consideration. Larger print may necessitate larger cabinet size. Official rule posting and agendas are already posted in a secure cabinet in the One Texas Center lobby on the 1st floor.

Priority Area

Management/
Communication

Work Group

Development Assistance
Center

Staff Contact

Christopher Johnson

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

Jan-2017

Financial Considerations

To be determined

Recommendation No.

188

Zucker Recommendation

The public information handouts provided in the Development Assistance Center should be revised to be more attractive and readable.

Department Recommendation and Action Step(s)

Public Information staff will design and update all public handouts. A Public Information Specialist position is included in the FY2015-16 Proposed Budget in accordance with recommendation #387. This position will be able to assist with this recommendation.

Priority Area

Management/
Communication

Work Group

Development Assistance
Center

Staff Contact

Sylvia Arzola

Staff Feedback

Concur

Start Date

Jan-2016

End Date

Mar-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

189

Zucker Recommendation

Development Assistance Center Document Management staff should investigate the availability of technology to streamline the process of redacting confidential information from documents requested by the public.

Department Recommendation and Action Step(s)

Records Management and Information Technology staff will complete an inventory of documents that contain confidential information that should be redacted before being released online and for public information requests. They will conduct research to find technology that can automate redaction of confidential information on documents.

Priority Area

Technology

Work Group

Development Assistance Center

Staff Contact

Greg Hand

Staff Feedback

This item requires additional research.

Start Date

Oct-2016

End Date

Dec-2017

Financial Considerations

None

Recommendation No.

190, 191

Zucker Recommendation

*#190: The Development Assistance Center (DAC) Manager should eliminate the current practice of processing and maintaining minor corrections to an approved master site plan for those properties not otherwise exempt.
#191: The large quantity of site plan mylars currently stored in the Records Research area should be moved off-site regardless of whether the Corrections program is abandoned.*

Department Recommendation and Action Step(s)

The Development Assistance Center (DAC) Manager will meet with DAC staff and staff from Commercial Plan Review and Land Use Review to consider any possible adverse impacts from such a process change. If other divisions are in agreement, a pilot will be initiated of no longer processing site plan corrections for change-of-use requests. If successful, the pilot will be expanded to a policy change to include all corrections to site plans for sites that have completed all originally proposed improvements, and staff can then eliminate the on-site storage of mylar record sets from completed site development projects.

Priority Area

*Project Managers/
Processes*

Work Group

Development Assistance Center

Staff Contact

Christopher Johnson

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

Jun-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**192****Zucker Recommendation**

The City and the Legal Department should review the funding for public information requests and support, if necessary, legislation to increase the cost reimbursement.

Department Recommendation and Action Step(s)

Staff will determine a cost of service for documentation requested and as allowed through the Public Information Act. A task order will be established for Public Information Request research and all relevant staff to track time and expenses even if cost reimbursement is not able to be implemented.

Priority Area*Finance***Work Group***Land Use Review***Staff Contact***Andrew Linseisen***Staff Feedback***Concur***Start Date***Jan-2016***End Date***Jun-2016***Financial Considerations***To be determined***Recommendation No.****193****Zucker Recommendation**

Planning and Development Review Department (PDRD) and the Legal Department should meet to discuss timing issues, quality of requests, and quality of response issues regarding legal documents for Land Use.

Department Recommendation and Action Step(s)

Development Services Department (DSD) and the Legal Department will meet to discuss timing issues, quality of requests, and quality of response issues regarding legal documents for Land Use. DSD is working with the Law Department to move document review to AMANDA, establish standard timelines for legal document review, provide approval of opinions in writing and sign off on policy interpretations; DSD supports increased resources being added to the Law Department to provide adequate support for DSD and PZD requests.

Priority Area*Management/
Communication***Work Group***Land Use Review***Staff Contact***Andrew Linseisen***Staff Feedback***Concur***Start Date***Jan-2016***End Date***Jun-2016***Financial Considerations***To be determined*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

194

Zucker Recommendation

The Administrative Supervisor should work with Communications and Technology Management Department (CTM) to configure AMANDA to collect and report on additional data for the Intake/Notification Function in the Land Use Review division.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will update and enhance the workflow processes and data collection in AMANDA. Land Use staff will use the Customer Wait Tracking System or similar application to manage and track customer visits. Development Services Information Technology staff will create Microstrategy dashboards to improve management's ability to monitor activities and timelines.

Priority Area

Technology

Work Group

Land Use Review

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.

195

Zucker Recommendation

The Managing Engineer and section managers and supervisors should hold a series of meetings to discuss how to best address the Managing Engineers span of control issue.

Department Recommendation and Action Step(s)

The Managing Engineer and section managers and supervisors will hold a series of meetings to discuss how to best address the Managing Engineers span of control issue. The Land Use Review (LUR) Division Manager and Assistant Director will analyze the organizational structure of LUR and develop recommendations to reduce the span and control of the Division Manager. Changes to span and control will require additional resources being allocated to the division.

Priority Area

*Management/
Communication*

Work Group

Land Use Review

Staff Contact

Andrew Linseisen

Staff Feedback

Concur with modifications

Start Date

Jun-2015

End Date

Dec-2015

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

196

Zucker Recommendation

Revise content and approach to Land Use Review division meetings as outlined above.

Department Recommendation and Action Step(s)

All Land Use Review (LUR) recurring meetings will continue to utilize agendas that outline the purpose of the meeting; Specific action items and meeting summary notes can be developed provided adequate administrative resources are added to the division LUR managers agree that scheduled times should be established in appropriate meetings to discuss the mission and direction of the function as related to processing activities and service delivery; LUR will continue efforts to provide broad based overviews of the purpose, scope, and technical requirements related to each specific review discipline as part of LUR Division meetings; LUR supervisors and managers will explore the inclusion of additional team-building exercises to strengthen trust and rapport among supervisors and staff and improve morale.

Priority Area

*Management/
Communication*

Work Group

Land Use Review

Staff Contact

Andrew Linseisen

Staff Feedback

Concur with modifications

Start Date

Jun-2015

End Date

Dec-2015

Financial Considerations

To be determined

Recommendation No.

197

Zucker Recommendation

The various sections of Land Use Review should update their training manual.

Department Recommendation and Action Step(s)

Discipline Team Leads are currently responsible for maintaining the currency of their sections Training Manuals as prescribed in the supervisor's individual performance goals; Training Manuals are reviewed and updated on at a minimum of an annual basis as prescribed in the supervisor's individual performance goals.

Priority Area

Staffing

Work Group

Land Use Review

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Dec-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

198

Zucker Recommendation

Policy and procedural changes should be formally discussed and announced to all staff and Stakeholders in advance of implementation.

Department Recommendation and Action Step(s)

Development Services will continue a department-wide effort to review all policies and procedures as part of the creation of the new department; Land Use Review Division Manager will continue to include the development of policy interpretations to clarify and uniformly implement code and criteria as an individual performance measure for all supervisory staff; Land Use Review will examine the most efficient communication strategy to provide access to policy documents to our internal and external stakeholders.

Priority Area

*Management/
Communication*

Work Group

Land Use Review

Staff Contact

Andrew Linseisen

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

199

Zucker Recommendation

Add one customer service representative.

Department Recommendation and Action Step(s)

The position is included in the FY2015-16 Proposed Budget.

Priority Area

Staffing

Work Group

Land Use Review

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Mar-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$63,524.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

200

Zucker Recommendation

The Supervisor should create a staffing model for the Intake and Notification function using application labor hours derived from the Planning and Development Review Department (PDRD) fee study to conduct a staffing analysis to determine appropriate staffing levels, if activity volumes significantly increase to justify the need for additional staff.

Department Recommendation and Action Step(s)

The Intake Supervisor will work with the Land Use Review Division Manager, Assistant Director, and Finance Manager to create an appropriate staffing model for the Intake functions; Add 1 new full-time equivalent as Customer Service Representative Senior to Intake staff to increase number of staff available to perform all tasks associated with the Intake process; The Notification workgroup is currently adequately staffed.

Priority Area

Staffing

Work Group

Land Use Review

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Mar-2016

Financial Considerations

See recommendation #199.

Recommendation No.

201

Zucker Recommendation

The Land Use Review Division and Planning and Development Review Department's (PDRD's) Human Resources function should carefully monitor staff turnover for the Land Use Review Division.

Department Recommendation and Action Step(s)

The Land Use Review (LUR) Division and Planning and Development Review Department's (PDRD's) Human Resources (HR) function will investigate staff turnover for the Land Use Review Division. LUR Division Manager will continue to work with Development Services Human Resources team to evaluate year to year turnover in the division; LUR Division Manager will continue efforts to diversify the career opportunities with the Division to encourage internal promotion and career growth through proper organizational structure; LUR Division Manager will continue efforts to evaluate the qualifications and compensation of staff within the division by the City's Corporate Human Resource Department; Turnover in some sections is due to inadequate compensation tied to the job classifications, market studies and pay scale adjustments are recommended for many positions in LUR.

Priority Area

Staffing

Work Group

Land Use Review

Staff Contact

Andrew Linseisen

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Dec-2015

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

202

Zucker Recommendation

Confirm the existence of specific AMANDA configuration issues that were reported and initiate correction of these issues through Communications and Technology Management Department (CTM) as soon as possible.

Department Recommendation and Action Step(s)

Development Services Information Technology staff and the Communication and Technology Department Information Technology staff will update and enhance the workflow processes and data collection in AMANDA.

Priority Area

Technology

Work Group

Land Use Review

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.

203

Zucker Recommendation

Explore whether the Customer Wait System can be modified to include City Arborist walk-in customers to facilitate more efficient customer service.

Department Recommendation and Action Step(s)

Staff will work with the Land Use Review (LUR) Division to determine if the Customer Wait System is the appropriate technology for tracking of walk-in customers. LUR managers will recommend if relocation of the walk-in customers from the lobby of LUR to a more appropriate customer service area in the department.

Priority Area

Technology

Work Group

Land Use Review

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Nov-2015

End Date

May-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

204

Zucker Recommendation

The Supervisor should conduct internal training sessions with staff on process to raise competency levels and processing consistency.

Department Recommendation and Action Step(s)

Supervisor will survey staff to gain information on the types of training desired or needed for their job function. Work with training unit to develop a comprehensive training program for both Departments which includes, but not limited to, AMANDA training, customer service training, leadership training, and cross training between disciplines, divisions, and departments. Request training budget to cover all training costs including registration and required material fees, and certification exam fees. Create joint training sessions between Development Services divisions and Planning and Zoning divisions to create consistency and knowledge within both departments regarding Land Development Code changes. Incentivize employees to obtain professional licenses and certifications. (American Institute of Architects (AIA), American Institute of Certified Planners (AICP), Leadership in Energy and Environmental Design (LEED), Congress for New Urbanism (CNU), International Code Council (ICC), etc.)

Priority Area

*Management/
Communication*

Work Group

Land Use Review

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Feb-2016

Financial Considerations

None

Recommendation No.

205

Zucker Recommendation

The Supervisor should identify training needs related to customer service and the AMANDA system and schedule training accordingly.

Department Recommendation and Action Step(s)

Development Services supervisors and managers will continue to identify AMANDA issues that require corrective action and develop a standard methodology for reporting these requests. Development Services Information Technology (IT) staff will work with managers and supervisors to determine if times are a training issue or if AMANDA changes are required; Development Services IT staff will assist in providing ongoing training towards improving the consistency of the use of AMANDA. Additional training will be planned for all staff as part of the implementation of Electronic Plan Review for all staff. Create a training lab at One Texas Center for instructor-led courses.

Priority Area

Technology

Work Group

Land Use Review

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Mar-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**206****Zucker Recommendation***Staff should be cross-trained to provide back up, job interest and raise overall competency levels.***Department Recommendation and Action Step(s)**

Land Use Review (LUR) will explore cross-training between intake, notification, and distribution and Planner 1 duties. Land Use Review will continue division meeting presentations, where staff from different disciplines present core review areas of each discipline and the codes and criterias utilized in their specific reviews. This cross-information of the reviews by each specific review section enhances collaboration across LUR.

Priority Area*Staffing***Work Group***Land Use Review***Staff Contact***George Adams***Staff Feedback***Concur with modifications***Start Date***Aug-2015***End Date***Mar-2016***Financial Considerations***None***Recommendation No.****207****Zucker Recommendation***The Land Use Review Division Manager should prepare a descriptions and SOP concerning Division responsibilities' related to Travis County.***Department Recommendation and Action Step(s)**

The Land Use Review (LUR) Division Manager should prepare a descriptions and Standard Operating Procedure (SOP) concerning Division responsibilities related to Travis County. LUR Division Manager will explore opportunities for a standing monthly managers meeting with Travis County to discuss and review the existing Chapter 30 code mandated descriptions and SOP regarding responsibilities and current practices. Zucker Phase II study will assist in the development of a Memo of Understanding with Travis County outlining standard procedures. Discuss any practices that need to be revised or that do not meet those current requirements. LUR managers and Travis County managers will review and propose changes to policies and procedures and code revisions where necessary to improve the collaborative review process.

Priority Area*Partnering Departments***Work Group***Land Use Review***Staff Contact***George Adams***Staff Feedback***Concur***Start Date***Jan-2016***End Date***Jun-2016***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**208****Zucker Recommendation**

The Planning and Development Review Department (PDRD) Managing Engineer, Assistant Director, and the Environmental Program Coordinator should meet with the City Attorney and appropriate attorneys to solve coordination issues.

Department Recommendation and Action Step(s)

The Planning and Development Review Department (PDRD) Managing Engineer, Assistant Director, and the Environmental Program Coordinator will meet with City Attorney to solve coordination issues. Also see recommendation 193.

Priority Area*Partnering Departments***Work Group***Specialization
Land Use Review***Staff Contact***George Adams***Staff Feedback***Concur***Start Date***Aug-2015***End Date***Feb-2016***Financial Considerations***To be determined***Recommendation No.****209****Zucker Recommendation**

A detailed staffing analysis should be conducted to examine competitive salaries, staffing levels, and career advancement plans for the Environmental Review section.

Department Recommendation and Action Step(s)

The Development Services Department (DSD) Resources Manager, in collaboration with the Corporate Human Resources Compensation Division, reviewed and revised related job descriptions to ensure they were valid, correct, and relevant. The Compensation Division conducted a market review, matching City environmental review jobs to those in similar market areas. Current City pay ranges were compared to the market information, and when indicated by market, equity and value, adjustments were made to the pay ranges. Employee pay rates were adjusted to reflect the updated pay ranges.

Priority Area*Staffing***Work Group***Specialization
Land Use Review***Staff Contact***Andrew Linseisen***Staff Feedback***Concur with modifications***Start Date***Complete***End Date***Complete***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No. Zucker Recommendation

210

The 245 Grandfathering committee should conduct open meetings and allow the applicant to make a presentation. The Planning Director should no longer participate in this meeting.

Department Recommendation and Action Step(s)

The Development Services Department (DSD) will identify tools to increase applicant's understanding of the City's 245 Process. The Chapter 245 review is a component of the completeness check process and must be complete within 10 days, which presents a challenge for scheduling applicant presentations. Applicants are allowed to present at reconsideration hearings. Additionally, the Chapter 245 meetings only include City staff and City Attorneys to share potentially attorney-client privileged information. The Chapter 245 Process is a function of DSD, and the Department Director has assigned the responsibility for the Chapter 245 Process to the Assistant Director.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Project Managers/ Processes	Specialization Land Use Review	George Adams	This item requires additional research.	Jun-2015	Feb-2016

Financial Considerations

None

Recommendation No. Zucker Recommendation

211

The Managing Engineer and the Division Manager Construction Inspection should discuss the appropriate organizational location for the Barton Springs operating permits.

Department Recommendation and Action Step(s)

The Managing Engineer and the Division Manager Construction Inspection should discuss the appropriate organizational location for the Barton Springs operating permits. Development Services is currently evaluating combining the Barton Springs Zone Operating Permit Inspection with the Administrative portion contained in Land Use Review.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Management/ Communication	Specialization Land Use Review	Andrew Linseisen	Concur with modifications	Oct-2016	Mar-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

212

Zucker Recommendation

Determine that the total cost to service the General Permit Program including field inspections is sufficiently offset by franchise fees.

Department Recommendation and Action Step(s)

The Zucker Report references a franchise fee, however it is a general permit fee. The General Permit program is currently funded from multiple sources including the yearly permit fees. Development Services management will study the level of support provided to the program based on franchise fees and make recommendations for changes if necessary.

Priority Area

Finance

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Oct-2016

End Date

Jan-2016

Financial Considerations

None

Recommendation No.

213

Zucker Recommendation

A Transportation Engineer should be added to the Transportation Section.

Department Recommendation and Action Step(s)

This recommendation is complete; a Transportation Engineer at the level of Engineer C has been hired by the Land Use Review Division Manager.

Priority Area

Staffing

Work Group

*Specialization
Land Use Review*

Staff Contact

Andrew Linseisen

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**214****Zucker Recommendation**

The job specifications and job descriptions should be reviewed for the Planner Seniors in the Transportation Review Section.

Department Recommendation and Action Step(s)

Job descriptions and qualifications are defined by Corporate Human Resources (HR) and have city-wide implications if changes are made. The Land Use Review (LUR) Division Manager has requested that Corporate HR undertake a full job classification and compensation study for the Land Use Review Division, and this is under consideration by Corporate HR. The concern over the qualification of the Transportation Review staff has been partially alleviated with hiring the Transportation Engineer (Recommendation # 213) to augment Transportation Review staff.

Priority Area*Staffing***Work Group***Land Use Review***Staff Contact***John Beasley***Staff Feedback***Concur with modifications***Start Date***Mar-2016***End Date***Sep-2016***Financial Considerations***To be determined***Recommendation No.****215****Zucker Recommendation**

The Transportation Manager should work with staff to determine how to best meet the AMANDA deadlines at least 90% of the time.

Department Recommendation and Action Step(s)

Additional staff resources have been requested in the FY2015-16 Proposed Budget to augment staffing levels to ensure performance measures are met and improve customer service.

Priority Area*Technology***Work Group***Specialization**Land Use Review***Staff Contact***Andrew Linseisen***Staff Feedback***Concur***Start Date***Oct-2016***End Date***Dec-2016***Financial Considerations***To be determined*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

216

Zucker Recommendation

The staffing levels for the Transportation Review Section should be reviewed following the job specifications and job description review.

Department Recommendation and Action Step(s)

The Land Use Review Division Manager will review the staffing levels for the Transportation Review Section.

Priority Area

Staffing

Work Group

Specialization

Land Use Review

Staff Contact

Andrew Linseisen

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Dec-2015

Financial Considerations

To be determined

Recommendation No.

217

Zucker Recommendation

The Supervising Engineer should review and possibly increase the delegation of operational functions.

Department Recommendation and Action Step(s)

The Land Use Review (LUR) Managing Engineer and Supervising Engineer will review the current team reporting structure to identify methods to reduce direct reports to the Supervising Engineer; LUR Managing Engineer and Supervising Engineer will review the current duties to identify opportunities to strengthen the use of the Team Leads and additional delegation opportunities for the Supervising Engineer.

Priority Area

*Management/
Communication*

Work Group

Specialization

Land Use Review

Staff Contact

Andrew Linseisen

Staff Feedback

Concur with modifications

Start Date

Aug-2015

End Date

Jan-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

218

Zucker Recommendation

The Managing Engineer of Land Use Review and Manager of Development Assistance Services and the Assistant Director should meet to discuss the appropriate reporting relations for the Engineer B located within Development Assistance Center (DAC).

Department Recommendation and Action Step(s)

The Development Assistance Center (DAC) and Land Use Review (LUR) Division Managers and Assistant Director will discuss the reporting structure of the Engineer B in the Development Assistance Center; The DAC and LUR Division Managers and LUR Supervising Engineer will discuss ways to continue to improve the consistency of code and criteria interpretations made by the DAC Engineer B and the LUR Drainage and Water Quality review team.

Priority Area

*Management/
Communication*

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Aug-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

219

Zucker Recommendation

The application review process should follow the four items outlined above. The four items are : 1) Completeness check should be sufficient to ensure staff can complete a comprehensive first review; 2) Staff should be trained to complete a comprehensive first review; 3) Supervisors and managers should audit a percentage of reviews; 4) Reviewers should use a problem solving approach.

Department Recommendation and Action Step(s)

Land Use Review managers and supervisors have created Completeness Check Guidelines to increase transparency and consistency of the completeness check process. This is a living document that will be continually updated and made available to applicant's; Supervisors will continue to implement the performance measure of auditing each staff's comments; Supervisors will continue to utilize peer review of completed applications for consistency and accuracy of review and emphasize customer service and problem solving.

Priority Area

Performance Standards

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Aug-2015

End Date

Dec-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

220

Zucker Recommendation

The performance measures for the Land Development Division should be changed as shown in Table 52. These performance measures recommend reduced review times for some types of applications.

Department Recommendation and Action Step(s)

Where recommendations call for reduced review times, increases in staff resources may be required. Additional staff positions are requested in the FY2015-16 Proposed Budget to assist with reducing review times. However, the City's Code must be significantly streamlined so that review times can be further reduced.

Priority Area

Performance Standards

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

*This item requires
additional research.*

Start Date

Jan-2016

End Date

May-2016

Financial Considerations

To be determined

Recommendation No.

221

Zucker Recommendation

The Site Plan Review staff should update the Administratively Approved Site Plan Review flow chart to show only milestone steps.

Department Recommendation and Action Step(s)

The supervisor of the Site Plan Review section will work with the site plan review team to update the Administratively Approved Site Plan flow chart and make this updated document available to applicant's

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Aug-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

222

Zucker Recommendation

The Subdivision Review staff should create an updated Administratively Approved Subdivision Review flow chart that shows milestone steps in the approval process and include it as a visual aid in application packets or development guides to help users better understand these processes.

Department Recommendation and Action Step(s)

The supervisor of the Subdivision Review section will work with the subdivision review team to update the Administratively Approved Subdivision Review flow chart and make this updated document available to the applicant's.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

223

Zucker Recommendation

The Site Plan Review and Subdivision Review staff should update submittal checklists for Commission approved applications to require the minimum number of documents necessary to facilitate review and action.

Department Recommendation and Action Step(s)

The Subdivision and Site Plan supervisors will review the requirements for the normal distribution of plans, the submittal checklist for Commission approved applications, and discuss internal reviewer requirements with those review groups; Subdivision and Site Plan supervisors will review the future needs of documents with the implementation of the EPR (Electronic Plan Review). Subdivision and Site Plan supervisors will review and update the distribution and submittal checklist for Commission approved applications.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Dec-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**224****Zucker Recommendation**

The Managing Engineer should assign the Completeness Check Review process to the Intake/Notification function so that it is proactively managed, monitored and continuously improved.

Department Recommendation and Action Step(s)

The Completeness Check process is currently undergoing evaluation and changes are being implemented to improve the process with goal of increasing the applicant's successful completion of the process on initial submittal. The Land Use Review Division Manager has established bi-monthly meetings among staff participating in completeness check process and workgroups are being held to share information to evaluate current processes and practices. The Intake team has been assigned to oversee the completeness check process.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

Andrew Linseisen

Staff Feedback

Concur

Start Date

May-2016

End Date

Aug-2016

Financial Considerations

None

Recommendation No.**225****Zucker Recommendation**

The Procedure Manual for all submittal processes should be updated to provide CSR's with step-by-step instruction on submittal processes, to facilitate training and raise overall proficiency.

Department Recommendation and Action Step(s)

Development Services will update Procedure Manuals for all processes.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Oct-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

226

Zucker Recommendation

The Completeness Check Review Process should be automated as soon as practicable through the AMANDA system to allow for electronic submittal, payment and electronic review.

Department Recommendation and Action Step(s)

The Completeness Check process has been identified as a key workflow element in the Electronic Plan Review process; AMANDA changes required to implement a full review process will be completed as part of the migration to Electronic Plan Review.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

Andrew Linseisen

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Oct-2016

Financial Considerations

To be determined

Recommendation No.

227

Zucker Recommendation

All Site Plan and Subdivision submittal checklists for Land Use Review applications should be reviewed to determine minimum submittal quantities and requirements and updated accordingly so that they are an effective screening tool for Intake staff.

Department Recommendation and Action Step(s)

Subdivision and Site Plan supervisors will review the requirements for applications and the normal distribution of plans; Subdivision and Site Plan supervisors will review and update the distribution and submittal checklist will be updated and provided to the intake review team: Completeness checklists will be updated with specific minimum requirements for effective review.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Feb-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No. 228, 229, 230

Zucker Recommendation

#228: The Managing Engineer should ensure that AMANDA is configured to calculate accurate review due dates.

#229: Determine whether the AMANDA system contains configuration errors that prevent accurate identification of reviewers in the Completeness Check Process or whether the issue stems from incomplete training and resolve the problem accordingly.

#230: AMANDA should be configured to accurately calculate all application fees, including annual increases and surcharges and discounts. Online fee calculation and payment should be established as soon as practicable.

Department Recommendation and Action Step(s)

Managing Engineer, Development Services Finance Manager, and the Intake Supervisor are currently working with Development Services Information Technology staff and the Communications and Technology Management Department (CTM) to update AMANDA to correctly calculate all fees. Development Services Information Technology staff will update and enhance the workflow processes to properly calculate review deadlines and fee assessments in AMANDA, analyze fee calculation for standardization based on application, develop logic that drives automatic fee calculation in AMANDA for online applications, analyze AMANDA configuration for due date assignments and correct as needed, ensure processes are assigned review disciplines based on application type, and provide training for intake/review staff for application auditing to ensure accuracy.

Priority Area
Technology

Work Group
Specialization
Land Use Review

Staff Contact
Greg Hand

Staff Feedback
Concur

Start Date **End Date**
Jul-2015 Dec-2015

Financial Considerations
None

Recommendation No. 231

Zucker Recommendation

AMANDA should be configured so that customers can view the reviewer comments in the system and assess whether the application has been deemed complete by discipline.

Department Recommendation and Action Step(s)

The current AMANDA portal already provides online viewing of case information, case status, and review status. Development Services Information Technology staff will ensure the new portal will have similar case access availability.

Priority Area
Technology

Work Group
Land Use Review

Staff Contact
Greg Hand

Staff Feedback
Concur

Start Date **End Date**
Complete Complete

Financial Considerations
None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

232

Zucker Recommendation

Completeness review should be completed within 5 business days.

Department Recommendation and Action Step(s)

Development Services Department (DSD) will consider a transition to a shorter completeness check review timeframe after implementation of electronic plan review which reduces the need for external review partners to physically travel to One Texas Center to review applications;

DSD cannot support a 5 business day completeness check review for any application that requests a Chapter 245 review as the Chapter 245 review is a prerequisite to the Completeness Check process and requires 3 to 5 business days to complete.

It should be noted that this recommendation may be in potential conflict with recommendation 219 which proposes to maintain a sufficient level of completeness check to ensure that initial reviews are comprehensive and complete.

Priority Area

Performance Standards

Work Group

Specialization

Land Use Review

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Oct-2016

Financial Considerations

None

Recommendation No.

233

Zucker Recommendation

AMANDA should be configured to autofill and send a completeness determination template by email to customers that includes submittal requirements and deadlines.

Department Recommendation and Action Step(s)

The Completeness Check process is a key workflow element in Electronic Plan Review. Development Services Information Technology and Land Use staff will work to ensure that ProjectDox will be configured with a checklist to guide the applicant to ensure a submission is complete so the reviewers can validate the content and the system will notify the applicant of the results.

Priority Area

Technology

Work Group

Specialization

Land Use Review

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Aug-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

234

Zucker Recommendation

The City should consider amending the Agreement between the City and Travis County (e.g., Interlocal Agreement, April 2002) for Subdivision Platting/Title 30 to set specific performance standards.

Department Recommendation and Action Step(s)

The City of Austin will consider amending the Interlocal Agreement and will approach Travis County.

Priority Area

Performance Standards

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Aug-2015

End Date

Oct-2016

Financial Considerations

None

Recommendation No.

235

Zucker Recommendation

The Site Plan and Subdivision Review staff should update administrative checklists to require only the minimum paper copies necessary for review and action to eliminate waste.

Department Recommendation and Action Step(s)

All review groups have recently reviewed the completeness check forms and distribution sheets to ensure that they receive physical plans only for the projects they need which will significantly reduce any excess copies. With the implementation of Electronic Plan Review, the submittal of paper copies will be eliminated or significantly reduced.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Feb-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**236****Zucker Recommendation***Add temporary or contract staff to remove the backlog for the intake function.***Department Recommendation and Action Step(s)**

There is a physical limit to the number of appointments and plans that can be accepted in one day based on the current staffing of the Intake group. This limitation results in a customer wait period to obtain submittal appointments to bring plans into the system.

Based on current staffing levels, customers currently experience a one week wait for a new case submittal appointment for formal review.

Adding temporary or contract staff is not viewed as a feasible support measure as it generally takes approximately 1 year to be fully trained on the details of the Intake Specialist position. As an alternative the Development Services Department will allow use of overtime to address concern.

Adding the new permanent Customer Service Representative position requested in the Fiscal Year 2016 budget will increase the number of appointments available for application submittal and will reduce the customer wait time for submittal appointments.

With the implementation of Electronic Plan Review, the submittal of paper copies will be eliminated or significantly reduced.

Priority Area*Staffing***Work Group***Specialization**Land Use Review***Staff Contact***George Adams***Staff Feedback***Do Not Concur***Start Date***N/A***End Date***N/A***Financial Considerations***See recommendation #199.***Recommendation No.****237****Zucker Recommendation***Early notice should be provided within 3 days of application receipt.***Department Recommendation and Action Step(s)**

Development Services Department management will continue to explore technology improvements related to notices. Early notice of filing of an application is already sent before staff reviews plans.

Priority Area*Project Managers/
Processes***Work Group***Specialization**Land Use Review***Staff Contact***George Adams***Staff Feedback***This item requires
additional research.***Start Date***Jan-2016***End Date***Aug-2016***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**238****Zucker Recommendation**

The Land Development Code should be amended to either eliminate or establish more narrow criteria for invoking Appeals for time extensions to curtail its use as a tool to hinder application processing.

Department Recommendation and Action Step(s)

Development Services Department concurs with this request and recommends amending the Land Development Code to eliminate the appeal of extension of review time. Allow 365 days for application review and approval.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Oct-2016

Financial Considerations

None

Recommendation No.**239****Zucker Recommendation**

The Site Plan staff should be empowered to act as "true Project Managers," on assigned Site Plan Review cases to drive development review and processing.

Department Recommendation and Action Step(s)

Site Plan staff coordinate the overall site plan review process which includes compiling comments from numerous reviewers outside of the Development Services Department (DSD). The recommendation does not define the meaning of a true "Project Manager" but it is presumed that this would entail some level of authority to direct staff who participate in the site plan process. This level of authority would require either direct or agreed upon supervisory authority and potentially additional staff resources to ensure an adequate number of project managers. In order for this to be successful consider creating a program for site plan and subdivision case managers. Give case managers authority to obtain timely review and resolution of conflicts from other departments and reviewers. Provide training and possible certification opportunities. This recommendation will be explored as part of interdepartmental discussions regarding whether DSD should take full responsibility for plan review and inspection for all applications.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

Andrew Linseisen

Staff Feedback

*This item requires
additional research.*

Start Date

Oct-2015

End Date

Oct-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No. **Zucker Recommendation**
240 *Review the qualifications for site plan case managers.*

Department Recommendation and Action Step(s)

Job descriptions and qualifications are defined by Corporate Human Resources Department (Corporate HR) and have City-wide implications if changes are made. The Land Use Review (LUR) Division Manager has requested that Corporate HR undertake a full job classification and compensation study for the LUR Division and this is under consideration by Corporate HR. See Recommendation 314

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Project Managers/ Processes	Specialization Land Use Review	Andrew Linseisen	This item requires additional research.	Oct-2015	Oct-2017

Financial Considerations
To be determined

Recommendation No. **Zucker Recommendation**
241 *The Site Plan and Subdivision Review staff should consider streamlining staff reports (e.g., Review Sheets) through the tables and checklists. Staff should develop and discuss new report formats with relevant commissions prior to utilization.*

Department Recommendation and Action Step(s)

Land Use Review (LUR) supervisors and managers will obtain input from internal and external customers on current staff reports content and format; LUR supervisor and managers will meet and discuss with the Communications and Technology Management Department on possible automated changes that can be included in the system (this may be rolled in with the Electronic Plan Review initiative); Changes to comment formats will be discussed with affected Commission members prior to implementation; Simplification of the code will be required to fully streamline the review process and reduce the use of individualized written staff comments.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Project Managers/ Processes	Specialization Land Use Review	George Adams	Concur with modifications	Oct-2016	Mar-2016

Financial Considerations
None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

242

Zucker Recommendation

The Land Development Code should be amended to allow re-subdivision cases that are 4 lots or less that do not have variances, and meet certain criteria, to be approved administratively by Subdivision Review Staff.

Department Recommendation and Action Step(s)

Land Use Review (LUR) managers and supervisors will continue working with the subdivision section of CodeNEXT to work towards allowing resubdivisions (under certain situations) to be approved administratively.

LUR managers and supervisors will meet and gather information with the Law Department regarding the process and any specific conflicts with the Local Government Code (State Law). LUR staff will participate in the code revision as part of CodeNEXT to support this change through the code revision process. The appeal rights associated with administrative resubdivisions need to be fully vetted as part of this proposed code change.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

*This item requires
additional research.*

Start Date

Oct-2016

End Date

Oct-2017

Financial Considerations

None

Recommendation No.

243

Zucker Recommendation

The City should amend the Land Development Code to allow certain Final Plats (e.g. final plats without preliminary plats, etc.), to be approved administratively by Subdivision Review staff.

Department Recommendation and Action Step(s)

Subdivision staff will continue working with CodeNEXT to allow more types of final plats (under certain situations) to be approved administratively, meet and gather information with the Law Department regarding the process and any specific conflicts with the Local Government Code (State Law) and follow the code revision through the CodeNext process until approval.

Priority Area

*Project Managers/
Processes*

Work Group

*Specialization
Land Use Review*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Oct-2016

End Date

Oct-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

244

Zucker Recommendation

Site Plan applications should be consolidated into a single Master Application that is supplemented by detailed, up-to-date checklists for each application type.

Department Recommendation and Action Step(s)

All development applications are being consolidated and reformatted as part of the move to electronic plan review.

Priority Area

*Project Managers/
Processes*

Work Group

*Land Use Review - Site
Plans*

Staff Contact

Andrew Linseisen

Staff Feedback

Concur with modifications

Start Date

Apr-2016

End Date

Sep-2016

Financial Considerations

None

Recommendation No.

245

Zucker Recommendation

The Managing Engineer should consider publishing a Development Guide or Handbook that provides detailed explanations of the Site Plan, Subdivision Review and other processes, along with flowcharts to help clarify processes for users. The Guide should be available online and provide links to referenced code sections, where possible.

Department Recommendation and Action Step(s)

Development Services Department staff agrees that this would be a useful tool to provide to our applicant's; however, additional resources are required to complete this effort.

Priority Area

*Project Managers/
Processes*

Work Group

*Land Use Review - Site
Plans*

Staff Contact

Andrew Linseisen

Staff Feedback

Concur with modifications

Start Date

Mar-2016

End Date

Dec-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No. Zucker Recommendation

246

The Site Plan Section Manager should work with Communications and Technology Management Department (CTM) to configure AMANDA to collect and report on case load data by reviewer and the function as a whole on monthly and annual intervals, as well as Performance Standard data recommended by this Study.

Department Recommendation and Action Step(s)

Development Services Department Information Technology staff will continue working to create enhanced reporting utilizing Microstrategy in place of AMANDA reporting. Staff will conduct test on dashboards with Land Use Review and Plan review management.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Technology	Land Use Review - Site Plans	Andrew Linseisen	Concur with modifications	Jan-2016	Oct-2016

Financial Considerations

None

Recommendation No. Zucker Recommendation

247

This function should re-institute an out card system for paper files.

Department Recommendation and Action Step(s)

Staff recommends re-adoption of the out card system for paper files and will move to adopt this as a standard policy for the division; We agree that this is an internal customer service need and that some files which are considered permanent should never be removed without an out card with the date and person's name shown.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Project Managers/ Processes	Land Use Review - Site Plans	George Adams	Concur	Aug-2015	Dec-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

248

Zucker Recommendation

Training policies and procedures should be updated to reflect code and operational changes.

Department Recommendation and Action Step(s)

Weekly site plan meetings are held where current code and policies are discussed; Site Plan Review Training Manual is updated on an ongoing basis; Review and updating of training manual will continue, items deemed to be outdated or no longer pertinent will be discarded or corrected.

Priority Area

*Project Managers/
Processes*

Work Group

*Land Use Review - Site
Plans*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None

Recommendation No.

249

Zucker Recommendation

Alternative Equivalent Compliance/Development Assistance Center (DAC) data and case history layers in geographic information system (GIS) should be integrated into the AMANDA system.

Department Recommendation and Action Step(s)

A Development Services Geospatial Analyst will study how best to accomplish this as part of Electronic Plan Review.

Priority Area

Technology

Work Group

*Land Use Review - Site
Plans*

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jan-2016

End Date

Jul-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

250

Zucker Recommendation

The Site Plan Review staff should simplify the "Commission Approved Site Plan Flow Chart" to show milestone steps and eliminate discussion boxes and include them as a visual aid in application packets to help users better understand the process.

Department Recommendation and Action Step(s)

Site plan review staff will analyze and simplify the Commission-approved Site Plan Flow Chart to show milestone steps as recommended.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Management/ Communication	Land Use Review - Site Plans	Andrew Linseisen	Concur	Jun-2015	Feb-2016

Financial Considerations

None

Recommendation No.

251

Zucker Recommendation

Add one (1) planner to the site plan function.

Department Recommendation and Action Step(s)

The position is included in the FY2015-16 Proposed Budget.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Staffing	Land Use Review - Site Plans	Andrew Linseisen	Concur	Oct-2015	Mar-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$55,919.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

252

Zucker Recommendation

A staffing model should be developed for the Site Plan Review function based on labor hours to determine appropriate staffing levels for the function and staff the function accordingly.

Department Recommendation and Action Step(s)

Site plan manager and secondary supervisors will analyze the site plan staff workload based on hours per case review, caseload (number of cases) per reviewer, and type of application reviewed to formulate a more complete analysis of the site plan team staffing requirements.

Priority Area

Staffing

Work Group

Land Use Review - Site Plans

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Mar-2016

Financial Considerations

To be determined

Recommendation No.

253

Zucker Recommendation

Hire contract staff to help remove the Site Plan backlog.

Department Recommendation and Action Step(s)

Due to the complexities of the Land Development Code it is not feasible to hire temporary staff to review permit applications. The Development Services Department will hire temporary administrative staff to assist the case manager with processing plans and paperwork and permit overtime as needed.

Priority Area

Staffing

Work Group

Land Use Review - Site Plans

Staff Contact

Andrew Linseisen

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Mar-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

254

Zucker Recommendation

Managers and staff need to develop a strategy to remove the backlog. Given the complexity of the process it may not be possible to solve this by only using consultants.

Department Recommendation and Action Step(s)

Managers and staff will develop a strategy to remove the backlog. Given the complexity of the process it may not be possible to solve this by only using consultants. Land Use Review managers and staff will assess methods to improve the overall performance and to remove any backlog of cases due to late review; Managers will analyze relationships with external review partners and present suggestions for improvement to Development Services Executive management.

Priority Area

Performance Standards

Work Group

Land Use Review - Site Plans

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

May-2015

End Date

Jul-2015

Financial Considerations

To be determined

Recommendation No.

255

Zucker Recommendation

The Supervisor should conduct internal training sessions with "Lead" Planner and staff on Site Plan Review processes, related codes and research methods to raise competency levels and processing consistency.

Department Recommendation and Action Step(s)

Land Use Review (LUR) will continue division meeting presentations, where staff from different disciplines present the key aspects of their reviews, the specific codes and criteria applicable to their reviews to enhance collaboration across LUR; DSD Land Use Review discipline weekly meetings will continue to provide discipline-specific training, and provide opportunities to bring cases and issues for training and consistency among reviewers. DSD Land Use Review supervisors and managers will continue to explore training opportunities for staff to increase efficiency and consistency.

Priority Area

Project Managers/ Processes

Work Group

Land Use Review - Site Plans

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Dec-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

256

Zucker Recommendation

The Subdivision Review staff should update the Subdivision Review process Flow chart to show the current steps involved in the review process.

Department Recommendation and Action Step(s)

The Subdivision supervisor and staff will analyze and update the subdivision review process flow chart to indicate current milestone steps in the review process.

Priority Area

*Project Managers/
Processes*

Work Group

*Land Use Review -
Subdivision Review*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Feb-2016

Financial Considerations

None

Recommendation No.

257

Zucker Recommendation

The Coordinator should confirm the need for a drafting table during the interim period of transitioning to electronic review.

Department Recommendation and Action Step(s)

Development Services is transitioning to electronic plan review. The drafting table would be used for a few months at most.

Priority Area

None listed

Work Group

*Land Use Review -
Subdivision Review*

Staff Contact

Andrew Linseisen

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**258****Zucker Recommendation***The Coordinator should confirm the need for Adobe Reader software and budget for accordingly.***Department Recommendation and Action Step(s)**

Division Manager of Land Use Review (LUR) has requested Adobe Acrobat Professional for all review and technical staff in the division to as a tool for administering and managing the flow of electronic documents from our applicant's. Development Services Information Technology staff will continue to work with the Communications and Technology Management Department to purchase and install full Adobe Acrobat Professional for all LUR staff.

Priority Area*Technology***Work Group***Land Use Review -
Subdivision Review***Staff Contact***Andrew Linseisen***Staff Feedback***Concur with modifications***Start Date***Jan-2016***End Date***Mar-2016***Financial Considerations***To be determined***Recommendation No.****259****Zucker Recommendation***The Coordinator should update the Subdivision PPM so that it can be used as a training tool and reference guide and include clear policies on telecommuting and customer service expectations including return phone and email policies.***Department Recommendation and Action Step(s)**

The Coordinator should update the Subdivision Policy and Procedures Manual so that it can be used as a training tool and reference guide and include clear policies on telecommuting and customer service expectations including return phone and email policies. The Subdivision supervisor will continue to update the Subdivision policy and procedure manual on an ongoing basis to maintain and accurate record of current policies and procedures.

Priority Area*Project Managers/
Processes***Work Group***Land Use Review -
Subdivision Review***Staff Contact***George Adams***Staff Feedback***Concur***Start Date***Jun-2015***End Date***Feb-2016***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

260

Zucker Recommendation

Increase staffing for subdivisions by one employee.

Department Recommendation and Action Step(s)

The position is included in the FY2015-16 Proposed Budget.

Priority Area

Staffing

Work Group

*Land Use Review -
Subdivision Review*

Staff Contact

Andrew Linseisen

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Mar-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$106,736.

Recommendation No.

261

Zucker Recommendation

Variance and waiver data bases should be integrated into the AMANDA system.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will continue working with Land Use Review Division Manager and the Communications and Technology Management Department to modify AMANDA to accurately track the review and approval of all variances and waivers to code and criteria.

Priority Area

Technology

Work Group

*Land Use Review -
Subdivision Review*

Staff Contact

Andrew Linseisen

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Dec-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

262

Zucker Recommendation

The City Arborist should work with Communications and Technology Management Department (CTM) to configure AMANDA to collect activity data and generate monthly and annual reports.

Department Recommendation and Action Step(s)

In order to enhance application to track and report data, Development Services Information Technology staff will update and enhance the workflow processes and data collection in AMANDA and create Microstrategy dashboards to improve management's ability to monitor activities and timelines.

Priority Area

Technology

Work Group

*Tree Process:
Arborist/Urban Forestry*

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.

263

Zucker Recommendation

The Program Manager should establish formal policies/procedures for file management.

Department Recommendation and Action Step(s)

The Program Manager will proposed standardized policy and procedures for file management, and ensure that all City of Austin records retention policies are being followed.

Priority Area

*Project Managers/
Processes*

Work Group

*Tree Process:
Arborist/Urban Forestry*

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

Dec-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

264

Zucker Recommendation

All recurring meetings held for the tree function should include items listed above.

Department Recommendation and Action Step(s)

The tree team has Instituted many of the recommendations and will assess remaining recommendations for inclusion.

Priority Area

*Project Managers/
Processes*

Work Group

*Tree Process:
Arborist/Urban Forestry*

Staff Contact

George Adams

Staff Feedback

Concur with modifications

Start Date

Jun-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

265

Zucker Recommendation

The City should consider reconfiguring the Fourth Floor reception area.

Department Recommendation and Action Step(s)

Management within the Development Services Department (DSD) agree that the reception area can be improved and supports creation of a large conference room accessible from the lobby space as part of this reconfiguration; The Department will assess best practices for reception areas and consider modifications to create a more centralized waiting area for walk-in appointments with the intake staff; Currently walk-in tree customers are seen in the lobby and it is recommended that this function be relocated to a more appropriate space in the building.

In general, Land Use Review (LUR) does not service walk-in appointments for most staff in the Division and works from appointment based services outside of the completeness check submittals with intake;

The effort to improve the receptionist space should be coordinated between the multiple programs and divisions within DSD.

Priority Area

None listed

Work Group

*Tree Process:
Arborist/Urban Forestry*

Staff Contact

Andrew Linseisen

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Mar-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$200,000.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No. Zucker Recommendation

266

The Program Manager should create a staffing model for the Special Review/City Arborist/Urban Forestry Function based on labor data to determine appropriate staffing levels for the function to justify the need for additional staff.

Department Recommendation and Action Step(s)

Following the consolidation of the Urban Forestry Unit within the Development Services Department (DSD) in October of 2014, staff and DSD management have completed a study of the staffing of the combined tree program. The preliminary results of this study are being reviewed by DSD management and the Human Resources Manager. As part of the study, programmatic needs were identified for business functions of the unit and staff is preparing a long-term plan address the comprehensive needs of the program.

An Administrative Specialist position is included in the FY2015-16 Proposed Budget. The position will be the first administrative position for the function, and will assist with answering customer questions, scanning, posting, and forwarding inquiries to technical staff.

Two (2) Environmental Review Specialist positions and two (2) Environmental Inspection Specialist positions will be requested in the FY2016-17 Budget. The positions will increase on-time reviews from 50% to 90%.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Staffing	Tree Process: Arborist/Urban Forestry	George Adams	Concur	Jun-2015	Mar-2016

Financial Considerations

The funding for the Administrative Specialist position has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$56,919. The funding for the four (4) review/inspection positions will be included in the FY2016-17 Budget. The estimated cost for this request is \$323,170.

Recommendation No. Zucker Recommendation

267

Establish a career ladder for the Permit Review Specialist job classification that rewards certification as a Permit Technician.

Department Recommendation and Action Step(s)

Develop a proposal to expand job classification family and establish updated minimum qualifications and potential licensure requirements. The final proposal will be submitted to Corporate Human Resources for review, input and approval.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Staffing	Permit Center	John Beasley	Concur	Oct-2016	Jan-2017

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

268

Zucker Recommendation

The Cashier position should be reassigned to report to the Permit Center Manager.

Department Recommendation and Action Step(s)

The Assistant Director for Plan Review and Inspections and the Chief Administrative Officer will meet to discuss the reporting relationships of the cashier and Permit Center to eliminate redundant services.

Priority Area

*Management/
Communication*

Work Group

Permit Center

Staff Contact

Meredith Quick

Staff Feedback

*This item requires
additional research.*

Start Date

Aug-2015

End Date

Oct-2015

Financial Considerations

None

Recommendation No.

269

Zucker Recommendation

The Permit Program Supervisor should conduct monthly staff meetings to brief and train staff on process and procedure changes that impact their work.

Department Recommendation and Action Step(s)

Meetings have been scheduled and the first monthly meeting has been conducted.

Priority Area

*Management/
Communication*

Work Group

Permit Center

Staff Contact

Cande Coward

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

270

Zucker Recommendation

The Permit Center Manager should establish a standard method of communicating high priority information and must achieve that information in a readily accessible location, and confirm that each staff member has received the communication.

Department Recommendation and Action Step(s)

An increase in the Development Services Department (DSD) training budget has been included in the FY2015-16 Proposed Budget. Part of the training budget will be used for communications enhancement training for the Permit Center.

Priority Area

*Management/
Communication*

Work Group

Permit Center

Staff Contact

Cande Coward

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Feb-2016

Financial Considerations

None

Recommendation No.

271

Zucker Recommendation

The Residential Review Division Manager needs to schedule weekly meetings with the Permit Center Supervisor to improve communications regarding issues facing the group.

Department Recommendation and Action Step(s)

Regular meetings between supervisors in Plan Review and the Permit Center will be scheduled as well as regular meetings between sections of the division.

Priority Area

*Management/
Communication*

Work Group

Permit Center

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

272

Zucker Recommendation

The Assistant Director should work with Human Resources to provide management training for the Supervisor and Manager overseeing the Permit Center Operations to help them provide enhanced leadership for their groups.

Department Recommendation and Action Step(s)

The Human Resources Manager will work with the appropriate management team to identify, develop, and schedule leadership skill development training and learning opportunities for the Permit Center supervisors.

Priority Area

*Management/
Communication*

Work Group

Permit Center

Staff Contact

John Beasley

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Jan-2016

Financial Considerations

None

Recommendation No.

273

Zucker Recommendation

Management should review and revise the information on the Permit Center Performance Measures Table to reflect a more realistic projection of staff's future performance.

Department Recommendation and Action Step(s)

Current performance measures will be evaluated against workload and customer expectations. Permit Center Management will explore changing performance measures to accurately reflect what is being performed.

Priority Area

Performance Standards

Work Group

Permit Center

Staff Contact

Cande Coward

Staff Feedback

*This item requires
additional research.*

Start Date

Dec-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

274

Zucker Recommendation

The Director should require that projected activity levels be updated quarterly and that any staffing adjustments be based on up-to-date activity level projections.

Department Recommendation and Action Step(s)

Quarterly activity projections from Staff Review will be required as well as available data and current report formats for adequacy and develop revised reporting procedures.

Priority Area

Performance Standards

Work Group

Permit Center

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Sep-2015

Financial Considerations

None

Recommendation No.

275

Zucker Recommendation

The Permit Center should add a minimum of 3.0 Permit Review Specialists positions or consultants to provide sufficient capacity to handle the existing workload.

Department Recommendation and Action Step(s)

The Permit Review Specialist positions will be requested in the Fiscal Year 2016-17 budget. The Development Services Department (DSD) will work towards implementing online permit applications in Fiscal Year 2016, which will reduce the workload for the Permit Center staff. The use of technology may result in a decrease in the final number of Permit Review Specialist positions required.

Priority Area

Staffing

Work Group

Permit Center

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Apr-2016

End Date

Sep-2016

Financial Considerations

The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$145,705.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

276

Zucker Recommendation

The Job Description for the Permit Review Specialist should be modified to include a requirement to possess certification as a Permit Technician from the International Code Council (ICC).

Department Recommendation and Action Step(s)

In coordination with appropriate managers and executives, available certification options and expenses will be explored. The FY2015-16 Proposed Budget includes \$30,000 for staff certifications across the Development Services Department.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
<i>Staffing</i>	<i>Permit Center</i>	<i>John Beasley</i>	<i>Concur</i>	<i>Jan-2016</i>	<i>May-2016</i>

Financial Considerations

To be determined

Recommendation No.

277

Zucker Recommendation

The Permit Center Manager and Supervisor must establish a weekly in-house training program that focuses on consistent application of approved permit processing procedures.

Department Recommendation and Action Step(s)

Procedures and a program for training staff will be developed including written procedures for processes related to issuance of permits.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
<i>Performance Standards</i>	<i>Permit Center</i>	<i>Cande Coward</i>	<i>Concur</i>	<i>Oct-2015</i>	<i>Jan-2016</i>

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

278

Zucker Recommendation

The Director should avoid the use of temporary positions to staff the highly visible Permit Center Reception Desk and assign receptionist duties to fully qualified individuals.

Department Recommendation and Action Step(s)

Temporaries have been employed to assist with the large volume of activity. Permanent positions will be requested for the FY2016-17 Budget.

Priority Area

Staffing

Work Group

Permit Center

Staff Contact

Cande Coward

Staff Feedback

Concur

Start Date

Apr-2016

End Date

Jul-2016

Financial Considerations

To be determined

Recommendation No.

279

Zucker Recommendation

The Permit Center Manager should develop a comprehensive training program for new employees and assign a qualified staff position to oversee the new employee training.

Department Recommendation and Action Step(s)

Procedures and a program for training staff will be developed including written procedures for processes related to issuance of permits.

Priority Area

Staffing

Work Group

Permit Center

Staff Contact

Cande Coward

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

280

Zucker Recommendation

The Permit Center Supervisor should establish an employee audit program to confirm that established performance expectations are being met. The results should be incorporated into the employee's periodic performance evaluations.

Department Recommendation and Action Step(s)

Manager will develop procedures and/or processes For auditing permits issued. This will also require the development of a process for selection of permits for auditing purposes, checking quality against procedures to be developed for staff training and use, and establishing the criteria for quality assurance testing that will include random sampling of completed permit center cases for completeness, accuracy and service delivery.

Priority Area

Staffing

Work Group

Permit Center

Staff Contact

Cande Coward

Staff Feedback

Concur

Start Date

Oct-2016

End Date

Jan-2017

Financial Considerations

None

Recommendation No.

281

Zucker Recommendation

Upon implementation of the online permit and payment system for trade permits the Department should immediately begin phasing out the current escrow account process.

Department Recommendation and Action Step(s)

Escrow accounts will be closed as soon as online payment and permit processes can be managed in AMANDA. Remaining balances in the existing escrow account will be refunded back to the customer.

Priority Area

Finance

Work Group

Permit Center

Staff Contact

Meredith Quick

Staff Feedback

Concur

Start Date

Oct-2016

End Date

Dec-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

282

Zucker Recommendation

The Permit Center Manager should evaluate the need to reassign staff from the permit by fax function once the online permit systems has been implemented.

Department Recommendation and Action Step(s)

Manager will reassess staff assignments based on technology improvements. The assessment will also require working with Development Services Information Technology and Communication and Technology Department staffs to automate current fax permit process online.

Priority Area

*Management/
Communication*

Work Group

Permit Center

Staff Contact

Cande Coward

Staff Feedback

Concur

Start Date

Jan-2016

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

283

Zucker Recommendation

The Department needs to use technology to develop a comprehensive system to identify and track the location of all plans and documents.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will meet with the department's Record Analyst to determine the technology needs and support required for implementing document management functions and develop a project plan to submit to Office of City Clerk and Communication and Technology Management Department for the Electronic Document and Imaging Management (EDIMS) system.

Priority Area

Technology

Work Group

Permit Center

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Oct-2016

End Date

Jan-2017

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**284****Zucker Recommendation**

The existing Business Solutions Center should be relocated to make room for an expanded Permit Center counter and/or waiting room as well as other Permit Center improvements.

Department Recommendation and Action Step(s)

The Managers of the Business Solution Center have agreed to allow the Permit Center to expand into the area to share the space. In this regard, small businesses coming to the Permit Center can also be assisted with small business needed. The design of the layout of an expanded permit center will take place.

Priority Area

None listed

Work Group

Permit Center

Staff Contact

Melissa Martinez

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Dec-2015

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$200,000

Recommendation No.**285****Zucker Recommendation**

The Permit Center Manager should work with Department level staff to create and maintain a comprehensive Policy and Procedures Manual for staff use.

Department Recommendation and Action Step(s)

The Manager will create a Permit Center policies and procedures manual. Formal documentation of processes currently in use will be written into the manual. This effort has already begun and is reflected in staff Success Strategy Performance Reviews.

Priority Area

*Project Managers/
Processes*

Work Group

Permit Center

Staff Contact

Cande Coward

Staff Feedback

Concur

Start Date

Dec-2015

End Date

Mar-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

286, 287

Zucker Recommendation

#286: The workspaces provided for the plan review staff must be of sufficient size to accommodate the placement of multiple sets of open plans or be configured to accommodate electronic plan reviews.

#287: A group of small conference rooms should be constructed in the second floor to facilitate small group meetings with staff and customers.

Department Recommendation and Action Step(s)

Reconfigure employee workspace and construction new conference rooms Development Services will coordinate with building management to reconfigure residential review to enhance the customer service experience and employee working environment

Priority Area

None listed

Work Group

Residential
Plan Review

Staff Contact

Melissa Martinez and
Carl Wren

Staff Feedback

Concur

Start Date

Jan-2016

End Date

Sep-2016

Financial Considerations

#287: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$50,000.

#287: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$250,000.

Recommendation No.

288

Zucker Recommendation

The Department should adopt the performance standards in the table above for Residential Plan Review turnaround times.

Department Recommendation and Action Step(s)

Adopting new Plan Review periods will require evaluation of the plan review turnaround in light of complexity of the review and recommend revisions to the Land Development Code (LDC) Section 25-11-63 as appropriate.

Priority Area

Performance Standards

Work Group

Residential
Plan Review

Staff Contact

Carl Wren

Staff Feedback

Concur with modifications

Start Date

Aug-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**289****Zucker Recommendation**

The information provided in the Residential Review Performance Measures Table should be expanded to include relationships between activity levels and available staffing.

Department Recommendation and Action Step(s)

Management will develop new performance measures to track employee productivity and total workload for use in projecting possible staffing needs.

Priority Area

Performance Standards

Work Group

*Residential
Plan Review*

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.**291****Zucker Recommendation**

A formal policy needs to be written to formally establish the Project Manager Program and any existing Memos of Understanding need to be updated and distributed to staff.

Department Recommendation and Action Step(s)

The potential scope of new duties and explore adequacy of compensation to add project management as an assigned duty will be researched. The FY2015-16 Proposed Budget includes funding for reclassing positions within the Residential Plan Review section. If the review and rewrite of the position descriptions and salary ranges can be expanded to include this duty, the Assistant Director will strive to include it. This recommendation will be further explored with Zucker and Associates to determine whether this recommendation is limited to technical review plans examiners only. If a project management responsibility is implemented, an increase in pay for this duty may be appropriate for the increase in responsibility. There have been complications with "project manager" model in Land Use Review. The project manager (called Case Manager) coordinates meetings and fields phone calls, but does not supervise other reviewers/disciplines.

Priority Area

*Project Managers/
Processes*

Work Group

*Residential
Plan Review*

Staff Contact

Carl Wren

Staff Feedback

*This item requires
additional research.*

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

The funding for this recommendation is included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$101,000.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.
292

Zucker Recommendation

The Residential Plan Review Division should report counter wait times based on a 90% achievement standard for each major category of service provided.

Department Recommendation and Action Step(s)

Applications to track and report counter wait times for each major category of service provided will be enhanced. Development Service Information Technology staff will create Microstrategy dashboards to improve management's tracking of performance and reporting with regard to counter wait times.

Priority Area
Technology

Work Group
*Residential
Plan Review*

Staff Contact
*Carl Wren/ Greg
Hand*

Staff Feedback
Concur

Start Date **End Date**
Nov-2015 Mar-2016

Financial Considerations
None

Recommendation No.
293

Zucker Recommendation

Counter staff should be more specific in identifying the purpose of a customer's visit to the Department.

Department Recommendation and Action Step(s)

The recommendation stems from the programming used in the Customer Wait System. A drop down menu is used to select the purpose of a customer's visit. The Plan Review staff will work with the Information Technology staff to identify and implement programming changes.

Priority Area
Technology

Work Group
*Residential
Plan Review*

Staff Contact
John McDonald

Staff Feedback
*This item requires
additional research.*

Start Date **End Date**
Nov-2015 Mar-2016

Financial Considerations
None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**295****Zucker Recommendation**

When sufficient data has been collected to validate workload units then the Manager should compare total workload against available staff capacity for the purpose of establishing appropriate staffing levels.

Department Recommendation and Action Step(s)

Manager will work with Development Services Information Technology staff and the Communications and Technology Management Department to determine if future AMANDA programming changes provide data appropriate for analyzing workload capacity.

Priority Area*Staffing***Work Group***Residential
Plan Review***Staff Contact***Carl Wren***Staff Feedback***Concur***Start Date***Oct-2016***End Date***May-2017***Financial Considerations***None***Recommendation No.****296****Zucker Recommendation**

The Department should hire qualified contract plan review staff to help eliminate plan review backlog and to provide relief for staff to concentrate on enhancing their code knowledge so they can expand the scope of their reviews.

Department Recommendation and Action Step(s)

Development Services Department (DSD) staff uses overtime and hiring temporary plan review staff to address backlog. The use of contract plan review staff will be explored and may be implemented as well. Additionally, DSD staff will recommend revisions to Land Development Code 25-11-63 to increase turnaround for single family home additions from 2 calendar days to 5 work days. The current time allotted is impractical to meet given that calendar days are the measurement. Currently, plans submitted on a Friday will be late on Monday due to calendar days being used as the measurement. And, because of the complex nature of "McMansion" and Neighborhood Conservation Combining District (NCCD) review requirements, which apply to additions and new construction, five workdays is optimal.

Priority Area*Performance Standards***Work Group***Residential
Plan Review***Staff Contact***Carl Wren***Staff Feedback***Concur with modifications***Start Date***Oct-2015***End Date***Mar-2016***Financial Considerations**

The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$50,000.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

297

Zucker Recommendation

The Residential Technical Plan Review group should be reassigned to report through the Chief Plans Examiner.

Department Recommendation and Action Step(s)

As part of the effort to develop a plans examiner career progression, the Assistant Director will evaluate the chain of command to optimize the organizational structure.

Priority Area

*Management/
Communication*

Work Group

*Residential
Plan Review*

Staff Contact

Carl Wren

Staff Feedback

Concur with modifications

Start Date

Jan-2016

End Date

May-2016

Financial Considerations

None

Recommendation No.

298

Zucker Recommendation

Implementing a more comprehensive residential technical plan review program should be accompanied by an expanded staff training program.

Department Recommendation and Action Step(s)

Training for Residential Review Staff on new changes to the Land Development Code (LDC) and Neighborhood Plans will be developed and scheduled. When Current Planning develops new neighborhood plans or makes changes in the LDC that impact residential development, produce and present training on the changes to impacted residential review staff.

Priority Area

*Management/
Communication*

Work Group

*Residential
Plan Review*

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

299

Zucker Recommendation

The Residential Review Planners should conduct periodic joint training sections with staff from Current Planning.

Department Recommendation and Action Step(s)

When the Planning and Zoning Department develops new neighborhood plans or makes changes in the Land Development Code that impact residential development, staff will produce and present training on the changes to impacted residential review staff.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Management/ Communication	Residential Plan Review	Matt Lewis and Carl Wren	Concur with modifications	Aug-2015	Jan-2016

Financial Considerations

None

Recommendation No.

300

Zucker Recommendation

Employees should be surveyed to determine what additional computer training should be provided to enhance the Department's performance.

Department Recommendation and Action Step(s)

The Development Services Information Technology staff will develop and issue a survey to all department employees. Based on the results, training will be provided to staff for department specific applications and external training opportunities will be identified for general use applications. This survey will be conducted at least annually.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Management/ Communication	Residential Plan Review	Greg Hand	Concur with modifications	Oct-2015	Dec-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**301****Zucker Recommendation**

The supervisors for the zoning reviewers and technical building code reviewers should implement a comprehensive audit program to confirm that high quality services are being consistently being provided.

Department Recommendation and Action Step(s)

Manager will conduct periodic audits and develop formal checklists, use checklists to audit completed plan reviews by staff. Criteria will be established for quality assurance testing that will include random sampling of completed Residential Review cases for completeness, accuracy and service delivery.

Priority Area

*Management/
Communication*

Work Group

*Residential
Plan Review*

Staff Contact

John McDonald

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.**302****Zucker Recommendation**

Management in Current Planning Section of the Planning and Zoning Department and Residential Review Section of the Development Services Department need to create a communication process that ensures appropriate staff are notified of potential code changes that will affect their operation prior to implementation.

Department Recommendation and Action Step(s)

Staff will establish a recurring meeting schedule in Outlook to communicate current and planned code changes affecting residential review and permitting.

Priority Area

*Management/
Communication*

Work Group

*Residential
Plan Review*

Staff Contact

*Jerry Rusthoven and
Carl Wren*

Staff Feedback

Concur

Start Date

Jul-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

303

Zucker Recommendation

The planners providing customer consultations should record a short summary of their meeting with the customer in the AMANDA system for future staff reference. Management should audit these summaries to assure that they are being properly recorded.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will meet with Division Manager to discuss using the AMANDA comments section to record notes from customer meetings.

Priority Area

Technology

Work Group

*Residential
Plan Review*

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Sep-2015

End Date

Jan-2016

Financial Considerations

To be determined

Recommendation No.

304

Zucker Recommendation

The Building Official should direct staff to create a ride-along program that allows each plans examiner to periodically accompany an inspector in the field.

Department Recommendation and Action Step(s)

Management will create a formal "Ride-Along" program for plan review staff to accompany inspections personnel to visualize field conditions and compare them with approved plans.

Priority Area

*Management/
Communication*

Work Group

*Residential
Plan Review*

Staff Contact

*Carl Wren and Jose
Roig*

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

305

Zucker Recommendation

The Residential and Commercial Plan Review Coordinators needs to work with the staff from Austin Code to develop a process to identify expired permits in the AMANDA system that have outstanding life safety issues.

Department Recommendation and Action Step(s)

Staff will work with Development Services Information Technology team and Austin Code Department to determine whether existing data in AMANDA can be used to determine life safety implications of expired permits.

Priority Area

*Project Managers/
Processes*

Work Group

*Residential
Plan Review*

Staff Contact

*Carl Wren and Jose
Roig*

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.

306

Zucker Recommendation

The overall scope of residential plan reviews needs to be expanded and Plans Examiners need to be certified to perform residential plan review.

Department Recommendation and Action Step(s)

New position descriptions will be developed with graduated classifications based on increasing skills and qualifications. Restart position classification study with assistance from Development Services Human Resources Division and the Corporate Human Resources Department.

Priority Area

Staffing

Work Group

*Residential
Plan Review*

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

307

Zucker Recommendation

The Building Official should direct the Residential Services Manager to implement a comprehensive audit program for the work performed by the Zoning Plan Review and Technical Plan Review staff.

Department Recommendation and Action Step(s)

This recommendation is similar to #301. Manager will develop formal checklists, use checklists to audit completed plan reviews by staff.

Priority Area

Performance Standards

Work Group

*Residential
Plan Review*

Staff Contact

John McDonald

Staff Feedback

Concur

Start Date

Sep-2016

End Date

May-2016

Financial Considerations

None

Recommendation No.

308

Zucker Recommendation

The work performed by the intake staff should be audited periodically to confirm completeness checks are comprehensive and consistent.

Department Recommendation and Action Step(s)

Periodic audits of work by the intake staff will be conducted. This step will require the development of formal procedures to audit completed intake documentation by staff.

Priority Area

Performance Standards

Work Group

*Residential
Plan Review*

Staff Contact

John McDonald

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

309

Zucker Recommendation

Express Plan Reviews should not be assigned to senior level Plans Examiners.

Department Recommendation and Action Step(s)

The current practice is that Express Plan Reviews are not assigned to senior level Plans Examiners, but rather, Express Plan Reviews are assigned to a Planner I.

Priority Area

*Management/
Communication*

Work Group

*Residential
Plan Review*

Staff Contact

John McDonald

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None

Recommendation No.

310

Zucker Recommendation

The Residential Review Section should prepare a very simplistic flow chart as an introduction to the more detailed requirements of the permit submittal process.

Department Recommendation and Action Step(s)

A simplified flow chart with clearly stated notes on limitations will be created for customers who are not design professionals. The staff will need to determine how much information on such a chart is essential for the customer's success.

Priority Area

*Project Managers/
Processes*

Work Group

*Residential
Plan Review*

Staff Contact

John McDonald

Staff Feedback

Concur

Start Date

Sep-2016

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

311

Zucker Recommendation

Staff from the Residential Intake counter should work with Plans Examiners to confirm all required information has been entered into AMANDA and there are no outstanding expired permits for the property before they advise the applicant that their permit application is ready to be issued.

Department Recommendation and Action Step(s)

Development Services Information Technology Staff will work with the Permit Center Manager to ensure that plan review staff know what information is required for permits to be issued and ensure that staff enter required information.

Priority Area

Technology

Work Group

*Residential
Plan Review*

Staff Contact

John McDonald

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Dec-2015

Financial Considerations

None

Recommendation No.

312

Zucker Recommendation

The Department should purchase a sufficient number of appropriately rated scanning machines as necessary to avoid wasted staff time due to breakdowns and backlogs.

Department Recommendation and Action Step(s)

Scanning machines are not be needed because Development Services is imminently transitioning to electronic plan review. If needed, the department will accommodate applicants who do not have access to computerized design capabilities.

Priority Area

Technology

Work Group

*Residential
Plan Review*

Staff Contact

Greg Hand

Staff Feedback

Do Not Concur

Start Date

N/A

End Date

N/A

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

313

Zucker Recommendation

The Director should instruct management staff to prepare a comprehensive Zoning Interpretations Manual which should be available to both staff and the public.

Department Recommendation and Action Step(s)

Management will develop a Zoning Manual for use by Planning and Zoning and Development Services personnel and the public.

Priority Area

*Project Managers/
Processes*

Work Group

*Residential
Plan Review*

Staff Contact

*John McDonald and
Jerry Rusthoven*

Staff Feedback

Concur

Start Date

Jan-2016

End Date

May-2016

Financial Considerations

None

Recommendation No.

314

Zucker Recommendation

Site & Subdivision Inspections and LU Division Managers should meet on a regular schedule, at least bi-weekly, to share information and review projects in progress, pending approved projects, and feedback from both design and inspection.

Department Recommendation and Action Step(s)

The Site and Subdivision Inspections Division Manager will coordinate with Land Use Review Manager to set up weekly meetings via Outlook.

Priority Area

*Management/
Communication*

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Sep-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

315

Zucker Recommendation

Site & Subdivision Inspections and LU Division Managers should develop a special notice system utilizing AMANDA and listing pending projects and their scope that are scheduled for approval and permits within the next 30-45 days.

Department Recommendation and Action Step(s)

Develop Notice of Upcoming Land Use Projects. The manager will set up a system in AMANDA whereby the Division Manager or other appointed personnel will review periodically to manage workload.

Priority Area

Performance Standards

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

316

Zucker Recommendation

Add an additional Professional Engineer (Engineer C) position to replace the previously vacated position as shown on the proposed organization chart , Figure 39 seen later in this chapter.

Department Recommendation and Action Step(s)

Reclassify position in Site/Sub Inspections . The Human Resources Manager will meet with executive team to discuss feasibility. Position could be reclassified depending on need.

Priority Area

Staffing

Work Group

*Site and Subdivision
Inspection*

Staff Contact

John Beasley

Staff Feedback

Concur with modifications

Start Date

Feb-2016

End Date

Apr-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

317

Zucker Recommendation

The supervisors for ROW (Right-of-Way) Excavation, and for previously designated tap inspections which we will, for purposes of this report, call the excavation inspection group, should report to the Professional Engineer (Engineer C) recommended above and shown on the recommended revised organization chart, Figure 39.

Department Recommendation and Action Step(s)

The Human Resources Manager will meet with executive team to discuss feasibility of realigning the Right of Way excavation inspectors to proposed Engineer C position .

Priority Area

*Management/
Communication*

Work Group

*Site and Subdivision
Inspection*

Staff Contact

John Beasley

Staff Feedback

Concur with modifications

Start Date

Feb-2016

End Date

Apr-2016

Financial Considerations

To be determined

Recommendation No.

318

Zucker Recommendation

The Division Manager should review the workload and time allocation for the Excavation and ROW inspection group to determine if there is sufficient staff to complete all inspections in a timely and complete manner taking the Google program into account.

Department Recommendation and Action Step(s)

Create a process for factoring reasonable workload evaluation. The Division Manager will work with Development Services Information Technology staff and Human Resources to develop an objective workload analysis methodology. This process is at its early stage and will be fine tuned as recommended.

Priority Area

Staffing

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

319

Zucker Recommendation

The environmental inspection group (EV) management and supervision should be more closely integrated with the overall management of the Site & Subdivision Inspections division.

Department Recommendation and Action Step(s)

Evaluate Current Site and Subdivision organization and structure. The Division Manager will schedule and conduct regular staff meetings and ensure participation by both Right of Way and Environmental managers and supervisors.

Priority Area

*Management/
Communication*

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Aug-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

320

Zucker Recommendation

Add an "Administrative Supervisor" position to report to and assist the Division Manager.

Department Recommendation and Action Step(s)

Add Administrative Senior position to Site and Subdivision Inspections The position will be requested as part of the Fiscal Year 2017 budget process.

Priority Area

Staffing

Work Group

*Site and Subdivision
Inspection*

Staff Contact

John Beasley

Staff Feedback

Concur

Start Date

Jan-2016

End Date

Apr-2016

Financial Considerations

The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$48,568.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

321

Zucker Recommendation

EV Admin specialist report to the Administrative Supervisor position recommended above.

Department Recommendation and Action Step(s)

The Human Resources Manager will meet with the Site and Subdivision Manager to discuss realignment of the Administrative Supervisor position contingent upon funding .

Priority Area
*Management/
Communication*

Work Group
*Site and Subdivision
Inspection*

Staff Contact
John Beasley

Staff Feedback
Concur

Start Date
Feb-2016

End Date
Apr-2016

Financial Considerations

None

Recommendation No.

322

Zucker Recommendation

The division manager should delegate increased levels of technical decision making authority to the key supervisors in Site & Subdivision Inspections while increasing his focus on the management of the entire division.

Department Recommendation and Action Step(s)

The Division Manager will increase the delegation of duties to existing supervisors in Site and Subdivision Inspections.

Priority Area
*Management/
Communication*

Work Group
*Site and Subdivision
Inspection*

Staff Contact
Ruben Cantu

Staff Feedback
Concur

Start Date
Sep-2015

End Date
May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

323

Zucker Recommendation

The direct report management team for the Site & Subdivision Inspections Division, reporting to the Division Manager, should include the following: EV Program Manager; Administrative Supervisor; 2-Professional Engineers; and the Intake and Acceptance group supervisor (Inspector "C") for a total direct report management team of 5 staff as shown on the recommended revised organization chart Figure 39.

Department Recommendation and Action Step(s)

This process will begin and will be followed as soon as the other positions recommended in this report are approved and budgeted. Excellent recommendation and Division Manager will establish the policies that will define this reporting chart with assistance of the Human Resources Manager and Development Services Information Technology Manager when positions identified as needed in this report are approved.

Priority Area
Management/
Communication

Work Group
Site and Subdivision
Inspection

Staff Contact
Ruben Cantu

Staff Feedback
Concur

Start Date
Jan-2017

End Date
May-2016

Financial Considerations

None

Recommendation No.

324

Zucker Recommendation

The Site & Subdivision Inspections manager should confirm that all incoming work requests and all calls for inspection for both EV and all infrastructure including R/W excavation are focused thru the Intake and Acceptance work group.

Department Recommendation and Action Step(s)

The Division Manager and Development Services Information Technology Manager will set up a process for AMANDA generated inspections to be assigned through the Site and Subdivision Inspection Intake and Acceptance Group.

Priority Area
Project Managers/
Processes

Work Group
Site and Subdivision
Inspection

Staff Contact
Ruben Cantu

Staff Feedback
Concur

Start Date
Jan-2016

End Date
May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**325****Zucker Recommendation**

The incoming work group should be shown at a “staff level” position as shown on the recommended revised organization chart, Figure 39.

Department Recommendation and Action Step(s)

The current Intake and Acceptance Group already reports to the Division Manager. After the duties are expanded, this group will continue to report to the Division Manager.

Priority Area

Management/
Communication

Work Group

Site and Subdivision
Inspection

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None

Recommendation No.**326****Zucker Recommendation**

Site & Subdivision Inspections Division management team should evaluate whether or not it is beneficial to continue its operations from three separate offices compared to single office reporting location for the entire staff.

Department Recommendation and Action Step(s)

Due to recent improvements in technology and the prices for technology services, there may be other options to maintaining multiple office locations. Development Services Department will research the various options that may be available to reduce the number of offices and the costs to maintain them.

Priority Area

None listed

Work Group

Site and Subdivision
Inspection

Staff Contact

Ruben Cantu

Staff Feedback

This item requires
additional research.

Start Date

Jul-2015

End Date

May-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**327****Zucker Recommendation**

Concurrently with the recommended processes to relocate Planning and Development Review Department (PDRD) to a more user friendly office location include consideration for bring the Site & Subdivision Inspections Division into the same location.

Department Recommendation and Action Step(s)

Consolidation of Site and Subdivision Inspection (SSI) Offices Is not currently planned. Due to recent improvements in technology and the prices for technology services, there may be other options to maintaining multiple office locations. Development Services Department will research the various options that may be available to reduce the number of offices and the costs to maintain them.

Priority Area*None listed***Work Group***Site and Subdivision
Inspection***Staff Contact***Ruben Cantu***Staff Feedback***Concur with modifications***Start Date***Oct-2016***End Date***May-2017***Financial Considerations***None***Recommendation No.****328****Zucker Recommendation**

Site & Subdivision Inspections staff meetings should include items outlined above.

Department Recommendation and Action Step(s)

An agenda will be prepared for every meeting and minutes will be recorded. A system will be established for assigning training duties.

Priority Area*Management/
Communication***Work Group***Site and Subdivision
Inspection***Staff Contact***Ruben Cantu***Staff Feedback***Concur***Start Date***Jul-2015***End Date***May-2016***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

329

Zucker Recommendation

The Site & Subdivision Inspections division should conduct a division wide or “all staff” meetings on a quarterly schedule to provide important city information, feedback, and training.

Department Recommendation and Action Step(s)

The process of scheduling quarterly division wide staff meetings will be restarted. Reserve adequate meeting space (One Texas Center, Room 325).

Priority Area

*Management/
Communication*

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Sep-2015

End Date

Oct-2015

Financial Considerations

None

Recommendation No.

330

Zucker Recommendation

Reference to “Tap” designation from the Planning and Development Review Department (PDRD) organization should be deleted to properly reflect their actual assignments.

Department Recommendation and Action Step(s)

The term "Tap" has been dropped from this group.

Priority Area

*Management/
Communication*

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

331

Zucker Recommendation

Site & Subdivision Inspections supervisors should conduct "tailgate safety meetings" on site and upon the initiation or commencement of each new project and on a regular schedule thereafter.

Department Recommendation and Action Step(s)

Safety will be discussed during Pre-Construction Meetings. Continue Department Wide and Division Wide Safety Meetings through Safety Office. Preconstruction meetings address the safety of all and this will continue in this course.

Priority Area

*Project Managers/
Processes*

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None

Recommendation No.

332

Zucker Recommendation

The Human Resources staff should develop a set of policies, with advice from the operating divisions, for city inspection vehicles including watercraft that accounts for specific inspection transportation needs, parking and storage, maintenance, repair and replacement schedules, service life and safety, and other fleet management considerations.

Department Recommendation and Action Step(s)

Division Manager will evaluate current City of Austin (COA) Fleet policies and procedures to determine whether there is a need to supplement them with departmental policies and procedures. Current COA Fleet policies and procedures may adequately address the needs of the Development Services Department.

Priority Area

None listed

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

*This item requires
additional research.*

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

333

Zucker Recommendation

Site & Subdivision Inspections Division immediately develop a scope of services and listing for technical specialties necessary to develop an "On Call" consultant contract field inspection staff and work with the Contract Management Department (CMD) to solicit, vet and retain an "On Call" contract or consultant inspection staff.

Department Recommendation and Action Step(s)

Staff will review processes and develop a plan for obtaining on-call contractor assistance for a proposal to the Public Works Department.

Priority Area

Staffing

Work Group

Site and Subdivision
Inspection

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Jan-2016

End Date

May-2016

Financial Considerations

The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$312,150.

Recommendation No.

334

Zucker Recommendation

Staff additions for any and all new field inspection staff including construction and environmental work be implemented through the above described "On Call" system prior to retaining any new permanent full time field inspection staff.

Department Recommendation and Action Step(s)

Staff will review processes and develop a plan for obtaining on-call contractor assistance for a proposal to the Public Works Department.

Priority Area

Staffing

Work Group

Site and Subdivision
Inspection

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Jan-2016

End Date

May-2016

Financial Considerations

See Recommendation Number 333



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

335

Zucker Recommendation

Site & Subdivision Inspections Division management should conclude the development of workload and project data including cost, complexity, in order to forecast project volume relative to staffing levels prior to August 1, 2015.

Department Recommendation and Action Step(s)

Manager will begin developing an algorithm in which many factors weigh into creating a staffing and workload prediction model.

Priority Area

Staffing

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Mar-2015

End Date

Aug-2015

Financial Considerations

None

Recommendation No.

336

Zucker Recommendation

Site & Subdivision Inspections Manager should utilize data pertaining to projects being processed in the Land Use Review Division as a significant factor to help forecast upcoming Site & Subdivision Inspections project workload.

Department Recommendation and Action Step(s)

Using AMANDA Land Use Review (LUR) activity, the Division Manager will work with Development Services Information Technology (IT) and LUR personnel to develop an IT "dashboard" tool using AMANDA data for tracking projects going through LUR review processes to estimate future workload.

Priority Area

Staffing

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

337

Zucker Recommendation

Modify the city policy/procedure to include consideration for Planning and Development Review Department (PDRD) to assume responsibility to assign qualified materials testing laboratories for development work inspected by Site & Subdivision Inspections.

Department Recommendation and Action Step(s)

Division Manager will meet with the Public Works Department to determine appropriate steps and staffing for establishing and managing contracts for laboratory services. Additional full-time equivalents may be needed.

Priority Area

*Project Managers/
Processes*

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

338

Zucker Recommendation

Assignment of a qualified materials testing laboratory should be completed and laboratory staff prepared to respond to a preconstruction conference within 2 working days of a contractor's request for service.

Department Recommendation and Action Step(s)

The Division Manager will meet with the Public Works Department to determine appropriate steps and staffing for establishing and managing contracts for laboratory services. Develop the scope of services needed to include timely delivery of services needed. Additional full-time equivalents may be needed.

Priority Area

Performance Standards

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**339****Zucker Recommendation**

Materials testing laboratories should provide same day testing for calls made prior to 10 am and next day testing for calls after 10 am.

Department Recommendation and Action Step(s)

The Division Manager will meet with the Public Works Department to determine appropriate steps and staffing for establishing and managing contracts for laboratory services. Develop the scope of services needed to include timely delivery of services needed. Additional full-time equivalents may be needed.

Priority Area*Performance Standards***Work Group***Site and Subdivision
Inspection***Staff Contact***Ruben Cantu***Staff Feedback***Concur***Start Date***Oct-2015***End Date***May-2016***Financial Considerations***To be determined***Recommendation No.****340****Zucker Recommendation**

Update the Site & Subdivision Inspections webpage to include a mission statement and correctly detailed descriptions of Site & Subdivision Inspections inspection procedures and policies.

Department Recommendation and Action Step(s)

Staff will develop the mission statement, flowcharts and other relevant information for Site and Subdivision Inspection, and provide to the Public Information staff so the information can be posted to the Development Services website.

Priority Area*Technology***Work Group***Site and Subdivision
Inspection***Staff Contact***Sylvia Arzola***Staff Feedback***Concur with modifications***Start Date***Jul-2015***End Date***Oct-2015***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

341

Zucker Recommendation

Planning and Development Review Department (PDRD) Director to authorize Site & Subdivision Inspections to exercise appropriate engineering judgment during construction of public improvements in the field to allow modifications and changes to correct errors on the plans and/or field conditions encountered on the project.

Department Recommendation and Action Step(s)

Manager will work with the Director of Development Services, Austin Energy, Austin Water Utility, and the Public Works Department to allow the professional staff to make appropriate modifications in the field. Currently this discretion is not allowed. Overall this step will allow for greater discretionary authority for Development Services Site and Subdivision Inspection Field Personnel.

Priority Area

*Management/
Communication*

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

342, 353

Zucker Recommendation

#342: Site & Subdivision Inspections shall properly record and document any plan changes or deviations, through AMANDA, authorized in the field by the Division Manager and advise the Land Use Review division of the same.

#353: Site & Subdivision Inspections Division should proceed with implementation of a complete automated and integrated mobile paperless systems as a high priority objective and at the earliest possible date including the use of tablet computers and compatible mobile smart phones with individual numbers and texting capability, for each inspector properly linked to the city's plans and development information database that is user friendly for field personnel. Set a goal to complete this conversion to paperless systems as early as resources allow. Terminate the use of hand written project diaries at the same time.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will create a project to perform the analysis and design a solution for Site and Subdivision Inspection in the AMANDA application. Staff will include the AMANDA mobile module as part of the workflow for field inspectors and if approved by Division Management, provide city-issued cell phones that are linked to the mobile equipment rather than a monthly stipend. Staff will configure ProjectDox to include access to electronic plans through the mobile solution.

Priority Area

Technology

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jan-2016

End Date

May-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**343****Zucker Recommendation**

The manager and the direct report management team should complete a comprehensive PPM with up-to-date flowcharts and procedures for the Site & Subdivision Inspections Division.

Department Recommendation and Action Step(s)

The Division Manager will work with staff and supervisors to update the existing Site and Subdivision Inspection policies and procedures manual.

Priority Area

*Project Managers/
Processes*

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.**344****Zucker Recommendation**

The Site & Subdivision Inspections Division formally adopt the policy that calls for inspection services for a new project acknowledge the request within 24 hrs. and advise all participants of a pending pre-construction meeting within 48 hrs. of the initial request.

Department Recommendation and Action Step(s)

Development Services Department (DSD) will research methods and tools for monitoring and communicating the scheduling of pre-construction meetings to contractors and property owners. If cost effective tools and methods can be found that could improve the level of communication and customer service and that do not result in violations of the policies of other departments (e.g. Public Works) or conflicts with City standards and specifications, DSD will develop either the appropriate purchasing requests or budget requests to facilitate the acquisition of these tools (e.g. software, equipment, training).

Priority Area

Performance Standards

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

*This item requires
additional research.*

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.
345

Zucker Recommendation

When a project is approved by the Land Use Review division and a permit is pending, the issuing division (Land Use Review or Permits) should automatically forward an advance notice with detailed project information to Site & Subdivision Inspections Intake Group.

Department Recommendation and Action Step(s)

The Land Use Review Manager will work with the Site and Subdivision Inspection Division Manager to discuss process to do this advance notification - a process for notifying Site and Subdivision Inspection of projects nearing approval .

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
<i>Project Managers/ Processes</i>	<i>Site and Subdivision Inspection</i>	<i>Andrew Linseisen</i>	<i>Concur</i>	<i>Sep-2015</i>	<i>May-2016</i>

Financial Considerations
None

Recommendation No.
346

Zucker Recommendation

Site & Subdivision Inspections should incorporate an automated reporting system compatible with previously recommended internet based systems to monitor response performance to calls for inspection.

Department Recommendation and Action Step(s)

The Division Manager will work with Information Technology to develop a monitoring process and instruct staff inspectors to use. Will develop scope of required folders in AMANDA.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
<i>Performance Standards</i>	<i>Site and Subdivision Inspection</i>	<i>Ruben Cantu</i>	<i>Concur</i>	<i>Oct-2016</i>	<i>May-2017</i>

Financial Considerations
To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

347

Zucker Recommendation

The calls for inspection system should include an internet based request process in addition to the existing IVR system and set a goal that all calls for inspection evolve to the internet based request system(s) by the end of Fiscal Year 2015.

Department Recommendation and Action Step(s)

An Integrated Voice Response (IVR) system is currently in use for the utility and excavation inspectors and is used extremely well through AMANDA. The Division Manager will work with Information Technology staff to develop the IVR for the bigger project.

Priority Area

*Project Managers/
Processes*

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.

348

Zucker Recommendation

Site & Subdivision Inspections should adopt a formal policy to set a date/time for pre-construction conferences within 5 working days of the contractor's request for inspection services.

Department Recommendation and Action Step(s)

The Public Works Department policy includes a 7-day window for contractors to request pre-construction meetings.

Priority Area

Performance Standards

Work Group

*Site and Subdivision
Inspection*

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Jul-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**349****Zucker Recommendation**

Implement a new and separate dedicated phone line and number for the IVR calls for R/W and permit inspection services.

Department Recommendation and Action Step(s)

An Interactive Voice Response (IVR) system is currently in use for the utility and excavation inspectors and is used extremely well through AMANDA. Division Manager to work with Information Technology staff to develop the IVR for the bigger projects.

Priority Area

Management/
Communication

Work Group

Site and Subdivision
Inspection

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.**350****Zucker Recommendation**

Site and Subdivision (Site & Subdivision Inspections) and Land Use Review (LUR) Divisions should meet and participate in a Partnering Process to assure that there is full trust and confidence that the two divisions are functioning as an effective team within Planning and Development Review Department (PDRD). This should take place as a precursor to subsequent Partnering and meetings with the other city departments.

Department Recommendation and Action Step(s)

Regularly scheduled meetings will be set up. The Division Manager of Inspections will set up meetings with Land Use Review manager to begin dialogue to identify the areas to be covered in these meetings.

Priority Area

Management/
Communication

Work Group

Site and Subdivision
Inspection

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

351

Zucker Recommendation

Initiate a "Partnering" process utilizing a professional facilitator, with each of the other city departments impacted by new development starting with the Transportation and Public Works Departments and subsequently including the Watershed Protection and Water Departments. At the conclusion of this Partnering process execute memoranda of understanding (MOU) to assure clear authority and responsibility of Planning and Development Review Department (PDRD) to act on behalf of those city departments when approving plans and inspecting construction of the city's infrastructure.

Department Recommendation and Action Step(s)

The Division Manager and the Assistant Director will begin talks with other departments that will establish the memorandum of understanding to resolve the rules by which the partnering process will exist and function.

Priority Area

Partnering Departments

Work Group

Site and Subdivision
Inspection

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

352

Zucker Recommendation

Require all developers and their contractors to have up to date certified approved full size plan sets available on the job site for inspectors use in the field.

Department Recommendation and Action Step(s)

This step requires discussing content of specifications with Public Works Department (PWD), Austin Energy (AE), and Austin Water Utility (AWU). The Division Manager will contact PWD, AE, and AWU to determine the possibility of revising City of Austin standard specifications to require full size certified plan sets on job sites.

Priority Area

Project Managers/
Processes

Work Group

Site and Subdivision
Inspection

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

354

Zucker Recommendation

Staff and group work assignments system include consideration of the scoring system and project values to supplement the judgment of manager and administrative staff when allocating work to Site & Subdivision Inspections groups and continue the accumulation of the data shown on Tables 70, 71, and 72 above within the AMANDA systems to enable automated monthly reporting of inspections staffing and workload factors and Incorporate similar automated workload data systems within the AMANDA systems for the entire Site & Subdivision Inspections division including both Infrastructure and Environmental groups.

Department Recommendation and Action Step(s)

Discussions with Development Services Information Technology (IT) staff will need to take place in order to develop an AMANDA application. The Division Manager will work with Development Services IT to develop an algorithm utilizing AMANDA data to assist Division Manager in the work assignment process.

Priority Area

Staffing

Work Group

Site and Subdivision
Inspection

Staff Contact

Ruben Cantu

Staff Feedback

Concur

Start Date

Oct-2015

End Date

May-2016

Financial Considerations

None

Recommendation No.

355

Zucker Recommendation

All budget and accounting functions should report to the Chief Administrative Officer.

Department Recommendation and Action Step(s)

On April 6, 2015 the functions were realigned under the Chief Administrative Officer in the Development Services Department.

Priority Area

Finance

Work Group

Support
Svcs/Budget/Fiscal Surety

Staff Contact

Melissa Martinez

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.
356

Zucker Recommendation
Equip the conference rooms with smart boards.

Department Recommendation and Action Step(s)

The funding for this recommendation is included in the FY2015-16 Proposed Budget. The smart boards will be installed in all conference rooms.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
None listed	Support Svcs/Budget/Fiscal Surety	Greg Hand	Concur	Feb-2016	Jul-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$60,000.

Recommendation No.
358

Zucker Recommendation
Planning and Development Review Department (PDRD) should take the lead so that neither City staff nor City vehicles are parked in the surface lot outside the building.

Department Recommendation and Action Step(s)

This recommendation will require discussion and collaboration among all tenants and building management that currently occupy One Texas Center. Alternative parking for city vehicles may have a fiscal impact.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
None listed	Support Svcs/Budget/Fiscal Surety	Rodney Gonzales and Greg Guernsey	This item requires additional research.	Oct-2015	Apr-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**359****Zucker Recommendation***Modify performance measures for Support Services as outlined above.***Department Recommendation and Action Step(s)**

Staff will collaborate with the Corporate Human Resources Department to explore possibilities for more detailed reporting by business unit. If the corporate performance measures (carbon footprint, employee turnover, injury rate and sick leave hours) can be modified with additional description, they will be modified.

Priority Area*Performance Standards***Work Group***Support
Svcs/Budget/Fiscal Surety***Staff Contact***John Beasley***Staff Feedback***This item requires
additional research.***Start Date***Mar-2016***End Date***May-2016***Financial Considerations***None***Recommendation No.****360****Zucker Recommendation***The Planning and Development Review Department (PDRD) annual revenue should indicate specifics related to Capital Area Metropolitan Planning Organization (CAMPO) revenue.***Department Recommendation and Action Step(s)**

The Capital Area Metropolitan Planning Organization (CAMPO) revenue has been specified in a letter from the Planning and Zoning Director to the CAMPO Executive Director.

Priority Area*Finance***Work Group***Support
Svcs/Budget/Fiscal Surety***Staff Contact***Meredith Quick***Staff Feedback***Concur***Start Date***Complete***End Date***Complete***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

361

Zucker Recommendation

The Accounting Manager should conduct a review of the cashier function and develop an approach to provide needed backup to the cashier function.

Department Recommendation and Action Step(s)

An Accounting Technician position is included in the FY2015-16 Proposed Budget. The position will be the second cashier position allowing for backup in the cashiering function.

Priority Area

*Management/
Communication*

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

Meredith Quick

Staff Feedback

Concur with modifications

Start Date

Jan-2016

End Date

Mar-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for an Accounting Technician position is \$45,568.

Recommendation No.

362

Zucker Recommendation

The Accounting Manager should monitor the impact of the new credit card system.

Department Recommendation and Action Step(s)

A Microstrategy report has been created to monitor the credit card payment activity.

Priority Area

Finance

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

Meredith Quick

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**363****Zucker Recommendation**

The Accounting/Fiscal Surety section along with relevant construction functions should undertake a review of the Surety system.

Department Recommendation and Action Step(s)

The fiscal surety system is in the process of being converted into an automated process using AMANDA from an Access database. This process requires verification of existing records, processes and dollar value. An annual review of processes will be conducted.

Priority Area

Finance

Work Group

Support

Svcs/Budget/Fiscal Surety

Staff Contact

Meredith Quick

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Jun-2016

Financial Considerations

None

Recommendation No.**364****Zucker Recommendation**

The Accounting Manager should report to the Financial Manager.

Department Recommendation and Action Step(s)

On April 6, 2015 the budget and accounting functions were realigned under the Chief Administrative Officer in the Development Services Department.

The Accounting Manager position was transferred to the Planning and Zoning Department (PAZ) and reports directly to the PAZ Director. All other Accounting staff positions report to the Financial Manager for the Development Services Department (DSD). The Financial Manager now reports to the Chief Administrative Officer

Priority Area

*Management/
Communication*

Work Group

Entire

Department

Staff Contact

Melissa Martinez

Staff Feedback

Concur with modifications

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

365

Zucker Recommendation

The Tree Mitigation fees should be clearly identified in the Planning and Development Review Department (PDRD) budget.

Department Recommendation and Action Step(s)

The department will explore the feasibility of adding footnotes or other identifying language in the budget to designate the tree mitigation reimbursements.

Priority Area

Finance

Work Group

Support

Svcs/Budget/Fiscal Surety

Staff Contact

Meredith Quick

Staff Feedback

Concur

Start Date

Feb-2016

End Date

May-2016

Financial Considerations

None

Recommendation No.

366, 378, 379

Zucker Recommendation

#366: Planning and Development Review Department (PDRD) should work with Corporate Human Resources (Corporate HR) for the development and adoption of a definitive career advancement plans for all PDRD staff.

#378: Managers and supervisors in PDRD should develop transition plans for both turnover and retirements.

#379: The City HR Department should develop a program where new hires or appointments can be on board for a number of months prior to a position turnover.

Department Recommendation and Action Step(s)

The career ladder should be inclusive across functions and divisions. An internal protocol will be developed to determine which positions are suitable while considering fiscal impact and department need while ensuring consistency in practice. According to the Human Resources Department, City departments can new hires when replacing employees who plan to retire. This will allow for cross-training.

Priority Area

Staffing

Work Group

Support

Svcs/Budget/Fiscal Surety

Staff Contact

John Beasley

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

Dec-2016

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

367, 368, 377

Zucker Recommendation

#367: Planning and Development Review Department (PDRD) should undertake a detailed review of the various Professional Registrations and Memberships to arrive at an appropriate number for the 2015-16 budget.

#368: This year's budget should add an additional \$30,000 for certifications.

#377: PDRD Human Resources function should review how certification requirements are handled during probation periods.

Department Recommendation and Action Step(s)

The Human Resources Manager will review professional registrations and membership and how certification requirements are handled during the probation periods. The funding for this recommendation is included in the FY2015-16 Proposed Budget.

Priority Area

Staffing

Work Group

Support

Svcs/Budget/Fiscal Surety

Staff Contact

John Beasley

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Dec-2015

Financial Considerations

#368: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$30,000.

Recommendation No.

369, 370

Zucker Recommendation

#369: Planning and Development Review Department (PDRD) should prepare and circulate to staff a clear policy on Conflict of Interest and outside employment.

#370: PDRD managers should address any possible conflict of interest issues on a timely basis.

Department Recommendation and Action Step(s)

There is a current citywide conflict of interest policy that exists, and it covers outside employment. The Human Resources Manager will confer with the City Auditor's Integrity Unit to expand on city guidelines to address department specific situations, and educate Development Services and Planning and Zoning managers and supervisors. Conflict of interest training is included in the City's annual ethics training module. The training includes information that conflict of interest issues should be addressed immediately.

Priority Area

Staffing

Work Group

Support

Svcs/Budget/Fiscal Surety

Staff Contact

John Beasley

Staff Feedback

Concur with modifications

Start Date

Jan-2016

End Date

Mar-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

371

Zucker Recommendation

PRDR should develop a new employee orientation program.

Department Recommendation and Action Step(s)

The Human Resources Manager will manage the development and launch of the new Employee Orientation (NEO) Program. Current employees will be invited to participate.

Priority Area

Staffing

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

John Beasley

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Apr-2016

Financial Considerations

None

Recommendation No.

372, 373

Zucker Recommendation

#372: Human Resources staff should improve communication of the hiring and promotion processes.

#373: Planning and Development Review Department (PDRD) Human Resources staff should conduct a training session for supervisors and managers on the hiring process.

Department Recommendation and Action Step(s)

The Human Resources (HR) Manager will inform and education supervisors and managers regarding the availability of Corporate Human Resources information regarding hiring and firing. The HR Manager will develop a training session for supervisors and managers regarding the hiring process.

Priority Area

*Management/
Communication*

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

John Beasley

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Oct-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

374

Zucker Recommendation

Planning and Development Review Department (PDRD) should review and update all job descriptions.

Department Recommendation and Action Step(s)

The Human Resources (HR) Manager will engage with executive management to fully explore a department-wide review and update of job descriptions. The HR Manager and executive team will consult with Corporate Human Resources Compensation to propose a structured review for content and relevance of all job classifications currently used in both departments.

Priority Area

Staffing

Work Group

Support

Svcs/Budget/Fiscal Surety

Staff Contact

John Beasley

Staff Feedback

This item requires additional research.

Start Date

Oct-2016

End Date

Apr-2017

Financial Considerations

To be determined

Recommendation No.

375

Zucker Recommendation

Update the pay and classification study for Planning and Development Review Department (PDRD).

Department Recommendation and Action Step(s)

The Human Resources (HR) Manager will engage with executive management to fully explore a department-wide pay update and classification study. The HR Manager and executive team will consult with Corporate Human Resources Compensation to propose a structured review of both departments.

Priority Area

Staffing

Work Group

Support

Svcs/Budget/Fiscal Surety

Staff Contact

John Beasley

Staff Feedback

This item requires additional research.

Start Date

Oct-2016

End Date

Apr-2017

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

376

Zucker Recommendation

Supervisors should work with staff and Human Resources to develop performance standards for each position in the Department.

Department Recommendation and Action Step(s)

Supervisors and managers will establish performance expectations per job requirements using the Success Strategy Performance Review process.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Performance Standards	Support Svcs/Budget/Fiscal Surety	John Beasley	Concur	Jun-2015	Sep-2016

Financial Considerations

None

Recommendation No.

380, 381

Zucker Recommendation

#380: Add an initial \$175,000 to budget items related to training.

#381: As part of the budget plans for 2015-16 Planning and Development Review Department (PDRD) should conduct a detailed review of training related budgets Division by Division or Section by Section.

Department Recommendation and Action Step(s)

A total of \$250,000 is included in the FY2015-16 Proposed Budget for training. This amount plus existing staff dedicated toward training will allow for the development of a robust training program.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Staffing	Support Svcs/Budget/Fiscal Surety	John Beasley	Concur with modifications	Oct-2015	Dec-2015

Financial Considerations

#380: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$250,000.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.
382

Zucker Recommendation

Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.

Department Recommendation and Action Step(s)

Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Management/ Communication	Support Svcs/Budget/Fiscal Surety	John Beasley	Concur	Oct-2015	Oct-2015

Financial Considerations

None

Recommendation No.
383

Zucker Recommendation

Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.

Department Recommendation and Action Step(s)

The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.

Priority Area	Work Group	Staff Contact	Staff Feedback	Start Date	End Date
Management/ Communication	Support Svcs/Budget/Fiscal Surety	John Beasley	Concur	Oct-2015	Dec-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

384

Zucker Recommendation

Hire a consultant to create a logo and branding for Planning and Development Review Department (PDRD).

Department Recommendation and Action Step(s)

The funding for this recommendation is included in the FY2015-16 Proposed Budget.

Priority Area

*Management/
Communication*

Work Group

*Entire
Department*

Staff Contact

Sylvia Arzola

Staff Feedback

Concur

Start Date

Jan-2016

End Date

May-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$50,000.

Recommendation No.

385

Zucker Recommendation

The Public Information Specialist and the Administrative Assistant should review and update as appropriate the 2011 Standard Operating Procedure for the receptionist function. As part of this review any issue related to back-up should be addressed.

Department Recommendation and Action Step(s)

The standard operating procedure for this function will be updated to more accurately reflect job duties and responsibilities. The policy will identify the back-up rotation schedule and coverage when the receptionist is out of office, additional job responsibilities such as mail sorting and distribution and notation that this critical job function now supports two departments.

Priority Area

Staffing

Work Group

*Entire
Department*

Staff Contact

Sylvia Arzola

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Oct-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

386

Zucker Recommendation

A button should be added to the receptionist desk to open the door to the 5th floor offices.

Department Recommendation and Action Step(s)

On May 18, 2015, a button was installed at the receptionist desk.

Priority Area

None listed

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

Sylvia Arzola

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None

Recommendation No.

389

Zucker Recommendation

Hire one public information specialist who will maintain the website on a full time basis and design educational materials. They will report to the Public Information and Marketing Manager.

Department Recommendation and Action Step(s)

The website position will be included in the FY 2015-16 Proposed Budget.

Priority Area

Staffing

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

Sylvia Arzola

Staff Feedback

Concur

Start Date

Jan-2016

End Date

Mar-2016

Financial Considerations

The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$124,501.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

390

Zucker Recommendation

Proceed to change checklists and forms without going through the Rules process.

Department Recommendation and Action Step(s)

Forms or checklists go through the Rules Process. However, applications are only generated by the Development Services Department (DSD) and Planning and Zoning Department (PAZ). Application form revisions currently go through the rules posting process to ensure there is no increase of cost to stakeholders. Since DSD and PAZ are the only departments that generate applications, a meeting will be held with the respective directors to determine if this practice should continue. The outcome of these meetings will be communicated to all key contacts in each land development department.

Priority Area

*Project Managers/
Processes*

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

Karen Grotefend

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Nov-2015

Financial Considerations

None

Recommendation No.

391

Zucker Recommendation

A formal SOP should be developed for the Rules process. This SOP should require all departments to comply with adopted rules.

Department Recommendation and Action Step(s)

Staff will develop a draft SOP to reflect current practices. The draft Standard Operating Procedure (SOP) will be distributed for review and comment by all the key contacts and directors within the land development departments (Austin Energy, Watershed, Health, Fire, Austin Water Utility, Transportation, Public Works, Law, Parks, Development Services Department and Planning and Zoning). Once SOP is finalized and adopted rules postings will be rejected if the updated SOP is not followed.

Priority Area

*Project Managers/
Processes*

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

Karen Grotefend

Staff Feedback

Concur

Start Date

Nov-2015

End Date

Feb-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

392

Zucker Recommendation

The Rules positing should be supplemented by an automatic emailing of notices to all Stakeholders and participants.

Department Recommendation and Action Step(s)

Steps will include: Automatic emailing of notices to stakeholders and participants. Contact key departments and ensure their rules are sent to their stakeholders after the Notice of Proposed and Notice of Adoption. Add a stakeholder link to the website. Add dates in Standard Operating Procedure (SOP) when notices go out to stakeholders.

Priority Area

*Project Managers/
Processes*

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

Karen Grotefend

Staff Feedback

Concur with modifications

Start Date

Jul-2015

End Date

Aug-2015

Financial Considerations

None

Recommendation No.

393

Zucker Recommendation

The timelines for the Rules process should be reduced.

Department Recommendation and Action Step(s)

Steps will include: Amend city code Chapter 1.2 to change timelines and remove outdated information. Increase the rule posting process to 6 times a year vs. quarterly. Decrease time in the SOP once the code has been amended.

Priority Area

Performance Standards

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

Karen Grotefend

Staff Feedback

Concur with modifications

Start Date

Sep-2015

End Date

Feb-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

394

Zucker Recommendation

The Stakeholders should be clarified in the proposed new SOP.

Department Recommendation and Action Step(s)

Stakeholders review and comment on the rules prior to their submission. The Standard Operating Procedure will reflect stakeholders being notified after Notice of Proposed rule and after Notice of Adoption.

Priority Area

*Project Managers/
Processes*

Work Group

*Support
Svcs/Budget/Fiscal Surety*

Staff Contact

Karen Grotefend

Staff Feedback

Concur with modifications

Start Date

Feb-2016

End Date

May-2016

Financial Considerations

None

Recommendation No.

395

Zucker Recommendation

Planning and Development Review Department (PDRD) and Community Technology Management Department (CTM) should establish a three-day standard for activating new AMANDA users, deleting old users, and adjusting user privileges.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will work with Communication and Technology Management to establish a new account setup procedure and prioritization.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Dec-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

396

Zucker Recommendation

Establish and enforce Planning and Development Review Department (PDRD) user standards for completeness of AMANDA data entry at input locations.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will meet with each Division Manager to identify the critical information required for each business area, setup reporting for the managers and supervisors to audit staff performance on data quality, and setup periodic automatic reporting of missing data.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

**397, 420, 421,
422, 423**

Zucker Recommendation

#397: Improve the "smart" data entry capability to the AMANDA data input process.

#420: Provide greater awareness regarding the availability and use of the geographic information system (GIS), 3D visualization, and graphics software tools to Planning and Development Review Department (PDRD) staff members as a part of the group's responsibility in promoting GIS usage, supporting GIS systems, maintaining the General Plan, and updating neighborhood or special sector-plans.

#421: Investigate and implement measures to automate maintenance of existing land use data through linkage to AMANDA events such as Certificate of Occupancy issuance or Site Plan Change approvals.

#422: Continue current collaboration activities with Communications and Technology Management Department (CTM) to update to Development Web Map software such as ArcGIS Online and GeoCortex, that will allow online GIS mapping to be compatible with all desktop browsers, tablets, and other mobile devices.

#423: In implementing AMANDA 6.1, support CTM in providing direct, two-way linkage between AMANDA and the updated GeoCortex GIS viewer

Department Recommendation and Action Step(s)

A Business Systems Analyst position is included in the FY2015-16 Proposed Budget. Two (2) Geographic Information Systems (GIS) will be requested in the FY2016-17 Budget request. New staff will assist in implementing new tools and technologies that improve visualization of projects, automating manual updates to land use layers by scripting data extractions from source systems, converting older viewers to ArcGIS Online or Geocortex depending on needed functionality, and improving integration with AMANDA using Geocortex to automate geographic information exchange.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Dec-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**398****Zucker Recommendation**

Provide an automated interface between AMANDA and the AFS3 General Ledger, with appropriate audit reporting.

Department Recommendation and Action Step(s)

The financial reconciliation between AMANDA and AIMS is part of the implementation of Chase Bank as a payment processor. The first phase for all online payments has been completed. The second phase will include payments processed by City staff using credit card terminals. Cash transactions are currently not planned for integration through the Chase Payment service.

Priority Area*Technology***Work Group***Technology***Staff Contact***Greg Hand***Staff Feedback***Concur with modifications***Start Date***Jul-2015***End Date***Dec-2016***Financial Considerations***None***Recommendation No.****399, 402****Zucker Recommendation**

#399: Supplement training programs for regular AMANDA users to include emphasis in the use of keystroke shortcuts and other shortcut techniques to improve the efficiency of data entry.

#402: Supplement existing AMANDA training materials by creating written or online materials that are more specific to the Planning and Development Review Department's (PDRD's) specific needs.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will conduct a survey to determine the technology training needs of the department, work with the training group and the Communication Technology Management Department (CTM) to develop a course curriculums, create a training lab at One Texas Center for instructor led courses when space and funding are available, and develop online computer based courses for job specific training.

Priority Area*Technology***Work Group***Technology***Staff Contact***Greg Hand***Staff Feedback***Concur***Start Date***Jul-2015***End Date***Mar-2016***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

400, 401, 425

Zucker Recommendation

#400: Analyze internal staff and external agency application review performance and prepare regular reports (or online real-time dashboard information) on application review performance.

#401: Prepare and distribute a weekly or bi-weekly application review performance report with summary data and a listing of problem applications that are not meeting the Department's time of approval standards.

#425: Use Crystal Reports or MicroStrategy software to generate detailed statistical reports on customer wait times. These reports should include graphs that indicate statistics such as time-of-day, mean/mode, moving average, and similar analytic statistics.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will create Microstrategy dashboards to improve management's ability to monitor activities to track and report performance.

Priority Area

Performance Standards

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

403

Zucker Recommendation

Integrate the future version of AMANDA 6.1 with the Electronic Document Imaging Management System (EDIMS) document management software.

Department Recommendation and Action Step(s)

The integration of AMANDA with the Electronic Document Imaging Management System (EDIMS) will be implemented for either the AMANDA version 6 upgrade or the electronic plan review implementation.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Dec-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

404

Zucker Recommendation

Continue current analysis and planning to deploy AMANDA Mobile to inspectors using notebook computers, tablets, or other handheld devices.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will work with Communications and Technology Management to complete the gap analysis on the AMANDA mobile solution for field inspection and fully implement AMANDA browser.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Mar-2016

Financial Considerations

None

Recommendation No.

405

Zucker Recommendation

In conjunction with deployment of AMANDA Mobile explore measures to improve capabilities for field printing and online issuance of inspection-related documents.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will work with Building Inspections to determine if online delivery of inspections results would improve service over printing documents in the field.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

This item requires additional research.

Start Date

Oct-2015

End Date

Dec-2015

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

**406, 410, 412,
414, 415**

Zucker Recommendation

#406: Communications and Technology Management Department (CTM) and its constituent departments should proceed in implementing already formulated plans to upgrade AMANDA from version 4.4 to 6.1 .

#410: Complete the AMANDA Customer Portal II upgrade project, which will allow accommodate credit card payments and also allow customers to create and better manage their online accounts.

#412: Implement secure systems that will enable acceptance of digital plan files at all intake counters.

#414: Continue the implementation of the ProjectDox online plan review system, making necessary adjustments to hardware as needed during the rollout.

#415: Integrate to online ProjectDox review capability with the upgraded AMANDA Customer Portal II to enable a fully paperless review process. Once it is implemented and staff is confident with its reliability, eliminate all paper-based parallel processes.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will continue with the implementation of the existing projects for the upgrade to AMANDA version 6, electronic plan review, and the AMANDA portal replacement.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Dec-2016

Financial Considerations

None

Recommendation No.

407

Zucker Recommendation

Planning and Development Review Department (PDRD) technical staff, with the support of Communications and Technology Management Department (CTM) should begin now to evaluate and take steps to replace and supplement existing AMANDA reports in the latest Crystal Reports and MicroStrategy environments.

Department Recommendation and Action Step(s)

The Development Services Information Technology staff will create Microstrategy dashboards to improve management's ability to monitor activities and performance, and convert standard reports to Crystal.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Mar-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

408

Zucker Recommendation

Over the next three to five years, the City should establish a framework for implementing AMANDA version 7. Over the longer term the City should leave the door open to implementing more comprehensive, integrated enterprise solution.

Department Recommendation and Action Step(s)

There is a Case Management Governing Board for AMANDA. The group conducts an ongoing review of AMANDA to ensure the City has access to a case management solution that continues to evolve with technology improvements.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Sep-2015

End Date

Dec-2015

Financial Considerations

To be determined

Recommendation No.

409, 411

Zucker Recommendation

*#409: When the new AMANDA web portal is implemented, engage the services of an advertising agency or expansion of internal marketing resources to formulate and execute a media campaign (newspaper, radio, outdoor advertising, etc.) to promote the use of online capabilities as they are implemented.
#411: Expand the AMANDA Customer Portal to allow online submittal of all planning and development review applications. This should include the capability for applicants to upload portable document format (PDF) drawing files and subsequent integration with the ProjectDox electronic plan review system (see later recommendation).*

Department Recommendation and Action Step(s)

The Development Services Information Technology staff will continue conversion of applications to a fillable portable document format (PDF) for online printing and submission and configure a majority of applications to be available for direct submission into the AMANDA system through the new portal by the end of 2016. All applications submitted directly into the AMANDA system will be configured to adhere to specified administrative timeframes. Staff will develop internal and external education programs for staff and applicant's. Funding for the external media campaign is included in the FY2015-16 Proposed Budget.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Dec-2016

Financial Considerations

#409: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$30,000.



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

413

Zucker Recommendation

Allow for submittals of various scales and consider accepting clearly dimensioned drawings.

Department Recommendation and Action Step(s)

Dimensional drawings up to size Arch D (24x36) can now be accepted.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None

Recommendation No.

416, 417

Zucker Recommendation

#416: Develop a strategy and work plan to implement Electronic Document Imaging Management System (EDIMS) for all Planning and Development Review Department (PDRD) document management functions. Included in this scope would be the reduction in dependence on the Department's Network Drive and phasing out of overlapping document management technologies.

#417: Collaborate with the PDRD Records Analyst to implement existing document retention/destruction policies and reduce the clutter of old documents and reports found throughout the One Texas Center offices and hallways.

Department Recommendation and Action Step(s)

The Development Services Information Technology staff will meet with the department's Record Analyst to determine the technology needs and support required for initiating a project to implement Electronic Document and Imaging Management (EDIMS).

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Jan-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

418, 419

Zucker Recommendation

#418: Add an additional Information Technology support staff to Planning and Development Review Department (PDRD) with formalized AMANDA training and certification provided by CSDC Systems, Inc. or one of its partners.

#419: Expand the PDRD geographic information system (GIS) staff by two persons over the next three years.

Department Recommendation and Action Step(s)

The Information Technology staff position is included in the FY2015-16 Proposed Budget.

The geographic information system (GIS) positions will be requested in the FY2016-17 Budget.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jun-2015

End Date

Sep-2016

Financial Considerations

#418: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$77,068

#419: The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$132,871.

Recommendation No.

424

Zucker Recommendation

Obtain additional copies, as required by staff, of the latest version of Adobe Creative Suite.

Department Recommendation and Action Step(s)

Development Services Information Technology management will prioritize staff's need for Adobe Creative Suites and purchase as funding is available, and when office space is available, setup shared workstations with special software for occasional use.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur with modifications

Start Date

Jul-2015

End Date

Dec-2015

Financial Considerations

To be determined



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

426

Zucker Recommendation

Either fix or eliminate the live stream video feed on the monitor in the south wall of the Permit Center's waiting area. An easy to implement alternative to this would be to replace it with a conventional TV that is tuned to a selected cable news or financial channel.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will contact other departments using the same technology asking how they have solved the timeout issue.

Priority Area

*Management/
Communication*

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Sep-2015

Financial Considerations

None

Recommendation No.

427, 428, 429

Zucker Recommendation

#427: Reorganize the Planning and Development Review Department (PDRD) website to improve the intuitiveness of links to its abundant content.

#428: Designate a qualified person to oversee the PDRD's web content, design, and portal transactions.

Implement the corrections to the PDRD's website, as recommended by the City's public information staff.

#429: If a qualified staff member is not available to do this work, engage the temporary services of an outside contractor.

Department Recommendation and Action Step(s)

The website and web content for both departments and respective divisions has been reorganized. Staff will work with the Corporate Public Information Office to redesign the organization of information to improve navigation for a more intuitive experience, research websites of peer cities for ideas and trends, develop a departmental procedure on content management protocol, correct misspellings, and improve ADA compliance issues.

Priority Area

*Management/
Communication*

Work Group

Technology

Staff Contact

Sylvia Arzola

Staff Feedback

Concur with modifications

Start Date

Apr-2015

End Date

Nov-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

430

Zucker Recommendation

Continue to provide telephone system training, and provide a convenient online reference for the most commonly used functions such as transferring calls, conference calls, and call forwarding.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will resend web link for online phone training to department staff. As needed, additional features will be added to the training.

Priority Area

*Management/
Communication*

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Jul-2015

Financial Considerations

None

Recommendation No.

431

Zucker Recommendation

Monitor the effectiveness of the "phone tree" system over time and make adjustments if necessary.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will produce monthly reports on phone call activity, log and investigate reported problems to determine if they are persistent issues that need a resolution, and update phone tree as organizational changes occur.

Priority Area

*Management/
Communication*

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Dec-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

432

Zucker Recommendation

Implement automated voicemail-to-text transcription with forwarding of voicemail texts to email.

Department Recommendation and Action Step(s)

Development Services Information Technology staff will work with Communication and Technology Management (CTM) to implement speech to text technology for automated transcription of voicemail to email.

Priority Area

Technology

Work Group

Technology

Staff Contact

Greg Hand

Staff Feedback

Concur

Start Date

Oct-2016

End Date

Dec-2016

Financial Considerations

None

Recommendation No.

433

Zucker Recommendation

Consider reducing the number of Boards and Commissions.

Department Recommendation and Action Step(s)

In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. Staff respectfully defers this recommendation to the City Council.

Priority Area

None listed

Work Group

*Boards & Commissions -
Overall*

Staff Contact

*Rodney Gonzales and
Greg Guernsey*

Staff Feedback

Council Decision Required

Start Date

N/A

End Date

N/A

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

434

Zucker Recommendation

The size of membership on Boards and Commissions should be kept to 5 or 7 members each.

Department Recommendation and Action Step(s)

In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. Staff respectfully defers this recommendation to the City Council.

Priority Area

None listed

Work Group

*Boards & Commissions -
Overall*

Staff Contact

*Rodney Gonzales and
Greg Guernsey*

Staff Feedback

Council Decision Required

Start Date

N/A

End Date

N/A

Financial Considerations

None

Recommendation No.

435

Zucker Recommendation

All Board and Commission members should undergo training when first appointed as well as an annual training session.

Department Recommendation and Action Step(s)

Section 2-1-23 of the City Code requires board and commission members to complete training no later than the 90th day after appointment or reappointment. No action step is required because this recommendation is addressed through Section 2-1-23 of the City Code.

Priority Area

None listed

Work Group

*Boards & Commissions -
Overall*

Staff Contact

Carla Johnson

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

436

Zucker Recommendation

The City Manager and the Development Services Manager for the Current Planning Division should schedule bi-annual joint study session meetings between the BOA and the City Council.

Department Recommendation and Action Step(s)

Meetings of the City Council are determined by the City Council. Staff respectfully defers this recommendation to the City Council.

Priority Area

None listed

Work Group

*Board of Adjustment/ Sign
Review Board*

Staff Contact

Rodney Gonzales

Staff Feedback

Council Decision Required

Start Date

N/A

End Date

N/A

Financial Considerations

None

Recommendation No.

437

Zucker Recommendation

Staff assigned to support the Board of Adjustments/Sign Review Board should establish monitoring points to ensure that public notices are being properly processed. As part of this increase the supervision and training for this function.

Department Recommendation and Action Step(s)

Staff adheres to the Texas Open Meetings Act for posting meeting notices. We will require training for staff liaisons, clarify duties and expectations, and develop performance goals. We will require annual training for staff liaisons to boards and commission. Supervisors of staff liaisons will include duties, performance goals, and training requirement in each liaison's annual Success Strategy Performance Reviews.

Priority Area

*Project Managers/
Processes*

Work Group

*Board of Adjustment/ Sign
Review Board*

Staff Contact

Chris Johnson

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Oct-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

438

Zucker Recommendation

Require a review by technical staff and a staff report to accompany each application. Review should include review by other in Development Assistance Center to confirm the applicant has included all of the items they will need considered in their application.

Department Recommendation and Action Step(s)

Staff does not agree that detailed staff reports and analysis should be prepared for all cases for the Board of Adjustment (BOA). The applicant should prepare information required by the BOA to consider a case. Staff should only take a position of recommending or denying cases based on their compliance with code and criteria and highlight any variances and waivers from code and criteria. The applicant should provide sufficient information for the BOA to consider the case if it is not a standard application.

Any increase in the role of staff to provide additional reports and backup will require additional resources. Preparation of staff reports and back up for routine cases will be extremely time intensive for staff.

The overwhelming majority of BOA variances are associated with residential properties and Development Assistance Center has no staff with the expertise to perform a technical review of a BOA variance on a one/two-family residential project. Such a review would need to be performed by staff in the Residential Review division for most cases.

The BOA liaison staff advises applicant's to seek a consultation with Residential Review staff if there is not an active case in review, but the majority of variance applicant's do not.

Staff will continue to evaluate ways to improve services provided to the BOA.

Priority Area

None listed

Work Group

Board of Adjustment/ Sign
Review Board

Staff Contact

George Adams

Staff Feedback

Do Not Concur

Start Date

N/A

End Date

N/A

Financial Considerations

None

Recommendation No.

439

Zucker Recommendation

Increase the fee charged to accommodate the additional staff work.

Department Recommendation and Action Step(s)

The fee increase is reflected in the Fiscal Year 2015-16 fee schedule submission

Priority Area

Finance

Work Group

Board of Adjustment/ Sign
Review Board

Staff Contact

Meredith Quick

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

440

Zucker Recommendation

Consider reassigning the support for this Board to another group, perhaps Current Planning.

Department Recommendation and Action Step(s)

The Development Services Department (DSD) will consider reassigning the support for this Board to the Current Planning division within the Planning and Zoning Department (PAZ). DSD will consider this recommendation with regard to how best to support this board. DSD will speak with the Board Chair and the PAZ Director to gain their feedback as to this recommendation.

Priority Area

*Management/
Communication*

Work Group

*Board of Adjustment/ Sign
Review Board*

Staff Contact

George Adams

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Feb-2016

Financial Considerations

None

Recommendation No.

441

Zucker Recommendation

The Bylaws for the Building and Fire Code Board of Appeals should be modified to include minimum qualifications for Board members.

Department Recommendation and Action Step(s)

Staff will confer with the Board Chair to recommend changes to the Building and Fire Code Board of Appeals (BFCBOA) Bylaws. Draft recommended changes to the bylaws of the Building and Fire Code Board of Appeals will include minimum qualifications for board members.

Priority Area

None listed

Work Group

*Building and Fire Code
Board of Appeals*

Staff Contact

Carl Wren

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

442

Zucker Recommendation

The Ordinance and Bylaws for the Building and Fire Code Board of Appeals should be modified to authorize the Board to advise the Council on adoption of building and fire code regulations.

Department Recommendation and Action Step(s)

Staff will confer with the Board Chair to recommend changes to the Building and Fire Code Board of Appeals (BFCBOA) Bylaws. The Draft ordinance will include changes to the authority of the Building and Fire Code Board of Appeals to include providing advisory opinions on the adoption of new editions of and amendments to the construction related codes assigned to it for appeals. Draft related recommended changes to the BFCBOA bylaws.

Priority Area

None listed

Work Group

Building and Fire Code Board of Appeals

Staff Contact

Carl Wren

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.

443

Zucker Recommendation

The City Council should consider increasing the Design Commission's number of members, but retain the current policy (as specified in Section 2-1-129 of the City Code) that Board members be selected on the basis of their design and development qualifications.

Department Recommendation and Action Step(s)

In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. Staff respectfully defers this recommendation to the City Council.

Priority Area

None listed

Work Group

Design Commission

Staff Contact

Greg Guernsey

Staff Feedback

Council Decision Required

Start Date

N/A

End Date

N/A

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

444

Zucker Recommendation

The Electrical Board should be consolidated with Building and Fire Code Board of Appeals.

Department Recommendation and Action Step(s)

In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. The workgroup recommended consolidating the Electrical, Plumbing, and Solar boards; however, Council ultimately decided not to approve this recommendation. Staff respectfully defers this recommendation to the City Council.

Priority Area

None listed

Work Group

Electric Board

Staff Contact

Carl Wren

Staff Feedback

Council Decision Required

Start Date

N/A

End Date

N/A

Financial Considerations

None

Recommendation No.

445

Zucker Recommendation

The Ordinance establishing the Electric Board should be modified to make the existing recommended qualifications a mandatory requirement for Board appointment.

Department Recommendation and Action Step(s)

Unless the boards are consolidated as recommended in recommendation 444, Development Services Department staff will draft an ordinance with changes to City Code section 2-1-142 to include minimum qualifications for board members. Staff currently plans to include these qualification changes as part of the code adoption process for the 2015 construction related consensus codes.

Priority Area

None listed

Work Group

Electric Board

Staff Contact

Carl Wren

Staff Feedback

Concur with modifications

Start Date

Oct-2015

End Date

Jun-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

446

Zucker Recommendation

The ordinance establishing the Electric Board should be modified to expand the responsibilities of the Electric Board to include the act of recommending modifications to future Electrical Code.

Department Recommendation and Action Step(s)

Unless the boards are consolidated as recommended in recommendation 444, Development Services Department staff will draft an ordinance with changes to City Code s to modify the authority of the Electric Board to include providing advisory opinions on the adoption of new editions of and amendments to the electric code. Draft related recommended changes to the Electric Board bylaws.

Priority Area

None listed

Work Group

Electric Board

Staff Contact

Carl Wren

Staff Feedback

Concur with modifications

Start Date

Oct-2016

End Date

May-2017

Financial Considerations

None

Recommendation No.

447

Zucker Recommendation

The Mechanical, Plumbing and Solar Board should be consolidated with Building and Fire Code Board of Appeals.

Department Recommendation and Action Step(s)

In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. The workgroup recommended consolidating the Electrical, Plumbing, and Solar boards; however, Council ultimately decided not to approve this recommendation.

Priority Area

None listed

Work Group

Mechanical, Plumbing, and Solar Board

Staff Contact

Carl Wren

Staff Feedback

Council Decision Required

Start Date

N/A

End Date

N/A

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

448

Zucker Recommendation

The Ordinance establishing the Mechanical, Plumbing and Solar Board should be modified to make the existing recommended qualifications a mandatory requirement for Board appointment.

Department Recommendation and Action Step(s)

Unless the boards are consolidated as recommended in recommendation 447, Development Services Department staff will draft an ordinance with changes to City Code section 2-1-142 to include minimum qualifications for board members. Staff currently plans is to include these qualification changes as part of the code adoption process for the 2015 construction related consensus codes.

Priority Area

None listed

Work Group

Mechanical, Plumbing, and Solar Board

Staff Contact

Carl Wren

Staff Feedback

Concur with modifications

Start Date

Dec-2015

End Date

Aug-2016

Financial Considerations

None

Recommendation No.

449

Zucker Recommendation

The ordinance establishing the Mechanical, Plumbing and Solar Board should be modified to expand the responsibilities of the Board to include the act of recommending modifications to future adoptions of the Mechanical, Plumbing and Solar Codes.

Department Recommendation and Action Step(s)

Unless the boards are consolidated as recommended in recommendation 447, Development Services Department staff will draft an ordinance with changes to City Code section 2-1-161. Change the authority of the Mechanical, Plumbing, and Solar Board to include providing advisory opinions on the adoption of new editions of and amendments to the plumbing, mechanical, and solar energy codes. Draft related recommended changes to the Board's bylaws.

Priority Area

None listed

Work Group

Mechanical, Plumbing, and Solar Board

Staff Contact

Carl Wren

Staff Feedback

Concur with modifications

Start Date

Dec-2015

End Date

Aug-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**450****Zucker Recommendation**

The City Manager and the Development Services Manager of the Current Planning Division should schedule bi-annual joint study session meetings between the PC and the City Council.

Department Recommendation and Action Step(s)

As indicated in the Zucker Report, the joint meeting will be to discuss issues, policies and views. Meetings of the City Council are determined by the City Council. Staff respectfully defers this recommendation to the City Council.

Priority Area

None listed

Work Group

*Planning Commission and
Zoning and Planning
Commission*

Staff Contact

*Rodney Gonzales and
Greg Guernsey*

Staff Feedback

Council Decision Required

Start Date

N/A

End Date

N/A

Financial Considerations

None

Recommendation No.**451****Zucker Recommendation**

One member of a Commission who cannot attend a meeting should not be used as a reason to delay action on an item.

Department Recommendation and Action Step(s)

With the exception of a lack of quorum, the commission should proceed on all items on the agenda. However, the protocol of allowing an applicant and neighborhood to have one extension request should continue. Staff respectfully defers this recommendation to the Chairs of the Planning Commission and the Zoning and Planning Commission. The recommendation will be forwarded to the Chairs.

Priority Area

*Project Managers/
Processes*

Work Group

*Planning Commission and
Zoning and Planning
Commission*

Staff Contact

Rodney Gonzales

Staff Feedback

Board Decision Required

Start Date

N/A

End Date

N/A

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**452****Zucker Recommendation**

The PC and ZAP should use the same citizen comment sign-in system to promote simplicity and to avoid confusion.

Department Recommendation and Action Step(s)

Staff respectfully defers this recommendation to the Chairs of the Planning Commission and the Zoning and Planning Commission. The recommendation will be forwarded to the Chairs.

Priority Area

*Project Managers/
Processes*

Work Group

*Planning Commission and
Zoning and Planning
Commission*

Staff Contact

Greg Guernsey

Staff Feedback

Board Decision Required

Start Date

N/A

End Date

N/A

Financial Considerations

None

Recommendation No.**453****Zucker Recommendation**

The Development Services Manager for the Current Planning Division should determine when a particular item requires legal representation or other specialized technical staff (e.g., environmental) at the PC or ZAP and ensure that a qualified attorney from the City's Legal Department is in attendance to answer questions.

Department Recommendation and Action Step(s)

The PC and ZAP should have access to City attorneys to ask legal questions. The Executive Liaison will forward requests to the City Attorney prior to each meeting requesting City attorney assistance. The Board Chair will be asked to do the same for each meeting.

Priority Area

*Project Managers/
Processes*

Work Group

*Planning Commission and
Zoning and Planning
Commission*

Staff Contact

Greg Guernsey

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Oct-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

454

Zucker Recommendation

Workbook documents for Board, Commission and City Liaison training should contain revision date information, so ensure that users are provided with and are assured that they are studying current information.

Department Recommendation and Action Step(s)

The workbook and training materials should contain revision date information. Send this recommendation to the City Clerk's Office so that all workbook and training materials will be edited to include revision date information.

Priority Area

*Project Managers/
Processes*

Work Group

*Planning Commission and
Zoning and Planning
Commission*

Staff Contact

Greg Guernsey

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Jul-2015

Financial Considerations

None

Recommendation No.

455

Zucker Recommendation

The City should provide more specialized orientation training for new board and commission members, as well as on-going quarterly training for all land use-related board and commission members to raise competency levels and further improve meeting efficiency.

Department Recommendation and Action Step(s)

Section 2-1-23 of the City Code requires board and commission members to complete training no later than the 90th day after appointment or reappointment. This recommendation will be forwarded to the City Clerk's Office.

Priority Area

None listed

Work Group

*Planning Commission and
Zoning and Planning
Commission*

Staff Contact

Greg Guernsey

Staff Feedback

Concur

Start Date

Jul-2015

End Date

Jul-2015

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

456

Zucker Recommendation

Revise the Land Development Code (LDC) Subchapter F provisions now to reassign the responsibilities of the Residential Design and Compatibility Commission (RDCC) to the Zoning Board of Adjustment.

Department Recommendation and Action Step(s)

On May 7, 2015, the City Council dissolved the Residential Design and Compatibility Commission (RDCC). All former site development regulations such as Subchapter F are now required to be heard by the BOA.

Priority Area

None listed

Work Group

*Residential Design and
Compatibility Commission*

Staff Contact

John McDonald

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None

Recommendation No.

457

Zucker Recommendation

Encourage that individual Residential Design and Compatibility Commission (RDCC) members, if desired, be appointed to the CodeNEXT Steering Committee, Planning Commission, Design Commission, or Zoning Board of Adjustment.

Department Recommendation and Action Step(s)

On May 7, 2015, the City Council dissolved the Residential Design and Compatibility Commission (RDCC). William Burkhart, formerly with RDCC, now sits on the Board of Adjustment as appointed by Council Member Kitchen's office.

Priority Area

None listed

Work Group

*Residential Design and
Compatibility Commission*

Staff Contact

John McDonald

Staff Feedback

Concur

Start Date

Complete

End Date

Complete

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.**458****Zucker Recommendation**

The Planning and Development Review Department, other departments included in the survey, and Boards and Commissions should review the customer questionnaire and determine areas where they can be responsive to customer concerns.

Department Recommendation and Action Step(s)

Review 2014 customer survey associated with Zucker Final Report and take action to improve results. The survey within the Zucker Report will be distributed to all City departments included in the survey.

Priority Area*Partnering Departments***Work Group***Entire
Department***Staff Contact***Rodney Gonzales and
Greg Guernsey***Staff Feedback***Concur with modifications***Start Date***Aug-2015***End Date***Aug-2015***Financial Considerations***None***Recommendation No.****459****Zucker Recommendation**

All involved departments and Planning and Development Review Department (PDRD) Divisions should review the detailed comments included in Question 42.

Department Recommendation and Action Step(s)

Distribute for review the detailed comments included in Question 42. The detailed comments included in Question 42 will be distributed to all departments and Planning and Zoning and Development Services Divisions. The comments will be reviewed to identify commonalities.

Priority Area*Partnering Departments***Work Group***Entire
Department***Staff Contact***Rodney Gonzales and
Greg Guernsey***Staff Feedback***Concur***Start Date***Aug-2015***End Date***Aug-2015***Financial Considerations***None*



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

460

Zucker Recommendation

All the City departments involved in the development process should review questions 18 and 19 and develop ways to address the stakeholder concerns.

Department Recommendation and Action Step(s)

Distribute for review Questions 18 and 19 and develop ways to address stakeholder concerns. Concurrent with the interrelationship review of Development Services and other departments, Questions 18 and 19 will be reviewed with all departments. Recommendations to address stakeholder concerns will be addressed in the findings of the interrelationship review.

Priority Area

Partnering Departments

Work Group

*Entire
Department*

Staff Contact

Carl Wren

Staff Feedback

Concur

Start Date

Aug-2015

End Date

Aug-2015

Financial Considerations

None

Recommendation No.

461

Zucker Recommendation

Planning and Development Review Department (PDRD) staff and managers should look at the negative percentages from the customer survey and also study in detail the specific accompanying responses.

Department Recommendation and Action Step(s)

Review the negative percentages from the customer survey and study the accompanying responses. Development Services and Planning and Zoning will study the negative percentages from the customer survey. The accompanying responses will be studied. Findings from the review will be assessed against new measures implemented within the Action Plan to identify whether the customer concerns are being addressed through the Action Plan.

Priority Area

Partnering Departments

Work Group

*Entire
Department*

Staff Contact

*Rodney Gonzales and
Greg Guernsey*

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Jan-2016

Financial Considerations

None



ROADMAP FOR BUILDING A BETTER AUSTIN

Development Services Department

Planning and Zoning Department

Recommendation No.

462

Zucker Recommendation

Staff involved with the website should review the three questions and the specific comments included for each question.

Department Recommendation and Action Step(s)

Staff involved with the website will review the three questions and specific comments. On April 6, 2015, Planning and Development Review was reorganized into the Development Services Department and Planning and Zoning Department. As a result the website has also been reorganized by department and the split provided an opportunity to begin rebuild the framework for each website. Staff will review the three questions and the specific comments included for each question. A Public Information Specialist position is included in the FY2015-16 Proposed Budget. The position will be dedicated to improving the website, including navigation, design and maintenance. The website is a critical opportunity for engaging with the public and using the website to provide information to the public in a transparent manner.

Priority Area

*Management/
Communication*

Work Group

*Entire
Department*

Staff Contact

Sylvia Arzola

Staff Feedback

Concur

Start Date

Oct-2015

End Date

Feb-2016

Financial Considerations

None
