



MEMORANDUM

To: Mayor Adler and Council Members

From: Denise Lucas, Interim Director 
Development Services Department

Date: February 7, 2019

Subject: Final Report: Zucker Action Plan – Roadmap for Building a Better Austin

In 2014, the City of Austin contracted with Zucker Systems to conduct a comprehensive organizational and operational analysis of the Planning and Development Review Department. In 2015, the Planning and Development Review Department was reorganized into two separate departments; the Development Services Department (DSD) and the Planning and Zoning Department (PAZ). Shortly after, the Zucker Report, titled [Planning and Development Review Department Workflow Organizational Assessment](#), was issued.

The Zucker Report included 462 recommendations for City consideration, focused in seven key priority areas:

- Finances
- Management and Communications
- Partner Departments
- Performance Standards
- Technology
- Staffing
- Project Managers/ Processes

In response to the Report and at Council's direction, DSD and PAZ developed an Action Plan, titled [Roadmap to Building a Better Austin](#), detailing specific steps to be taken, timelines, financial considerations, and individuals responsible for implementing the associated tasks. Of the 462 recommendations, 397 were assigned, either in part or in totality, to DSD. The recently released [Blueprint of Change](#) highlights many of the major milestones achieved, most of which were driven by the Action Plan.

The Action Plan was sunset in September 2017; however, work continued on several Action Plan deliverables. Attached for your information is the final report on all Action Plan items assigned to DSD. DSD is proud of the work that went into implementing these recommendations and the foundation they helped establish for moving the Department forward.

Please feel free to contact me if I can provide any additional information. I can be reached at (512) 974-2614 or via email at Denise.Lucas@austintexas.gov.

Cc: Spencer Cronk, City Manager
Rodney Gonzales, Assistant City Manager

Zucker Recommendation

- #1:** 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.
- (Closed 2015)

Closeout

An Action Plan was created detailing specific steps to be taken, timelines, financial considerations, and individuals responsible for implementing the associated tasks. There were 462 recommendations included in the Zucker Report of which 401 were assigned, either in part or in totality, to the Development Services Department. The report that follows summarizes the action taken on each deliverable in further detail.

Zucker Recommendation

- #2:** Managers and Supervisors should develop an approach to broken window issues within Planning and Development Review Department (PDRD). (Closed 2016)
- #7:** Have a consultant develop new signs and wayfinding for PDRD functions. (Closed 2016)
- #31:** The words, “One-Stop-Shop” should be removed from signs and replaced with words related to specific functions. (Closed 2016)
- #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. (Closed 2016)
- #357:** Update offices with paint and carpets. (Closed 2016)

Closeout

A portion of the funding requested for the recommendations was approved in the Fiscal Year 2015-16. As of November 2015, two conference rooms were repainted and furnished with new furniture. The Permit Center was remodeled, renamed as the Service Center, and launched in May 2016. It included a sign-in kiosk that allows remote check-in, new furniture, carpet, a digital wall and other amenities. In addition, Development Services Department (DSD) space was remodeled and/ or updated with new carpet, fresh paint, and new furniture on the 1st, 2nd, 3rd, 4th and 7th floors.

The DSD Strategic Operations work unit in conjunction with Building Management assists with DSD employee requests for wayfinding, furniture needs and repairs within One Texas Center. The extensive remodels benefited both DSD employees and customers. The new and/ or improved wayfinding is visible on all DSD occupied floors. The newly installed floor directory, the wayfinding on the first floor, and the professional signage in public areas on other floors provide a more professional and streamlined look. Reference to “One Stop Shop” has been removed from public signage.

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. (Closed 2018)
- #55:** PDRD needs to develop a methodical program to relate to the relevant industries. (Closed 2018)
- #57:** PDRD should develop a clear strategy as to how to best relate to a variety of groups interested in Austin planning and development. (Closed 2018)
- #387:** Add one Public Information Specialist (Closed 2016)

Closeout

The Development Services Department (DSD) implemented various strategies to increase visibility amongst community stakeholders.

A Public Information Specialist was hired in June 2016. A new DSD logo was created and has provided greater transparency at trade shows and other professional organizational gatherings. In addition, the DSD Public Information Office (PIO) team created an external newsletter to stakeholders that began distribution on a quarterly basis in January 2017. The DSD PIO team also developed an annual marketing and outreach plan for 2018. In October 2017, the Neighborhood Assistance Center was transferred to DSD. This team will assist with neighborhood engagement.

In January 2018, the Development Services Department (DSD) held focus groups with some of the City of Austin's key industry stakeholders, including the Austin Board of Realtors, Home Builder's Association of Greater Austin, Barron Custom Design, Turner Residential Realtors, and the Real Estate Council of Austin. A list of 64 recommendations was developed that will result in win-win efficiencies for the department and our customer base. Timelines have been established for completing each of the recommendations.

DSD will continue to evaluate and expand on opportunities for engagement.

Zucker Recommendation

- #4:** Managers and Supervisors should develop a specific strategy to improve communication throughout the Department. (Closed 2015)
- #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. (Closed 2015)

Closeout

A department newsletter was launched in September 2014. This newsletter is distributed monthly to all employees in the Development Services Department and Planning and Zoning Department. Additionally, an action summary of Council agenda items is distributed to both departments following each Council meeting. Staff continues to explore other communication methods for policy issues such as code amendments and rule changes.

Zucker Recommendation

- #6:** Planning and Development Review Department 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. (Closed 2017)
- #25:** All office hours should be clearly noted for customers on handouts, postings, and website. (Closed 2017)
- #188:** The public information handouts provided in the Development Assistance Center should be revised to be more attractive and readable. (Closed 2017)

Closeout

All handouts used by the Development Services Department (DSD) have been updated and conform to DSD's branding guidelines. Office hours are posted in the office and online.

Zucker Recommendation

- #8:** All Planning and Development Review Department (PDRD) phone calls and emails should be returned the same day received. (Closed 2016)
- #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. (Closed 2018)

Closeout

As of September 2015, Success Strategy Performance Reviews (SSPRs) for Development Services Department (DSD) employees include a Customer Service Priority, which incorporates the expectation for phone calls as addressed by Administrative Bulletin 96-01. SSPR's also require that emails be returned on a timely basis.

Two customer service positions were approved in the Fiscal Year 2015-16 budget that are dedicated to answering customer telephone calls. In addition, DSD launched a customer phone call program in September 2018 whereby the City's 311 operators are the first responders for all incoming telephone calls. 311 operators transfer phone calls to DSD Customer Service Representatives (CSR's) for those questions that cannot be answered. In the event the DSD CSR is unable to provide an immediate response to the customer's question, the call is transferred to the appropriate DSD division staff.

DSD has also invested in customer service training. DSD was the first City department to participate in the city-wide Service with PRIDE Customer Training course. All DSD staff completed this training in 2016. In addition, several DSD divisions attended specialized Total Customer Service Experience training provided by Amy's EDU. In June 2018, all DSD employees attended the first session in a two-year customer service training engagement provided by Austin Community College. The trainings are mandatory for all department employees and will be 4-hour workshops in summer and winter of 2018 and 2019.

Zucker Recommendation

- #9:** The Planning and Development Review Department counter intake and assist software should be programmed to use percentages rather than averages. (Closed 2017)

Closeout

Dashboards and reports regarding wait and assist times are available as percentile, median, and average through the Development Services Department's Business Intelligence platform, MicroStrategy. Dashboards reflect 90th percentile time for the division, but custom reports can provide performance measures in the most relevant format to the requestor.

Zucker Recommendation

- #10:** All functions should adopt a performance standard of serving 90% or more of customers within a 15-minute wait time. (Closed 2017)
- #11:** 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. (Closed 2017)

Closeout

Council approved additional positions in the Fiscal Year 2015-16 budget to assist with workload. Strategies aimed at meeting wait time targets include utilizing new software to accurately assess wait times as well as training and utilizing other staff to perform some base level tasks so that primary Intake staff have more time to commit to customer visits. Intake staff have a viewable Customer Wait monitor installed so that waiting customers can be seen without switching back and forth on the desktop computer screen. The Supervisor will continue to monitor and make necessary process and procedure improvements to maintain wait time goals.

Zucker Recommendation

#12: Managers should work on changing the culture of Planning and Development Review Department as outlined in Table 3. (Closed 2018)

Closeout

Over the course of the Action Plan's implementation period, the Development Services Department (DSD) has worked to develop a culture of customer service. In July 2016, the Department Director hosted a Leadership Summit that included all DSD Managers and Supervisors. The focus of the summit was to celebrate the team's achievements and to discuss how the department can continue to expand on the customer-centric culture shift that was set in motion with the development of the Department's Action Plan and the creation of the Department itself.

In support of this shift, customer service training is a priority. DSD was the first City department to participate in the city-wide Service with PRIDE Customer Training course. All DSD staff completed this training in 2016. Several DSD divisions also attended specialized Total Customer Service Experience training provided by Amy's EDU. In June 2018, all DSD employees attended the first session in a two-year customer service training engagement provided by Austin Community College. The trainings are mandatory for all department employees and will be 4-hour workshops in summer and winter of 2018 and 2019.

In addition, DSD is now working through 311 to provide 24-7 access to information about the development process. The Department also conducts annual customer satisfaction surveys and uses that information to strategically address areas of concern. To build on the information collected regarding customer experience, DSD hosted focus groups in January 2018 with some of our key industry stakeholders, including the Austin Board of Realtors, Home Builders Association of Greater Austin, Barron Custom Design, Turner Residential Realtors, and the Real Estate Council of Austin. A list of 64 recommendations was developed that will result in win-win efficiencies for the department and our customer base. Timelines have been established for completing each of the recommendations.

Customer service remains a priority for DSD. The Department will continue to work with all stakeholders to ensure consistent growth and improvement in this realm.

Zucker Recommendation

#13: Austin should begin a phased in expediting process for all functions. (Closed 2017)

Closeout

On March 2, 2017, Council approved an amendment to City Code Title 4 establishing requirements for an expedited development permitting program for Residential and Commercial projects and adopted the associated fee schedule. Full-time positions were subsequently approved. The program began accepting applications in the fall of 2017.

Zucker Recommendation

- #14:** Planning and Development Review Department should review the methodology used to determine the amounts for the Expense Refunds. (Closed 2015)

Closeout

The Acting Financial Manager of the Development Services Department verified the methodology and developed the Expense Refund amounts reflected in the Fiscal Year 2015-16 budget submittal.

Zucker Recommendation

- #15:** Discussions should be held with the Code Compliance Department concerning the appropriateness of a Code Compliance Expense Refund for Planning and Development Review Department. (Closed 2015)

Closeout

It was determined that an expense refund from the Austin Code Department (ACD) was not warranted. The Acting Financial Manager of the Development Services Department verified the absence of an expense refund from ACD.

Zucker Recommendation

- #16:** Planning and Development Review Department should conduct an annual review of the budget office's Transfers and Other Budget Costs including Support Services Costs. (Closed 2016)

Closeout

The Development Services Department does not have the ability to change the transfer amount. The Budget Office allocates the cost of internal services departments to operating departments and adjusts the budgets of those operating departments accordingly.

Zucker Recommendation

- #17:** 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. (Closed 2018)
- #18:** 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. (Closed 2018)
- #19:** 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. (Closed 2018)

Closeout

In July 2015, an Action Plan was created detailing specific steps to be taken, timelines, financial considerations, and individuals responsible for implementing the recommendations included in the Zucker Report. Discussion about conversion to an Enterprise Fund and establishing a reserve account began in 2015 shortly after completing the Action Plan. After close coordination with corporate Budget, City Management, and Council, Development Services was on track for conversion to an Enterprise Fund in Fiscal Year 2017-18. During the planning portion of that Fiscal Year, a decision was made to delay conversion to a Fiscal Year 2018-19. With the approval of the Fiscal Year 2018-2019 budget, Council authorized the Development Services Department's conversion to an enterprise fund and the creation of a reserve fund. Effective Fiscal Year 2018-2019, the starting reserve fund balance is \$9.1 million.

Zucker Recommendation

- #20:** 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. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department (DSD) did not concur with this recommendation. DSD's policy is to charge full cost of service for all fees with the transition to an Enterprise Fund group.

Zucker Recommendation

- #21:** The fee structure should be reviewed to add extra charges after a third review. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation.

Zucker Recommendation

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

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #23:** Planning and Development Review Department should develop a projection of development activity and revenue to be used in budgeting and setting of a reserve account. (Closed 2018)

Closeout

The Development Services Department (DSD) Financial team is responsible for tracking development activity, revenues collected, and ensuring all DSD fees reflect the cost of service. In addition, DSD commissions an annual Development Applications Forecast produced by the local real estate research firm, Capitol Market Research, to aid in projecting annual development activity. With the approval of the Fiscal Year 2018-2019 budget, Council authorized DSD's conversion to an enterprise fund and the creation of a reserve fund. Effective Fiscal Year 2018-2019, the starting reserve fund balance is \$9.1 million.

Zucker Recommendation

- #24:** Departments and divisions in the planning and development process should conduct a study and have uniform office hours whenever possible. (Closed 2018)

Closeout

In 2015, a matrix was developed mapping the walk-in hours for teams that provide development services. The information collected from this mapping exercise was used to inform staffing decisions and to ensure walk-in hours were complementary in the interest of the customer.

In January 2018, the Development Services Department (DSD) held focus groups with some of the City of Austin's key industry stakeholders, including the Austin Board of Realtors, Home Builder's Association of Greater Austin, Barron Custom Design, Turner Residential Realtors, and the Real Estate Council of Austin. A list of 64 recommendations was developed that will result in win-win efficiencies for the department and our customer base. One of those recommendations is to conduct a review of customer service hours across all divisions with the goal of creating more consistency department-wide to improve the customer experience. This recommendation will be considered in future business planning activities.

In addition, a new Customer Experience work unit has been established. This unit will oversee the Service Center (formerly the Permit Center) and Intake functions for Residential Plan Review, Commercial Plan Review, Expedited Plan Review, Site and Subdivision Inspections, Building Inspections, and the Volume Builder team. As a part of this transition, all Intake staff will be co-located on the 3rd floor of One Texas Center. The remodel to accommodate that move will be complete in May 2019. In 2020, when the Planning and Development Center is open for business, all customer facing staff will be co-located on the 1st floor which will maximize staff accessibility.

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. (Closed 2018)
- #28:** 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 between the Departments. (Closed 2018)
- #193:** Planning and Development Review Department and the Legal Department should meet to discuss timing issues, quality of requests, and quality of response issues regarding legal documents for Land Use. (Closed 2018)
- #208:** The Planning and Development Review Department Managing Engineer, Assistant Director, and the Environmental Program Coordinator should meet with the City Attorney and appropriate attorneys to solve coordination issues. (Closed 2015)

Closeout

The Land Use Review (LUR) Division Manager worked with the Law Department Division Chief to develop agreed upon standard timelines for the review of documents and easements in support of LUR review processes. Some of those documents are now available and reviewed in AMANDA as well. A Coalition Agreement between the Development Services Department (DSD) and the Law Department was executed in February 2018. The agreement establishes the roles and responsibilities of each department with regard to legal support for DSD and the development review process. In addition, DSD has hired a Development Officer. The Development Officer will function as an internal departmental resource in assisting with technical interpretations of the Land Development Code and Criteria and will represent the department on regulatory issues before City boards, commissions, and City Council. With regard to DSD's enforcement of environmental regulations, the relevant Law Division Chief and Environmental Inspections Manager agreed to a procedure that forwards all code related issues to Law by the team's legal coordinator.

Zucker Recommendation

- #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. (Closed 2016)
- #29:** Human Resources should conduct a classification/compensation review and adjust the compensation commensurate with the management level for the Planning and Development Review Department staff attorney/ legal advisor position. (Closed 2016)

Closeout

After consultation with the Law Department, it was concluded that all attorneys must be housed in the Law Department. The relevant Law Division Chief and Environmental Inspections Manager agreed to a procedure that forwards all code related issues to Law by the team's legal coordinator. Compensation of the team's legal coordinator is compliant with the City's compensation policy.

Zucker Recommendation

- #30:** 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. (Closed 2017)

Closeout

A contract for construction of a new Planning and Development Center has been executed. The new facility will co-locate all City staff with a role in the development process. The space is projected to be complete and ready for occupation in spring 2020.

Zucker Recommendation

- #32:** Explore the possible use of temporary work trailers or office trailers in the parking lot to handle space needs. (Closed 2015)

Closeout

Funding for this recommendation was not approved in the Fiscal Year 2015-2016 Operating Budget. One Texas Center was remodeled to address space needs. The "remote service" project is on hold indefinitely.

Zucker Recommendation

- #33:** Planning and Development Review Department budget should be changed to add a Deputy Director for operations to include the One-Stop-Shop and Support Services. (No action taken- Department did not concur with this recommendation)

Closeout

The Development Services Department (DSD) did not concur with this recommendation. In November 2017, DSD hired a Deputy Director but the reporting relationships in the department differ from what was recommended.

Zucker Recommendation

- #34:** The Planning and Development Review Department Director should re-set priorities and increase delegation. (Closed 2015)
- #37:** The Financial Manager should report to the Administrative Officer. (Closed 2015)
- #355:** All budget and accounting functions should report to the Chief Administrative Officer. (Closed 2015)
- #364:** The Accounting Manager should report to the Financial Manager. (Closed 2015)

Closeout

The reorganization of the Planning and Development Review Department into the Development Services Department (DSD) and the Planning and Zoning Department allowed both Directors the opportunity to delegate to their respective managers and focus on key priorities. All budget and accounting functions, including the DSD Financial Manager, now report to the Assistant Director that oversees Strategic Operations. The Accounting Manager position was transferred to the Planning and Zoning Department (PAZ) and reports directly to the PAZ Director.

Zucker Recommendation

- #35:** The Development Assistance Center should report to the Assistant Director that handles plan review and the permit center. (No action taken- Department did not concur with this recommendation)
- #36:** The Land Use Review Section and the Site/Subdivision Inspection Section should be under the same Assistant Director. (No action taken- Department did not concur with this recommendation)

Closeout

The Development Services Department did not concur with this recommendation.

Zucker Recommendation

- #38:** The topics for the weekly Lead Team meetings and monthly Division Managers meetings should be changed. (Closed 2015)
- #39:** There should be an agenda for the weekly Lead Team meetings and the monthly Division Managers meeting. (Closed 2015)
- #40:** The Planning and Development Review Department Director should review the attendance list for the Lead Team meeting. (Closed 2015)

Closeout

Beginning in April 2015, the Directors of the Development Services Department and Planning and Zoning Department began preparing agendas for their respective lead team meetings. Minutes are recorded and distributed to all employees. Department Directors are proactively incorporating different topics and trainings in each meeting.

Zucker Recommendation

- #41:** 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. (Closed 2017)
- #44:** All, or most, development application plan reviews and approvals should be consolidated within PDRD and the processes should be memorialized in Memos of Understandings. (Closed 2017)
- #45:** Review staff currently in operating departments should be transferred to PDRD as needed. (Closed 2015)
- #46:** Infrastructure field inspection for private development should be consolidated in PDRD's Site/Subdivision Review Division. (Closed 2015)
- #47:** Hire consultants as necessary to analyze the recommendations concerning plan review and inspections using the five steps outlined below. (Closed 2015)
- #97:** 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). (Closed 2017)
- #113:** 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. (Closed 2017)
- #460:** All the City departments involved in the development process should review questions 18 and 19 and develop ways to address the stakeholder concerns. (Closed 2015)

Closeout

As follow-up to Zucker Systems' Workflow Organizational Assessment of the Planning and Development Review Department, the City contracted with Zucker Systems for additional analysis of work that occurs with departments who partner in the administration of the development process. That review culminated in a report that includes 104 recommendations for improving the work of the Development Services Department and partnering departments. Ultimately, the follow-up report did not recommend consolidation of all development related functions; instead, it recommended creation of memorandums of understanding (MOUs) between the Development Services Department (DSD) and our partner departments to define roles and responsibilities. As of December 2018, 12 coalition agreements have been completed. The impact of these agreements is significant. DSD remains committed to completing negotiation of all required coalition agreements and keeping them updated as business needs continue to evolve.

In addition to having coalition agreements in place with departments that partner in the development process, a contract for construction of a new Planning and Development Center was approved by Council in August 2017. The new facility will co-locate all City staff with a role in the development process. The space is projected to be complete and ready for occupation in spring 2020.

Zucker Recommendation

- #42:** All reviewers of plan review should have times recorded and monitored in the AMANDA system. (Closed 2015)
- #294:** Staff to track their time on a project basis in AMANDA so that the data can be used to establish basic workload units. (Closed 2015)

Closeout

Upon further evaluation, the Development Services Department (DSD) did not concur with this recommendation. This is a standard feature in AMANDA that can be used by staff. The Division Managers elected not to implement this recommendation.

Zucker Recommendation

- #43:** 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. (Closed 2017)

Closeout

Standard operating procedures have been developed to streamline and clarify the rules posting process. All rules were scheduled to be updated through the technical criteria manual re-write associated with the implementation of CodeNEXT. The CodeNEXT process was suspended in August 2018. Staff will revisit this recommendation as appropriate, pending further direction from the City Manager.

Zucker Recommendation

- #48:** 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.
- (Closed 2015)

Closeout

The Development Services Department and partner departments are actively incorporating the three performance techniques. These include updated performance measures, standardized review times, utilizing overtime, additional temporary and/or permanent staff to eliminate backlogs, and monitoring of performance.

Zucker Recommendation

- #49:** The Planning and Development Review Department should present the Performance Measures data in a more usable format similar to the example shown above. (Closed 2017)

Closeout

Development Services has one executive “roll up” dashboard and 10 management dashboards covering customer wait times, plan review turnaround, permit activity, and inspection performance. Each management dashboard has a “personal” version where all users can view their individual performance compared to the average of their peers. There are also a variety of reports to allow fee auditing, monitoring certain permits (flood related, utility lines, etc.), tracking, and electronic plan review activity, among other specialized activities. Performance Measures and target goals are documented in a Success Metrics document which is uploaded to the website monthly.

Zucker Recommendation

- #50:** 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;
Convert calendar days to business days.
- (Closed 2017)

Closeout

Performance Measures and target goals are documented in a Success Metrics document which is uploaded to the website monthly. Review periods were also revised.

Zucker Recommendation

- #51:** All documents and website postings that reference turnaround times should state that the timeframes are measured as business days. (Closed 2016)

Closeout

Code amendments to modify review times to business days have been adopted by Council and are now being utilized for all reviews.

Zucker Recommendation

- #52:** The Department should establish 90% as the target for meeting performance standards. (Closed 2017)
- #54:** 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. (Closed 2017)
- #99:** The target turnaround time for major commercial projects exceeding \$1 million in valuation should be 20 business days and met 90% of the time. (Closed 2017)
- #220:** 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. (Closed 2016)
- #288:** The Department should adopt the performance standards in the table above for Residential Plan Review turnaround times. (Closed 2017)

Closeout

The Development Services Department (DSD) adjusted performance measures and critical plan review turnaround times to reflect staff capacity based on application volume and available resources. DSD also created new measures to more accurately reflect the performance of DSD as opposed to DSD and all reviewing departments combined. As of Fiscal Year 2018, on-time DSD review targets are set at 90% for Commercial Plan Review and Residential Plan Review; and at 80% for Site Plan and Subdivision Review.

Zucker Recommendation

- #53:** Whenever a performance standard cannot be met, additional staff, use of overtime, or consultants should be added to the function. (Closed 2017)
- #98:** 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. (Closed 2017)
- #274:** 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. (Closed 2017)
- #289:** The information provided in the Residential Review Performance Measures Table should be expanded to include relationships between activity levels and available staffing. (Closed 2017)
- #295:** 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. (Closed 2017)

Closeout

Funding for additional staff, overtime, and consultants to meet performance standards, was approved in the Fiscal Year 2015-16, as well as Fiscal Years 2016-2017 and 2018-2019. New tracking tools have been created by the Development Service Department (DSD) Information Technology personnel using Microstrategy. This data can be used by DSD managers to develop activity projections and to clearly identify where plan review projects are being held up. In addition, DSD commissions an annual Development Applications Forecast produced by the local real estate research firm, Capitol Market Research, to aide in projecting annual development activity. The ability of DSD to respond quickly to changing demand for services is dependent on the conversion of DSD to an enterprise department which was approved beginning Fiscal Year 2018-19.

Zucker Recommendation

- #56:** Planning and Development Review Department should review its approach to working with neighborhoods in an attempt to strengthen relations.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #58:** The Planning and Development Review Department should use consistent terminology for all publications, signs and the website. (Closed 2016)

Closeout

The Development Services Department updated documentation and the department's website to provide consistent terminology.

Zucker Recommendation

- #59:** Combine the Building and Fire Board of Appeals, the Electric Board, and the Mechanical, Plumbing and Solar Board. (No action taken- Deferred to City Council)
- #444:** The Electrical Board should be consolidated with Building and Fire Code Board of Appeals. (No action taken- Deferred to City Council)
- #447:** The Mechanical, Plumbing and Solar Board should be consolidated with Building and Fire Code Board of Appeals. (No action taken- Deferred to City Council)

Closeout

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.

Zucker Recommendation

- #60:** 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. (Closed 2017)

Closeout

Third floor inspection area improvements were completed in Spring 2017.

Zucker Recommendation

- #61:** The Building Official should relocate the minimum inspector qualifications from the adopted ordinances and place them in the approved job descriptions. (Closed 2017)
- #62:** 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. (Closed 2017)

Closeout

Qualifications were removed from the Uniform Mechanical Code, the Uniform Plumbing Code, and the International Residential Code in June 2017, and from the International Building Code and National Electrical Code in September 2017. Qualifications can now be found in the Building Criteria Manual.

City of Austin Inspector titles and qualifications are interdepartmental. This limits an individual department's ability to customize job descriptions and qualifications on an as needed basis. The Building Official developed a recommendation for individualizing these positions with qualifications and responsibilities specific to Development Services Department (DSD) needs. This recommendation may be considered in future business planning activities.

Zucker Recommendation

- #63:** The Building Official should augment the current qualitative performance standards for next-day inspections with a qualitative standard to ensure quality inspections. (Closed 2017)
- #88:** The Building Official should direct the inspections supervisors to implement a comprehensive audit program. (Closed 2017)

Closeout

At this time, qualitative performance standards and an associated audit program have not been developed. The Inspections team has been focused on performing inspections and meeting existing service demands. In the absence of an audit program, training opportunities have increased significantly and supervisors participate in ride-alongs which provide for coaching opportunities in the field. Other interim measures include the development of a new scheduling system for inspections and additional inspections staffing. These recommendations may be considered in future business planning activities.

Zucker Recommendation

- #64:** 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. (Closed 2017)

Closeout

Existing re-inspection fees are enforced which provide for full cost recovery.

Zucker Recommendation

- #65:** The Building Official should hire the equivalent of three additional Combination Residential Inspectors and one supervisor as part of a multiphase staffing augmentation program. (Closed 2017)
- #66:** 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. (Closed 2017)

Closeout

Residential inspectors are qualified to inspect building, mechanical, and plumbing work. Funding for a supervisor position was approved in the Fiscal Year 2015-16 Budget. Three additional inspectors were approved in Fiscal Year 2016-17; one for residential, two for commercial. Staffing needs are evaluated on an ongoing basis. Requests for additional resources are considered from a department-wide perspective.

Zucker Recommendation

- #67:** 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. (Closed 2017)
- #100:** The existing backlog for commercial plan review needs to be eliminated through the use of outside plan review consultants. (Closed 2017)_
- #107:** 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. (Closed 2017)
- #296:** 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. (Closed 2017)

Closeout

The Development Services Department (DSD) began work with a third party plan review and inspections company in 2016. The department continues to utilize overtime and temporary staff as needed. In addition, review times were amended in May 2017 to more accurately reflect what is achievable based on the current regulatory environment and workload.

Zucker Recommendation

- #68:** The Building Official should adopt the International Code Council set of national codes in order to achieve a more harmonized set of codes. (Closed 2017)

Closeout

In 2017, Council adopted International Code Council (ICC) technical codes for all disciplines with the exception of plumbing and mechanical codes. Staff did not propose adoption of the International Mechanical Code due to a lack of support from the Mechanical, Plumbing and Solar Board. Staff proposed adoption of the International Residential Code (IRC) with elements of the International Plumbing Code incorporated but Council ultimately adopted the IRC with elements of the Uniform Plumbing Code as an alternative. The Development Services Department is no longer pursuing adoption of the ICC technical codes for plumbing or mechanical systems.

Zucker Recommendation

- #69:** The Building Official should work to eliminate existing local code amendments whenever possible. (Closed 2017)

Closeout

In 2017, Council adopted amendments to the following national and international codes and their associated local amendments:

- 2017 National Electric Code
- 2015 International Residential Code
- 2015 Uniform Mechanical Code
- 2015 Uniform Plumbing Code
- 2015 International Energy Conservation Code
- 2015 International Building Code
- 2015 International Existing Building Code
- 2015 International Property Maintenance Code
- 2015 International Fire Code

Overall, local amendments administered by the Development Services Department were reduced by approximately one-third.

Zucker Recommendation

- #70:** The Building Official should reevaluate the existing expired permit program and redirect resources to only those projects with outstanding life safety issues. (Closed 2017)
- #71:** The Building Official should have staff identify projects with expired permits that represent life safety concerns and have those concerns recorded against the property. (Closed 2017)
- #72:** The Building Official should assign inspectors to conduct site visits on projects with current permits that are approaching their expiration date. (Closed 2017)
- #73:** The Building Official should treat expired permit inspections similar to other inspections for the purpose of establishing minimum required staffing levels. (Closed 2017)
- #305:** The Residential and Commercial Plan Review Coordinators need 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. (Closed 2017)

Closeout

The inspections workload is too great to allow an effective program for addressing expired permits with current staffing levels. Researchers at Texas State University were contracted to provide recommendations for addressing expired permits and work without permits. The report was finalized in July 2017 and includes recommendations related to process and required resources. These recommendations may be considered in future business planning activities.

Zucker Recommendation

- #74:** The Building Official should modify the code to extend the period that a permit can remain active to 365 days without inspection rather than the current 180 days. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. The 180-day timeframe has been a reasonable time period for active construction projects and the 2015 International Building Code includes a provision that provides for an annual permit given certain conditions are met.

Zucker Recommendation

- #75:** The Building Official establish a program to monitor the effectiveness of third-party Special Inspectors assigned to projects in Austin. (Closed 2017)

Closeout

The procedures for implementation of the special inspections process have been updated. Staff does not have the resources for implementation of a full audit program but the revised procedures make the associated data easier to track and document. A structural engineer was hired and is responsible for spot checking special inspection data as routinely as possible. The structural engineer remains available for questions from the inspections team.

Zucker Recommendation

- #76:** The Chief Electrical Inspector should meet with Austin Energy staff to discuss and resolve inspector concerns about inspecting per utility standards. This should be memorialized in a Memorandum of Understanding. (Closed 2017)

Closeout

Conversations between Austin Energy and the Development Services Department Electrical Inspections team have occurred on several occasions. There is a clear understanding of responsibilities.

Zucker Recommendation

- #77:** The Information Technology Department should expedite the current process of upgrading existing inspector field computers to enhance in-field communication reliability. (Closed 2017)
- #404:** Continue current analysis and planning to deploy AMANDA Mobile to inspectors using notebook computers, tablets, or other handheld devices. (Closed 2015)

Closeout

The Communications and Technology Management department assigned a project manager to assist multiple departments in selecting new field computers/ tablets that meet the necessary endurance specifications. The units have been purchased and deployed and are using NetMotion to improve connectivity. The AMANDA Operating Board made a recommendation to not pursue the implementation of the mobile module from CSDC due to limitations and missing capabilities necessary for inspection staff. The Development Services Department continues to explore alternatives that enhance efficiency.

Zucker Recommendation

- #78:** 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. (Closed 2017)

Closeout

At the recommendation of the corporate Human Resources Compensation Division, the executive team decided to reclassify all Permit Review Specialists to Customer Service Representatives for better function alignment. The transition is complete.

Zucker Recommendation

- #79:** The existing Interactive Voice Response (IVR) system should be modified or replaced to reduce complexity and add flexibility for customer use. (Closed 2017)
- #80:** The Chief Building Inspector should research what technologies or IVR systems other jurisdictions are using that would improve the customer's experience (Closed 2017)
- #81:** 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. (Closed 2017)
- #86:** 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. (Closed 2017)

Closeout

The Interactive Voice Response system functions as intended and does not need to be updated. It is intended to provide basic functionality and there are no plans to enhance it at this time. Status information for permits and inspections can be obtained online using the AB+C portal. The desire is for users to move to using the AB+C portal. The system cannot be modified to accept multiple requests since each permit (building, electrical, mechanical, and plumbing) is filed individually in AMANDA. The Building Inspection Division does not currently support an automated call ahead feature due to the variability of time individual inspections can take; however, the Development Services Department (DSD) has taken other measures to assist with inspections volume such as the creation of a new scheduling system for inspections and the addition of inspections staffing. DSD Information Technology staff is also researching alternative communication methods. These recommendations may be considered in future business planning activities.

Zucker Recommendation

- #82:** The use of pagers and personal cell phones should be abandoned in favor of City owned cell phones provided to field inspectors. (Closed 2015)
- #83:** 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. (Closed 2015)

Closeout

Cell phones were issued to all Building Inspectors in April 2015. Phone numbers are published online, in the City Directory, and are referenced on all inspector business cards.

Zucker Recommendation

- #84:** The Building Criteria Manual should be carefully reviewed and updated to reflect the Department's current policies and procedures. (Closed 2017)
- #85:** 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. (Closed 2019)

Closeout

Updates to the Building Criteria Manual (BCM) occur on a regular basis as rules change and/ or as rules are adopted. The BCM was scheduled to be updated through the technical criteria manual re-write associated with the implementation of CodeNEXT. The CodeNEXT process was suspended in August 2018. Staff will revisit this recommendation as appropriate, pending further direction from the City Manager.

With regard to use of the internal G drive, the Development Services Department (DSD) is working with the Communications and Technology Management Department to expand the use of SharePoint. This portion of the recommendation may be considered in future business planning activities.

Zucker Recommendation

- #87:** 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. (Closed 2015)

Closeout

Inspections Supervisors and Lead Inspectors check To-Do lists on a daily basis and re-assign inspections as needed to re-distribute the work load.

Zucker Recommendation

- #89:** A comprehensive on-going in-house training program should be established for each inspection group. (Closed 2017)

Closeout

The Development Services management team established a methodology for incorporating funding for training and professional development that is included in the Department's annual budget proposal. Each inspection discipline has the opportunity to receive targeted training offered by organizations such as the Building Professionals Institute. In addition, the Building Official continues to meet bi-weekly with division managers and monthly with all supervisors. Training needs remain an ongoing topic for these meetings.

Zucker Recommendation

- #90:** The inspector training program should include a program on inspecting properties for historical preservation.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #91:** 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. (Closed 2017)

Closeout

The focus of Recommendation No. 91 is on the State of Texas' requirement that all plumbing and electrical inspectors be licensed by the State. In response to this recommendation, staff consulted with industry professionals to gauge the potential for initiating a change to plumbing certification requirements. Based on the feedback received, it was determined that a certification change that would have state-wide implications was not likely. The Development Services Department does not intend to pursue this change further nor does the Department recommend a change in certification requirements for electrical inspectors.

Zucker Recommendation

- #92:** The organizational structure of the Commercial Review Division should be reviewed to determine if a management position could be relocated or eliminated. (Closed 2017)
- #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. (Closed 2017)
- #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. (Closed 2017)
- #108:** A career ladder should be completed for the Commercial Plan Examiner position to reflect increasing levels of qualifications. (Closed 2017)
- #109:** Experienced Inspectors should be encouraged to pursue employment as a Plans Examiner as a means of extending their career with the City. (Closed 2017)
- #120:** 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. (Closed 2017)
- #306:** The overall scope of residential plan reviews needs to be expanded and Plans Examiners need to be certified to perform residential plan review. (Closed 2017)

Closeout

A career ladder for the Plan Review job family was approved by corporate Human Resources in July 2017 and includes certification requirements and credentialing. All current employees were mapped into the new job classifications, and affected vacant positions were reclassified into the appropriate new plan review titles. The Commercial Plan Review Division was reorganized as a part of that transition. Quick Turnaround reviews are currently assigned to the appropriate staff as recommended.

With the implementation of the career progression program for plan review in 2017, the pay scales for plans review now provide an incentive for experienced inspectors to apply for those positions. Staff is always encouraged to pursue professional development.

Zucker Recommendation

- #94:** The Department should immediately recruit and hire staff to fill the vacant Plan Review Coordinator positions. (Closed 2015)

Closeout

The referenced positions were filled by July 2015.

Zucker Recommendation

- #95:** Managers and Supervisors should be urged to be more decisive when responding to requests for direction from staff. (Closed 2017)

Closeout

The Development Services team decided that an interactive approach would best serve the needs of the team. The Building Official meets bi-weekly with division managers and monthly with all supervisors. Decision making processes and delegation of authority remain an ongoing topic for these meetings

Zucker Recommendation

- #96:** The category descriptions in the Performance Standards for Commercial Plan Review should be modified to clearly reflect what is being measured. (Closed 2016)

Closeout

Commercial Plan Review Performance Measures were reviewed and revised.

Zucker Recommendation

- #101:** The Chief Plans Examiner should develop a system of establishing plan review workload units. (Closed 2017)
- #102:** 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. (Closed 2017)
- #103:** The Chief Plans Examiner should consult the recent Fee Study as an aid in determining plan review workload units. (Closed 2017)
- #104:** The Chief Plans Examiner should consult invoices provided by plan review consultants to help establish plan review workload units. (Closed 2017)

Closeout

In lieu of establishing workload units, the Chief Plans Examiner decided reviews would be managed by assignment based on workload and required skill level.

Zucker Recommendation

- #106:** The staffing level in the Commercial Review Section should be augmented with five positions. (Closed 2015)

Closeout

The funding for this recommendation was approved in the Fiscal Year 2015-16 Operating Budget.

Zucker Recommendation

- #110:** Commercial Intake Counter staff should be cross-trained with other intake staff with the long-term goal of consolidating all intakes into single location. (Closed 2017)
- #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. (Closed 2017)
- #280:** 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. (Closed 2018)
- #290:** Combine the Residential and Commercial Intake counters at a single location. (Closed 2017)
- #308:** The work performed by the intake staff should be audited periodically to confirm completeness checks are comprehensive and consistent. (Closed 2018)

Closeout

With regard to Recommendations 110, 111 and 290, the second floor, which houses Commercial and Residential Plan Review, was remodeled in 2016. Both Commercial and Residential intake groups are actively engaged in communicating with each other and assessing the differences in processes. A new Customer Experience work unit has been established. This unit will oversee the Service Center (formerly the Permit Center) and Intake functions for Residential Plan Review, Commercial Plan Review, Expedited Plan Review, Site and Subdivision Inspections, and the Volume Builder team. A unit manager was hired in September 2018. Once the team is fully functional, the unit will be responsible for developing standard operating procedures for all permit types and all intake functions will be cross-trained. With regard to Recommendations 280 and 308, audit programs have not yet been created. These recommendations may be considered in future business planning activities.

Zucker Recommendation

- #112:** Plans Examiners should be designated to perform Project Manager responsibilities for commercial projects. (Closed 2017)

Closeout

The Assistant Director has created a new career progression program for Plan Review staff. Although the project manager function has not been utilized, the higher levels of the career ladder include lead responsibilities and provide for project manager capabilities and compensation.

Zucker Recommendation

- #114:** 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. (Closed 2017)

Closeout

A Standard Operating Procedure was created documenting assignment procedures. Intake Coordinators assign projects based on workload and required skill level.

Zucker Recommendation

- #115:** The Chief Plans Examiner needs to direct the Plan Review Coordinators to periodically conduct audits of the reviews completed by their assigned Plan Examiners. (Closed 2017)
- #116:** All first reviews to be comprehensive and included in the Plan Review Audit Program. (Closed 2017)
- #117:** Observations for the Audit Program should be used to improve the in-house training program and individual performance. (Closed 2017)
- #118:** 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. (Closed 2017)

Closeout

Periodic audits are conducted using the standardized comment checklists and comment library created for all disciplines. Corrections and follow-up occur on a case by case basis. A Standard Operating Procedure for Plan Review Consistency was created and is in effect.

Zucker Recommendation

- #119:** 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. (Closed 2015)

Closeout

An internal audit of the Quick Turnaround process was conducted by management and improvements were made to this process. Improvements include creation of a Quick Turnaround (QT) Permit Process Checklist, a preliminary form certifying that the project qualifies for QT review, and a calendar rotation for staff assigned to QT reviews.

Zucker Recommendation

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

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

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

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #123:** 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.

Closeout

Assigned to the Planning and Zoning Department.

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.

Closeout

Assigned to the Planning and Zoning Department.

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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

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

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #127:** Working with Austin Utilities departments responsible for other infrastructure services, prepare and adopt an infrastructure element for Imagine Austin.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

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

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #129:** 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 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).

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #130:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #131:** Provide stronger supervision, better definition of work programs, and measurable performance goals for the Neighborhood Assistance Center.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #132:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #133:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #134:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #135:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

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

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #137:** Computer fillable applications and forms for all Division application processes should be created. (Closed 2018)

Closeout

All Development Services Department applications originally identified by the report were converted to fillable PDFs and added to the Austin Build and Connect (AB+C) Portal. All new applications will be created as fillable PDFs.

Zucker Recommendation

- #138:** Application forms should be translated into Spanish and posted online.

Closeout

Assigned to the Planning and Zoning Department.

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 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #140:** The Current Planning Division should re-establish an outcard system for paper files.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #141:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #142:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #143:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #144:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #145:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #146:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

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

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #149:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #150:** Identify training needs related to customer service and the AMANDA system.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #151:** Provide cross-training opportunities within the Current Planning Division and between the other Planning related functions.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #152:** The Current Planning Division should create an annual Work Program as part of the budget process.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #153:** A formal policy should be adopted to reject all incomplete applications.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #154:** 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 Application submittals.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #155:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #156:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #157:** The City should update the MUD and PID policies to provide an updated growth management framework for the City.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #158:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

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

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #161:** Create a staffing model for Historic Preservation Function using application labor hours derived from the Planning and Development Review Department fee study to determine appropriate staffing levels for the function to justify the need for additional staff.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #162:** Configure AMANDA to allow for online submittal and payment of Historic Preservation Applications.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

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

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #164:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #165:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #166:** 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.

Closeout

Assigned to the Planning and Zoning Department.

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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

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

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #170:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #171:** There should be an appropriation for mapping of the new code and an electronic code.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #172:** The Director of the Planning and Development Review Department should actively participate in the CodeNEXT project.

Closeout

Assigned to the Planning and Zoning Department.

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. (Closed 2015)
- #183:** The Development Assistance Center (DAC) Division Manager needs to develop a system to frequently disseminate important information to all employees in the Division. (Closed 2015)
- #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. (Closed 2015)

Closeout

The two Development Services Process Coordinators in the Development Assistance Center (DAC) were designated as leads/supervisors, thereby significantly reducing the number of direct reports for the DAC Manager. With this organizational change, it became much more feasible to schedule staff meetings. The Manager schedules regular meetings with the two leads to share information from management meetings, and a separate regular meeting with the remaining non-lead direct reports. DAC division-wide meetings are held every month. The two leads also meet regularly with their direct reports to disseminate information.

Zucker Recommendation

- #174:** The Development Assistance Center Manager should establish employee performance standards, performance auditing and ongoing employee training to bring meaning back to Employee Performance Evaluations. (Ongoing)

Closeout

The Development Assistance Center (DAC) implemented standard improvements to metrics, such as 90% on-time turnarounds for Site Plan Exemptions and Corrections, as well as metrics aimed at improving customer wait time. The DAC Manager is working with the Organizational Development Division of the corporate Human Resources Department to review all performance metrics and develop a process for incorporating these standards into individual performance reviews.

Zucker Recommendation

- #175:** 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. (Closed 2017)

Closeout

Historical customer counts and application submittals are maintained on an ongoing basis. Staffing levels are evaluated each budget cycle based on historic trends taken in context with budgetary reality. The Development Assistance Center is adequately staffed and has an interdivisional support system in place with the Land Use Review Division to address workload issues during peak periods or absences.

Zucker Recommendation

- #176:** 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. (Closed 2017)

Closeout

A new Environmental Review Specialist Senior position was approved in the Fiscal Year 2016-17 budget and was hired in the first quarter of Fiscal Year 2017. Land Use Review staff is now providing backup support for the Development Assistance Center Environmental Review Specialist. A standard operating procedure was developed in 2017 formalizing this process.

Zucker Recommendation

- #177:** Examine how the Planning and Development Review Department Development Assistance Center specialists are managed to ensure both day-to-day operational assignments and on-going technical training requirements are addressed. (Closed 2017)

Closeout

The Land Use Review Division (LUR) and the Development Assistance Center (DAC) continue to work collaboratively to ensure consistency in code and criteria interpretations by staff in each division. DAC staff currently attends weekly LUR staff meetings for consistency in application of Code and Criteria. Training on code and criteria changes also occurs during weekly staff meetings.

Zucker Recommendation

- #178:** 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. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation.

Zucker Recommendation

- #179:** To reduce customer wait times the Development Assistance Center Manager should request an additional four staff positions or consultants to support Zoning, Transportation, Administrative Exemptions and Environmental Reviews. (Closed 2017)

Closeout

One Planner Senior position supporting zoning/site plan consulting was approved in Fiscal Year 2015-16. Absent additional staffing, DAC, Land Use Review and Community Tree managers established a standard operating procedure establishing interdivisional back-up support for all review disciplines as necessary for DAC staff absences as well as peak-demand assistance during DAC walk-in hours when customer wait times approach stated max wait time goals.

Zucker Recommendation

- #180:** Plans approved by Commercial and Residential Plan Review Sections should be delivered to the first floor Development Assistance Center Research and Document Sales Center for retention and subsequent distribution to customers after they have paid their outstanding permit fees. (Closed 2016)

Closeout

The 1st floor remodel of the Service Center included additional room for storage of approved building plans. This recommendation is no longer applicable.

Zucker Recommendation

- #182:** 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. (Closed 2018)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. Staff is not bound to comments provided for a project that has not been formally submitted and does not recommend maintaining records for this project type.

Zucker Recommendation

- #185:** 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. (Closed 2015)

Closeout

With the implemented change in reporting structure, regular staff meetings are now occurring and facilitate the efficient dissemination of information to staff.

Zucker Recommendation

- #186:** Public Notices should be placed in secure enclosures that are readily visible to customers. (Closed 2016)
- #187:** Public Notices intended to be posted should be of large print so they can be easily read by customers. (Closed 2016)

Closeout

In response to these recommendations, public notifications were displayed in an acrylic frame mounted by the lobby door using a standardized notification format. This practice was later updated by the City Clerk's Office. Postings can now be found online.

Zucker Recommendation

- #189:** 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. (Closed 2016)

Closeout

Development Services has an established process for redacting case file information before the information is uploaded to AMANDA. Staff currently utilizes Adobe Pro, which automatically redacts keywords based on input by the user.

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. (Closed 2017)
- #191:** The large quantity of site plan mylars currently stored in the Records Research area should be moved offsite regardless of whether the Corrections program is abandoned. (Closed 2017)

Closeout

The Development Assistance Center team evaluated the possibility of changing how minor corrections are processed and decided not to proceed with a change at this time. With regard to space, an off-site location has been secured to address storage needs.

Zucker Recommendation

- #192:** The City and the Legal Department should review the funding for public information requests and support, if necessary, legislation to increase the cost reimbursement. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. State law establishes the methodology for cost recovery related to public information requests.

Zucker Recommendation

- #194:** The Administrative Supervisor should work with Communications and Technology Management Department to configure AMANDA to collect and report on additional data for the Intake/Notification Function in the Land Use Review division. (Closed 2017)

Closeout

The additional information referenced in this Zucker recommendation supports expanded data collection and the use of automated tools to track the monthly/ annual number of walk-in customers served by Intake staff; the monthly/ annual number of phone calls handled by Intake staff; and, the weekly/ monthly backlog of applications.

Walk-ins, both for Completeness Check and payment of fees, are tracked using a combination of AMANDA and Microstrategy. Customer wait time is tracked using the Customer Wait Tracking System. A Customer Service Representative was hired in Fiscal Year 2015-16 to address application backlog. Application volume is continuously monitored and when necessary, resources are adjusted to ensure backlogs in Intake no longer occur. Phone calls are not the predominant method of communication for the Intake team and are now routed through a centralized line. As a result, phone calls to individual members of the Intake team are not tracked at this time.

Zucker Recommendation

- #195:** The Managing Engineer and section managers and supervisors should hold a series of meetings to discuss how to best address the Managing Engineer's span of control issue. (Closed 2016)

Closeout

Through engagement with the Director, Assistant Director, Human Resources Manager, and Managing Engineer, the Land Use Review Division was reorganized to provide mid-manager level supervision and to consolidate oversight of sections within Land Use Review.

Zucker Recommendation

- #196:** Revise content and approach to Land Use Review division meetings as outlined above. (Closed 2015)

Closeout

Land Use Review (LUR) division meetings utilize agendas that outline the purpose of the meeting. When appropriate, the specific items noted in the Zucker Report are incorporated into the meeting.

Zucker Recommendation

- #197:** The various sections of Land Use Review should update their training manual. (Closed 2017)

Closeout

Individual review discipline sections in Land Use Review have current training manuals that are updated on a regular basis.

Zucker Recommendation

- #198:** Policy and procedural changes should be formally discussed and announced to all staff and Stakeholders in advance of implementation. (Closed 2015)

Closeout

Land Use Review continually develops policy interpretation and procedures focused on improvement. Policies and procedures will continue to be discussed and developed internally with staff prior to formal adoption. The Development Services Department (DSD) will use the department website as the portal for making policies available to the public. Work is underway to develop a centralized interpretations repository, modeled after the City of San Antonio's, to ensure the interpretations are indexed and searchable.

Zucker Recommendation

- #199:** Add one Customer Service Representative. (Closed 2016)
- #200:** 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 fee study to conduct a staffing analysis to determine appropriate staffing levels, if activity volumes significantly increase to justify the need for additional staff. (Closed 2016)

Closeout

A Customer Service Representative position was funded as part of the Fiscal Year 2015-16 Operating Budget. This position was filled as of January 2016. A complete analysis of staffing requirements, staff functions, and responsibilities will be completed following the implementation of electronic plan review.

Zucker Recommendation

- #201:** The Land Use Review Division and Planning and Development Review Department's Human Resources function should carefully monitor staff turnover for the Land Use Review Division. (Closed 2017)

Closeout

The Land Use Review (LUR) Division and Planning and Development Service Department's Human Resources (HR) function are monitoring staff turnover for the Land Use Review Division on an ongoing basis. The LUR Division Manager will continue efforts to diversify career opportunities within the Division to encourage internal promotion and career growth through proper organizational structure. The LUR Division Manager will also continue efforts to evaluate the qualifications and compensation of staff within the division through the City's corporate HR Department. The LUR Division Manager has begun conducting exit interviews.

Zucker Recommendation

- #202:** Confirm the existence of specific AMANDA configuration issues that were reported and initiate correction of these issues through Communications and Technology Management Department as soon as possible. (Closed 2017)

Closeout

Each AMANDA workflow was reviewed during the integration development for the ProjectDox electronic plan review application. Configuration issues and enhancements modifications were incorporated into the redesign of the workflow.

Zucker Recommendation

- #203:** Explore whether the Customer Wait System can be modified to include City Arborist walk-in customers to facilitate more efficient customer service. (Closed 2018)

Closeout

The Community Tree Division was relocated from the 4th floor to the 5th floor. This Division supports residential and non-residential walk-in customers five days a week in the Development Assistance Center. Qless is used to provide this service.

Zucker Recommendation

- #204:** The Supervisor should conduct internal training sessions with staff on process to raise competency levels and processing consistency. (Closed 2015)
- #205:** The Supervisor should identify training needs related to customer service and the AMANDA system and schedule training accordingly. (Closed 2018)
- #206:** Staff should be cross-trained to provide back up, job interest and raise overall competency levels. (Closed 2015)
- #300:** Employees should be surveyed to determine what additional computer training should be provided to enhance the Department's performance. (Closed 2017)
- #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. (Closed 2017)
- #402:** Supplement existing AMANDA training materials by creating written or online materials that are more specific to the Planning and Development Review Department's specific needs. (Closed 2017)

Closeout

As of August 2016, Development Services Department (DSD) employees are surveyed annually to develop training options. The DSD management team also established a methodology for incorporating funding for training and professional development department-wide that is included in the department's annual budget proposal.

DSD was the first City department to participate in the city-wide Service with PRIDE Customer Training course. All DSD staff completed this training in 2016. In addition, several DSD divisions attended specialized Total Customer Service Experience training provided by Amy's EDU. In June 2018, all DSD employees attended the first session in a two-year customer service training engagement provided by Austin Community College. The trainings are mandatory for all department employees and will be 4-hour workshops in summer and winter of 2018 and 2019. The DSD Training Unit continues to study staff training requirements and create or identify appropriate training courses to address deficiencies.

With regard to AMANDA, an Adobe Connect license to develop online computer based training has been procured by Development Services. The creation of online classes for AMANDA V6 will commence when resources are available to assist in the design and content. A temporary position was filled in the 3rd quarter of Fiscal Year 2018 to assist with this effort. Additional resources were also allocated in Fiscal Year 2019. At this time, work with the Communications and Technology Management training staff has focused on electronic plan review computer based training modules. A training lab has been included in the new building requirements. This recommendation may be considered in future business planning activities.

Modifications to internal Land Use Review (LUR) staff training policies and procedures have been implemented to ensure consistency of review. These efforts will be ongoing and supervisors and managers will continue to evaluate the training requirements and procedures. LUR intake, notification, distribution and Planner 1 staff cross train by attending a variety of staff meetings across disciplines to learn about other groups.

Zucker Recommendation

- #207:** The Land Use Review Division Manager should prepare a description and Standard Operating Procedure concerning Division responsibilities related to Travis County. (Closed 2017)
- #234:** 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. (Closed 2017)

Closeout

The Land Use Review Division Manager and the Travis County Planning Manager meet regularly to discuss opportunities for updates and improvements to the County / City Interlocal Agreement. Amendments to the interlocal will require approval of both City Council and the Travis County Commissioners Court. The Development Services Department has hired a Development Officer who will assume responsibility for the ongoing coordination of this action step. This recommendation may be considered in future business planning activities.

Zucker Recommendation

- #209:** A detailed staffing analysis should be conducted to examine competitive salaries, staffing levels, and career advancement plans for the Environmental Review section. (Closed 2017)

Closeout

A detailed staffing analysis of the duties, functions, responsibilities, and pay scales of the Environmental Review discipline was conducted as part of a department-wide review of staff compensation and career advancement opportunities. Two Environmental Review positions were re-classified to Environmental Review Coordinator positions to allow for professional development opportunities.

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. (Closed 2017)

Closeout

After consultation with the City of Austin Law Department, staff determined that the Chapter 245 process is a legal matter. Discussions and deliberations are protected by attorney-client privilege. Applicants are provided an opportunity for an open meeting on appeal of the committee's determinations. The Chapter 245 process is now a function of the Development Services Department. Management and authority over the process has been assigned to an Assistant Director.

Zucker Recommendation

- #211:** The Managing Engineer and the Division Manager over Construction Inspection should discuss the appropriate organizational location for the Barton Springs operating permits. (Closed 2018)

Closeout

In Fiscal Year 2019, the Barton Springs Zone Operating Permit inspection function was transferred to the Watershed Protection Department. Review has been transferred to the Environmental Review section of the Land Use Review Division in the Development Services Department.

Zucker Recommendation

- #212:** Determine that the total cost to service the General Permit Program including field inspections is sufficiently offset by franchise fees. (Closed 2017)

Closeout

As of Fiscal Year 2017-2018, the General Permit Program is 100% funded by the General Fund which is where franchise fees are deposited. The Development Services Department (DSD) hired Matrix Consulting Group to complete a fee study for all of DSD's programs which included the General Permit Program. The study was completed in the third quarter of Fiscal Year 2017. An amended fee structure was adopted and implemented beginning in Fiscal Year 2018.

Zucker Recommendation

- #213:** A Transportation Engineer should be added to the Transportation Section. (Closed 2015)

Closeout

As of July 2015, a Transportation Engineer at the level of Engineer C had been hired by the Land Use Review Division Manager.

Zucker Recommendation

- #214:** The job specifications and job descriptions should be reviewed for the Planner Seniors in the Transportation Review Section. (Closed 2017)
- #216:** The staffing levels for the Transportation Review Section should be reviewed following the job specifications and job description review. (Closed 2017)

Closeout

In July 2016, corporate Human Resources completed a market study of a limited family of positions within Development Services Department (DSD) that included many of the reviewers in the Transportation Review Section. A detailed analysis of the staffing levels for the Transportation Review discipline was undertaken and an additional position was proposed but was not approved for Council consideration. Staffing levels are reviewed regularly in all divisions and, as necessary, are followed by requests for additional resources. These recommendations may be considered in future business planning activities.

Zucker Recommendation

#215: The Transportation Manager should work with staff to determine how to best meet the AMANDA deadlines at least 90% of the time. (Closed 2016)

Closeout

A new Transportation Reviewer was hired as of July 2016 but meeting review targets remains a challenge based on staffing levels and workload. An additional Transportation Reviewer was approved in the Fiscal Year 2018-19 budget. Once that position is filled, the team will be fully staffed. Improvements in on-time reviews are expected to be realized as result of the additional staffing.

Zucker Recommendation

#217: The Supervising Engineer should review and possibly increase the delegation of operational functions. (Closed 2017)

Closeout

The Land Use Review (LUR) Supervising Engineer completed a discipline level reorganization to establish two team leads who supervise one employee each, reducing the number of direct reports.

Zucker Recommendation

#218: 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). (Closed 2017)

Closeout

The Engineer B from the Development Assistance Center (DAC) attends the weekly Land Use Review (LUR) engineers meetings where code and criteria interpretations are discussed. The LUR Supervising Engineer and DAC Engineer B have regularly scheduled bi-weekly meetings to discuss ways to improve consistency of reviews and interpretations between LUR and DAC. The Division Managers of DAC and LUR will have ongoing discussions related to the reporting relationship of the DAC Engineer B.

Zucker Recommendation

- #219:** 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.
- (Closed 2017)

Closeout

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 applicants.

Zucker Recommendation

- #221:** The Site Plan Review staff should update the Administratively Approved Site Plan Review flow chart to show only milestone steps. (Closed 2017)
- #222:** The Subdivision Review staff should create an updated Administratively Approved Subdivision Review flowchart 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. (Closed 2017)
- #250:** 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. (Closed 2017)
- #256:** The Subdivision Review staff should update the Subdivision Review process Flowchart to show the current steps involved in the review process. (Closed 2017)

Closeout

The Administrative and Commission-Approved Site Plan flow charts, and the Subdivision flowchart, have been updated. General flowcharts for each of the processes are posted online. More detailed versions of the flowcharts are available upon request.

Zucker Recommendation

- #223:** 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. (Closed 2017)
- #224:** 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. (Closed 2017)
- #225:** The Procedure Manual for all submittal processes should be updated to provide Customer Service Representatives with step-by-step instruction on submittal processes to facilitate training and raise overall proficiency. (Closed 2017)
- #226:** 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. (Closed 2018)
- #227:** 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. (Closed 2017)

Closeout

Subdivision and Site Plan supervisors have reviewed the requirements for applications and the normal distribution of plans. Appropriate reductions were made where possible. Subdivision and Site Plan supervisors will continue to review and update the distribution and submittal checklists on an ongoing basis in conjunction with the intake review team. Further reductions are under analysis with the implementation of electronic plan review.

The Land Use Review Division Manager assigned responsibility for the Completeness Check Review process to the intake supervisor to manage, monitor, and recommend ongoing improvements. Completeness Check guidelines were developed, the process was automated, and is available for electronic plan review. Additional process improvements are being considered and modifications will be included as part of the transition to electronic plan review.

An intake training manual was also developed and will continue to be updated.

Zucker Recommendation

- #228:** The Managing Engineer should ensure that AMANDA is configured to calculate accurate review due dates. (Closed 2017)
- #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. (Closed 2017)
- #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. (Closed 2017)
- #231:** 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. (Closed 2015)

Closeout

AMANDA reconfigurations are complete. With regard to Zucker Recommendation #231, the current AMANDA portal already provides online viewing of case information, case status, and review status. Development Services Department Information Technology staff will ensure the new portal will have similar case access availability.

Zucker Recommendation

- #232:** Completeness review should be completed within 5 business days. (Closed 2015)

Closeout

The Land Use Review Division 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 five 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 three to five business days to complete.

Zucker Recommendation

- #233:** AMANDA should be configured to autofill and send a completeness determination template by email to customers that includes submittal requirements and deadlines. (Closed 2018)

Closeout

A Completeness Checklist for the applicant has been incorporated into the electronic plan review (EPR) design. The solution will be placed into production once Land Use Review fully implements EPR.

Zucker Recommendation

- #235:** 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. (Closed 2017)

Closeout

All review groups reviewed the Completeness Check forms and distribution sheets to ensure that they receive physical plans only for the projects they need. This will significantly reduce excess copies. With the implementation of electronic plan review, the submittal of paper copies will be eliminated or significantly reduced.

Zucker Recommendation

- #236:** Add temporary or contract staff to remove the backlog for the intake function. (Closed 2016)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. Adding temporary or contract staff is not viewed as a feasible support measure as it generally takes approximately one 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 concerns. A Customer Service Representative position was funded as part of the Fiscal Year 2015-16 Operating Budget. This position was filled as of January 2016.

Zucker Recommendation

- #237:** Early notice should be provided within 3 days of application receipt. (Closed 2016)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. Changing the early notice period from 14 days to three days would be dependent on the mapping team producing required polygons within a 24-hour time period and staff having 24 hours to get the notice out. The mapping team gets the polygon out generally within four to six days. A minimum of two to three days would be needed to get the mailing out.

Zucker Recommendation

- #238:** 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. (Closed 2017)
- #242:** 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. (Closed 2017)
- #243:** 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. (Closed 2017)

Closeout

Code amendments addressing these recommendations were proposed through the CodeNEXT process which was suspended in August 2018. Staff will revisit this recommendation as appropriate, pending further direction from the City Manager.

Zucker Recommendation

- #239:** 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. (Closed 2017)

Closeout

A Project Manager team was proposed for the Fiscal Year 2017-2018 budget but was not approved by Council. In addition, the Development Services Department (DSD) lacks the interdepartmental authority to ensure this model's success. DSD is no longer pursuing this concept.

Zucker Recommendation

- #240:** Review the qualifications for site plan case managers. (Closed 2017)

Closeout

Staff completed a review of the job descriptions, qualifications, and expectations for Site Plan case managers. These findings and recommendations were submitted in support of the market study. The Development Services Department (DSD) requested that corporate Human Resources complete a department-wide market study to evaluate duties, functions, responsibilities, and pay scales of the employees within the department. The corporate Human Resources Department completed a market study of the Planner Job family and made modifications to the compensation structure effective in the first quarter of Fiscal Year 2017. This recommendation may be considered in future business planning activities.

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. (Closed 2017)

Closeout

The Development Services Department received recommendations on existing report formats, style and procedures. These recommendations have been implemented by Site Plan and Subdivision review staff and have been included in review staff work expectations. As part of the electronic plan review (EPR) initiative, changes to comment formats are expected. An updated procedure and guidance in comment formatting will be provided as part of the transition to EPR.

Zucker Recommendation

- #244:** Site Plan applications should be consolidated into a single Master Application that is supplemented by detailed, up-to-date checklists for each application type. (Closed 2018)

Closeout

Site plan applications have been reformatted and consolidated as part of the move to electronic plan review. All applications are available for online use.

Zucker Recommendation

- #245:** 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. (Closed 2017)

Closeout

In lieu of a formal Development Guide or Handbook, the Development Services Department streamlined and improved forms and applications, and significantly enhanced online availability of information. In addition, flowcharts have been updated and process summaries were completed to assist an applicant in understanding project workflows.

Zucker Recommendation

- #246:** The Site Plan Section Manager should work with Communications and Technology Management Department 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. (Closed 2016)

Closeout

The Site Plan Section Manager worked with the Communications and Technology Management Department to utilize Microstrategy 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.

Zucker Recommendation

- #247:** This function should re-institute an out card system for paper files. (Closed 2016)

Closeout

This recommendation was implemented for a short period of time but was later deemed unnecessary. Site Plan case managers are responsible for tracking case files and do so effectively.

Zucker Recommendation

- #248:** Training policies and procedures should be updated to reflect code and operational changes. (Closed 2017)
- #255:** 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. (Closed 2015)

Closeout

Weekly Site Plan staff meetings are held where current code and policies are discussed. The meetings also include training on current codes and ordinances, and consistency of review.

Zucker Recommendation

- #249:** Alternative Equivalent Compliance/ Development Assistance Center (DAC) data and case history layers in geographic information system (GIS) should be integrated into the AMANDA system. (Closed 2016)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. The data is not tracked in AMANDA; mapping the information would be difficult and would provide limited value.

Zucker Recommendation

#251: Add one planner to the site plan function. (Closed 2017)

Closeout

A new Planner position was approved by Council in the Fiscal Year 2015-16 Budget for the Site Plan Review team. The position was filled.

Zucker Recommendation

#252: 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. (Closed 2018)

Closeout

The Site Plan Supervisor and the Land Use Review Division Manager continue to 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. Four positions were requested and approved in the Fiscal Year 2018-19 budget.

Zucker Recommendation

#253: Hire contract staff to help remove the Site Plan backlog. (Closed 2017)

#254: 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. (Closed 2017)

Closeout

Through the use of overtime, temporary staff, and temporary reprioritization of staff assignments, the Land Use Review (LUR) Division staff cleared the backlog of cases related to review by LUR staff at the time of this report, with the overall division wide on-time average review measure meeting 90% on-time. Staff continues to work to minimize the backlog of late cases. Final resolution of the backlog and achieving 90% on-time review performance is not anticipated until Fiscal Year 2019 based on Council's approval of the full complement of requested resources.

Zucker Recommendation

#257: The Coordinator should confirm the need for a drafting table during the interim period of transitioning to electronic review. (No action taken- Department did not concur with this recommendation)

Closeout

The Development Services Department did not concur with this recommendation.

Zucker Recommendation

#258: The Coordinator should confirm the need for Adobe Reader software and budget for accordingly. (Closed 2017)

Closeout

The installation of Adobe Acrobat Professional for all Land Use Review staff was completed by January 2017.

Zucker Recommendation

#259: 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. (Closed 2016)

Closeout

The Subdivision Policy and Procedures Manual has been updated to reflect the necessary changes and is available as a training resource for staff.

Zucker Recommendation

#260: Increase staffing for subdivisions by one employee. (Closed 2017)

Closeout

Funding for this position was approved by Council as part of the Fiscal Year 2017 Operating Budget beginning in the third quarter. This position has been filled.

Zucker Recommendation

#261: Variance and waiver data bases should be integrated into the AMANDA system. (Closed 2017)

Closeout

Land Use Review staff worked with the Communications and Technology Management Department and the Development Services Department Information Technology staff to complete the AMANDA modifications necessary to accurately track variances and waivers.

Zucker Recommendation

- #262:** The City Arborist should work with Communications and Technology Management Department to configure AMANDA to collect activity data and generate monthly and annual reports. (Closed 2017)

Closeout

Each AMANDA workflow was reviewed during the integration development for the ProjectDox electronic plan review application. Configuration issues and enhancement modifications were incorporated into the redesign of the workflow. Microstrategy dashboards have been created to allow management to monitor customer wait times, plan review turnaround, permit activity, and inspection performance.

Zucker Recommendation

- #263:** The Program Manager should establish formal policies/procedures for file management. (Closed 2017)

Closeout

Formal filing guidelines have been developed.

Zucker Recommendation

- #264:** All recurring meetings held for the tree function should include items listed above. (Closed 2016)

Closeout

All recurring meetings held for the tree function now include the items listed in the report.

Zucker Recommendation

- #265:** The City should consider reconfiguring the Fourth Floor reception area. (Closed 2017)

Closeout

Funding for this recommendation was approved in the Fiscal Year 2015-16 Operating Budget. The Development Services Department hired an external architect to evaluate current configuration of workspace on a department level. The reconfiguration of the 4th floor was included in this analysis and it was determined that the Community Tree Program would be moved to the 5th floor. That move is complete.

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. (Closed 2017)

Closeout

In 2015, the Community Tree Division (CTD) was created within the Development Services Department. The Division Manager and the responsible Assistant Director evaluated required division staffing and resources and began working with corporate Human Resources to create an organizational chart and develop a Division mission. The Division is fully staffed.

Zucker Recommendation

- #267:** Establish a career ladder for the Permit Review Specialist job classification that rewards certification as a Permit Technician. (Closed 2017)

Closeout

At the recommendation of the corporate Human Resources Compensation Division, the executive team decided to reclassify Permit Review Specialists to Customer Service Representatives for better function alignment. The transition is complete.

Zucker Recommendation

- #268:** The Cashier position should be reassigned to report to the Permit Center Manager. (Closed 2015)
- #361:** The Accounting Manager should conduct a review of the cashier function and develop an approach to provide needed backup to the cashier function. (Closed 2017)
- #362:** The Accounting Manager should monitor the impact of the new credit card system. (Closed 2015)

Closeout

The funding for an additional Accounting Technician, which performs the cashier function, was approved in the Fiscal Year 2015-16 Operating Budget and filled. There are two cashiers, both of whom report to the Service Center (formerly known as the Permit Center) Supervisor. A Microstrategy report was created to monitor credit card payment activity.

Zucker Recommendation

- #269:** The Permit Program Supervisor should conduct monthly staff meetings to brief and train staff on process and procedure changes that impact their work. (Closed 2015)

Closeout

Meetings occur on an ongoing basis.

Zucker Recommendation

- #270:** 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. (Closed 2017)

Closeout

The Service Center (formerly known as the Permit Center) Supervisor conducts monthly staff meetings which serve as a forum for discussion of issues on which the team needs to focus. In addition, the Development Services Department training curriculum includes communication related training options.

Zucker Recommendation

- #271:** The Residential Review Division Manager needs to schedule weekly meetings with the Permit Center Supervisor to improve communications regarding issues facing the group. (Closed 2018)

Closeout

These meetings occur on a regular basis.

Zucker Recommendation

- #272:** 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. (Closed 2015)

Closeout

In response to this recommendation, the Service Center Supervisor was enrolled in Supervisor Academy.

Zucker Recommendation

- #273:** 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. (Closed 2017)

Closeout

Microstrategy dashboards have been created to allow management to monitor volume and performance activity. Decisions regarding staffing levels and required resources are informed by this data collection.

Zucker Recommendation

- #275:** 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. (Closed 2016)

Closeout

The Service Center (formerly known as the Permit Center) was restructured and several processes were transitioned to allow or require online processing. As a result of those changes, staffing levels were determined to be adequate. The additional positions in this area were deemed unnecessary.

Zucker Recommendation

- #276:** 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). (Closed 2017)

Closeout

At the recommendation of the corporate Human Resources Compensation Division, the executive team decided to reclassify Permit Review Specialists to Customer Service Representatives for better function alignment. This transition is complete. With regard to certification and professional development opportunities, the Development Services Department team developed a departmental policy regarding professional memberships, licenses and certifications and created a formula for including funding for professional development every budget cycle.

Zucker Recommendation

- #277:** The Permit Center Manager and Supervisor must establish a weekly in-house training program that focuses on consistent application of approved permit processing procedures. (Closed 2017)
- #279:** 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. (Closed 2017)

Closeout

The Service Center Manager determined that an interactive approach, rather than a written policy document, would better serve the needs of the team. The Manager conducts regular staff meetings which serve as a forum for training and discussion of issues on which the team needs to focus.

Zucker Recommendation

#278: 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. (Closed 2016)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. Although the Service Center is fully staffed, temporary positions are needed to handle the workload related to the implementation of online permits. Temporary staff receives the same training as the permit review specialist before interacting with the public.

Zucker Recommendation

#281: Upon implementation of the online permit and payment system for trade permits the Department should immediately begin phasing out the current escrow account process. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. Due to customer feedback, the Department decided not to eliminate the escrow payment option.

Zucker Recommendation

#282: 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.(Closed 2017)

Closeout

As we continue to develop the online permitting process, work load is distributed evenly. All permit review specialist process online permits. Faxed permits remain a preference for a small percentage of customers.

Zucker Recommendation

#283: The Department needs to use technology to develop a comprehensive system to identify and track the location of all plans and documents. (Closed 2017)

Closeout

Development Services initiated a digital conversion program to scan all development records in a multi-phase process. Digital scanning and the associated quality control process is conducted on site with full time dedicated staff. Implementation of electronic plan review will address the technology needs associated with tracking and identification of plans moving forward.

Zucker Recommendation

- #284:** 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. (Closed 2016)

Closeout

The Permit Center, renamed the Service Center, was expanded in Spring 2016.

Zucker Recommendation

- #285:** The Permit Center Manager should work with Department level staff to create and maintain a comprehensive Policy and Procedures Manual for staff use. (Closed 2017)

Closeout

The Service Center Supervisor, in conjunction with staff, started to document procedures in writing but a formal policy document has not yet been completed. This recommendation may be considered in future business planning activities.

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. (Closed 2017)
- #287:** A group of small conference rooms should be constructed in the second floor to facilitate small group meetings with staff and customers. (Closed 2017)

Closeout

The funding for this recommendation was approved in the Fiscal Year 2015-16 Operating Budget. Construction is complete.

Zucker Recommendation

- #291:** 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. (Closed 2017)

Closeout

A new career progression program was created for Plan Review staff. Although the project manager function has not been utilized, the higher levels of the career ladder include lead responsibilities and provide for project manager capabilities and compensation.

Zucker Recommendation

#292: The Residential Plan Review Division should report counter wait times based on a 90% achievement standard for each major category of service provided. (Closed 2017)

Closeout

The wait time standard was revised to 20 minutes. Overall performance outcomes in this areas have improved. The team anticipates further improvement with the additional resources approved for Fiscal Year 2019.

Zucker Recommendation

#293: Counter staff should be more specific in identifying the purpose of a customer's visit to the Department. (Closed 2017)

Closeout

Qless, a queue management system purchased to take the place of the Customer Wait Tracking System, was launched March 15, 2017 for Residential and Commercial Plan Review. The system includes a drop down menu that customers use to self-select the purpose of their visit.

Zucker Recommendation

#297: The Residential Technical Plan Review group should be reassigned to report through the Chief Plans Examiner. (Closed 2017)

Closeout

The Chief Plans Examiner oversees all areas of building plan review.

Zucker Recommendation

#298: Implementing a more comprehensive residential technical plan review program should be accompanied by an expanded staff training program. (Closed 2017)

Closeout

Plan review staff meet weekly to address consistency and training needs. Residential staff have one to three days of training each fall. The Building Official meets bi-weekly with division managers and monthly with all supervisors to discuss building code issues as needed. Training has been identified as an ongoing topic for these meetings. Zoning training is ongoing in weekly "McMansion" meetings which cover topics beyond McMansion.

Zucker Recommendation

- #299:** The Residential Review Planners should conduct periodic joint training sections with staff from Current Planning.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #301:** 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. (Closed 2018)
- #307:** 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. (Closed 2018)

Closeout

An audit program was developed and included in Fiscal Year 2017-18 performance evaluations. The first audits and the zoning checklist were completed by June 2018.

Zucker Recommendation

- #302:** 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. (Closed 2017)

Closeout

The Assistant Director and Development Services Manager met to discuss the need for a quarterly meeting to fulfill this action item. While a formal meeting schedule has not been established, meetings between the two groups occur on an as needed basis.

Zucker Recommendation

- #303:** 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. (Closed 2016)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. The basis for this Zucker recommendation is to address issues associated with applicants “shopping” for a response. When “answer shopping” occurs, it typically occurs during an informal consultation before an application is filed. AMANDA and Project Dox both include fields that can be used to record notes of meetings with applicants; however, these are only options for paid, formal consultations. For informal, pre-submittal consultations, Commercial and Residential Review instead use paper forms to document guidance, if provided. It is the applicant’s responsibility to turn that in when the project is ultimately submitted.

Zucker Recommendation

- #304:** 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. (Closed 2017)

Closeout

While a formal program has not been developed, ride-alongs occur on an as needed basis. In addition, the Deputy Director hosts monthly manager and supervisor meetings to ensure coordination amongst plan reviewers and inspectors.

Zucker Recommendation

- #309:** Express Plan Reviews should not be assigned to senior level Plans Examiners. (Closed 2015)

Closeout

Express Plan Reviews are not assigned to senior level Plans Examiners; they are assigned to a Planner I.

Zucker Recommendation

- #310:** The Residential Review Section should prepare a very simplistic flow chart as an introduction to the more detailed requirements of the permit submittal process. (Closed 2017)

Closeout

The Development Services Team worked with the Innovation Office to develop a website focused on non-design professionals. The site includes a simplified flow chart and permitting guides for three common projects.

Zucker Recommendation

- #311:** 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. (Closed 2017)

Closeout

Standard Operating Procedures (SOP) were developed to address permit issuance for Commercial and Residential properties with expired permits.

Zucker Recommendation

- #312:** The Department should purchase a sufficient number of appropriately rated scanning machines as necessary to avoid wasted staff time due to breakdowns and backlogs. (No action taken- Department did not concur with this recommendation)

Closeout

The Development Services Department did not concur with this recommendation due to the transition to electronic plan review.

Zucker Recommendation

- #313:** The Director should instruct management staff to prepare a comprehensive Zoning Interpretations Manual which should be available to both staff and the public. (Ongoing)

Closeout

The Development Services Department (DSD) is working on a centralized interpretation repository, modeled after the City of San Antonio's, for all Land Development and Building Code interpretations. The repository will be indexed, searchable, and available online. DSD has hired a Development Officer who will oversee completion efforts.

Zucker Recommendation

- #314:** Site & Subdivision Inspections and Land Use Review 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. (Closed 2018)
- #315:** Site & Subdivision Inspections and Land Use Review 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. (Closed 2018)
- #335:** 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. (Closed 2018)
- #336:** 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. (Closed 2018)
- #345:** 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 and Subdivision Inspections Intake Group. (Closed 2018)
- #354:** 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. (Closed 2018)

Closeout

An algorithm has been developed and is currently being utilized to inform decisions regarding workload and staffing requirements via a project weight that compares relative complexity of each project. AMANDA has been modified to calculate the weight based on information provided by the contractor at Intake, and a MicroStrategy report will be developed to identify trends and adjust workloads. A Geographic Information System Inspection Status Map is being developed to track concurrent assignments by inspectors. An Intake and Distribution procedure that details specific data that needs to be entered into AMANDA and that is required to generate the workload report has been developed. This data will allow for the equitable allocation of work, identifying trends and forecasting of workload. Weekly forecasting meetings and advanced notice between Site and Subdivision Inspections (SSI) and Land Use Review (LUR) is unnecessary. Notice of upcoming land use projects is of limited value as permit approval is not an accurate indicator of project commencement. SSI will utilize the LUR dashboard to be aware of pending projects and to determine trends in review.

Zucker Recommendation

- #316:** 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. (Closed 2016)
- #317:** The supervisors for 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. (Closed 2016)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation.

Zucker Recommendation

- #318:** The Division Manager should review the workload and time allocation for the Excavation and Right-of-Way 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. (Closed 2017)

Closeout

The Site/ Subdivision Inspections Division Manager, in consultation with the supervisor of the Excavation and Right-of-Way Inspections team, utilize AMANDA to develop “to do” tasks for inspectors based on a district system with the idea that a quick check by the supervisor can determine workload requirements and availability for any given day.

Zucker Recommendation

- #319:** The environmental inspection group management and supervision should be more closely integrated with the overall management of the Site and Subdivision Inspections division. (Closed 2017)

Closeout

A new manager was hired for the Environmental Inspections group. The Division Manager is working to strengthen working relationships between all Site/ Subdivision Inspection groups. Meetings began in October 2017. Division management will ensure these meetings occur on a regular basis.

Zucker Recommendation

- #320:** Add an “Administrative Supervisor” position to report to and assist the Division Manager. (Closed 2016)
- #321:** Environmental Inspections Administrative Specialist report to the Administrative Supervisor position recommended above. (Closed 2016)

Closeout

In 2017, a Senior Business Process Consultant was added to the Site and Subdivision Inspections team. This position supports division activities.

Zucker Recommendation

- #322:** 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. (Closed 2017)

Closeout

The Division Manager has increased delegation of decision-making responsibilities to the supervisor-level. Decision points that are delegated include decisions on technical issues, work assignments, communication policies, scheduling inspections, and other matters of a supervisory nature.

Zucker Recommendation

- #323:** The direct report management team for the Site & Subdivision Inspections Division, reporting to the Division Manager, should include the following: Environmental Inspections 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. (Closed 2018)

Closeout

Upon further evaluation, the Development Services Department (DSD) did not concur with this recommendation. While a reorganization is underway, the new reporting structure will differ from the original recommendation.

Zucker Recommendation

- #324:** The Site and Subdivision Inspections manager should confirm that all incoming work requests and all calls for inspection for both Environmental and all infrastructure including Right-of-Way excavation are focused through the Intake and Acceptance work group. (Ongoing)

Closeout

With the exception of Environmental Inspections (EV), this process is in place for all Site and Subdivision Inspection teams. The EV group has a process of clearing projects that is different by code. Implementation of this recommendation will be integrated into the newly designed Intake function built into the Customer Experience Unit.

Zucker Recommendation

- #325:** The incoming work group should be shown at a “staff level” position as shown on the recommended revised organization chart, Figure 39. (Closed 2015)

Closeout

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.

Zucker Recommendation

- #326:** Site and 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. (Closed 2018)
- #327:** Concurrently with the recommended processes to relocate Planning and Development Review Department to a more user friendly office location include consideration for bring the Site & Subdivision Inspections Division into the same location. (Closed 2018)

Closeout

In 2018, the Site and Subdivision Inspections Division service model shifted. The inspection teams now specialize in specific inspection disciplines instead of all teams performing general Division inspections. In addition, these inspectors are no longer assigned by geographic sector. The Site and Subdivision Inspection teams now co-locate in two facilities; in Spring 2019, they will co-locate in one. In 2020, all Development Services Department employees will office at the new Planning and Development Center.

Zucker Recommendation

- #328:** Site & Subdivision Inspections staff meetings should include items outlined above. (Closed 2018)

Closeout

Agendas are prepared for every supervisors meeting. Training material has been developed for the division. The new employee handbook will be utilized as a training tool at all-staff meetings. Supervisors will rotate assignments to teach topics from the handbook to refresh employees and provide continuing education.

Zucker Recommendation

- #329:** 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. (Closed 2017)

Closeout

The first quarterly meeting to include all Site/ Subdivision inspection disciplines was scheduled in November 2017. Division management will ensure these meetings occur on a regular basis.

Zucker Recommendation

- #330:** Reference to “Tap” designation from the Planning and Development Review Department organization should be deleted to properly reflect their actual assignments. (Closed 2015)

Closeout

The term "Tap" has been dropped from this group.

Zucker Recommendation

- #331:** 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. (Closed 2015)

Closeout

Pre-construction meetings, which include safety as a topic, are executed for every project. General safety training continues to be provided by the Watershed Protection Department to all Development Services Department employees on a monthly basis.

Zucker Recommendation

- #332:** 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. (Ongoing)

Closeout

The Development Services Department (DSD) Finance Division hired a temporary Fleet Coordinator to develop DSD specific standard operating procedures that merge corporate City requirements with department specific policies and procedures.

Zucker Recommendation

- #333:** Site and 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 to solicit, vet and retain an “On Call” contract or consultant inspection staff. (Closed 2017)
- #334:** 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. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with Zucker Recommendation #333. The Site/ Subdivision Inspections Division currently utilizes experienced retirees on a temporary, as needed basis. This practice is more efficient and economically feasible than having a contract for on-call assistance. The practice also addresses Zucker Recommendation #334.

Zucker Recommendation

- #337:** Modify the city policy/procedure to include consideration for Planning and Development Review Department to assume responsibility to assign qualified materials testing laboratories for development work inspected by Site & Subdivision Inspections. (Closed 2017)
- #338:** 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. (Closed 2017)
- #339:** Materials testing laboratories should provide same day testing for calls made prior to 10 am and next day testing for calls after 10 am. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. The current process is meeting departmental business needs. Staff does not recommend a change in the process at this time.

Zucker Recommendation

- #340:** Update the Site & Subdivision Inspections webpage to include a mission statement and correctly detailed descriptions of Site & Subdivision Inspections inspection procedures and policies. (Closed 2017)

Closeout

A mission statement was developed during the Business Planning process in December 2015. Site and Subdivision has revised their webpage to include the mission statement as well as an updated flowchart.

Zucker Recommendation

- #341:** Planning and Development Review Department Director to authorize Site and 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. (Closed 2017)

Closeout

Discussions were initiated and it was determined that the impacted partner departments do not concur with this recommendation.

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. (Closed 2018)
- #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. (Closed 2018)

Closeout

Land Use Review requires field changes to be filed with the Development Assistance Center (DAC) as a correction. DAC is responsible for scanning all corrections in to the AMANDA project file. The Site and Subdivision Inspection processes have been implemented in the AMANDA application. Inspectors are able to update information with mobile tablets in the field. A mobile solution for plan markup will be implemented when the Electronic Plan Review solution is completed. Site and Subdivision Inspectors continue to utilize personal rather than department issued phones.

Zucker Recommendation

- #343:** The manager and the direct report management team should complete a comprehensive Policy and Procedures Manual with up-to-date flowcharts and procedures for the Site and Subdivision Inspections Division. (Ongoing)
- #344:** The Site and Subdivision Inspections Division formally adopt the policy that calls for inspection services for a new project acknowledge the request within 24 hours and advise all participants of a pending pre-construction meeting within 48 hours of the initial request. (Ongoing)

Closeout

The Division has substantially completed three new policies and procedures and begun additional updates. Several process flow charts are also complete for both Environmental and Site and Subdivision Inspection procedures. The Division will continue to focus on updates to core procedures within the policies and procedures manual.

Zucker Recommendation

- #346:** Site and Subdivision Inspections should incorporate an automated reporting system compatible with previously recommended internet based systems to monitor response performance to calls for inspection. (Closed 2018)

Closeout

Site and Subdivision Inspection (SSI) folders are active in AMANDA. SSI and the Development Services Department (DSD) Information Technology team are working with a consultant to redesign the way enhancements are requested. Response performance will be included in the use cases that are being written as part of this new process for development of expanded use of the AMANDA database. This recommendation may be considered in future business planning activities.

Zucker Recommendation

- #347:** The calls for inspection system should include an internet based request process in addition to the existing Integrated Voice Response (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. (Closed 2017)
- #349:** Implement a new and separate dedicated phone line and number for the IVR calls for Right-of-Way and permit inspection services. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. An Integrated Voice Response (IVR) system is currently in use for driveway and sidewalk inspections. A dispatch system is used for the excavation inspections, as these require a one-hour response time. The remaining Site and Subdivision Inspection groups do not use either system. These projects are assigned an inspector that stays with the project from initial startup until it is completed and accepted. As a result of this frequent involvement, regular interaction between the inspector and project manager is a better method to communicate inspection needs.

Zucker Recommendation

- #348:** 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. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department (DSD) did not concur with this recommendation. Section 1803S.4 of the Standards and Specifications Criteria Manual codifies the requirement that a date and time for preconstruction conference be established within seven days of request and receipt of required documentation and payment. The Site and Subdivision Inspections Division will continue to follow this policy.

Zucker Recommendation

- #350:** Site and Subdivision Inspections and Land Use Review 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 the Planning and Development Review Department. This should take place as a precursor to subsequent Partnering and meetings with the other city departments. (Ongoing)

Closeout

Meetings between the Site and Subdivision Inspections Division and the Land Use Review Division will commence in spring 2019. The first meetings will be between the managing executives for the respective areas. The executives will collaborate to develop the content for subsequent meetings and establish the schedule for the remainder of the year. Subsequent meetings will then be held between the executives' designees.

Zucker Recommendation

- #351:** 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 to assure clear authority and responsibility of Planning and Development Review Department to act on behalf of those city departments when approving plans and inspecting construction of the city's infrastructure. (Closed 2017)

Closeout

The Development Services Department's (DSD) partnering departments did not concur with this recommendation in its entirety. While DSD does not have the authority to approve plans or vary standards for the referenced departments, DSD does have the authority to inspect and approve construction of the City's infrastructure. At this time, impacted partner departments do not concur with a shift in responsibility for plan review.

Zucker Recommendation

- #352:** 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. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. Staff currently relies on information available in AMANDA to meet this need.

Zucker Recommendation

#356: Equip the conference rooms with smart boards. (Closed 2016)

Closeout

All Development Services Department conference rooms have either a smart board or a TV with an attached computer to display content during meetings.

Zucker Recommendation

#358: Planning and Development Review Department should take the lead so that neither City staff nor City vehicles are parked in the surface lot outside the building. (Closed 2017)

Closeout

Effective September 5, 2017, the Austin Transportation Department assumed operation of parking at One Texas Center and implemented new parking procedures to improve parking availability. The goal of the new system is to increase the number of available parking spaces for City employees and those doing business with the City of Austin.

Zucker Recommendation

#359: Modify performance measures for Support Services as outlined above. (Closed 2015)

Closeout

The performance measures as listed in table 74 of the Zucker report are compiled by Human Resources and provided to Finance quarterly for entry into the budget system. These statistics are maintained as department-wide counts and are not reported by division. The City has stopped requesting information about carbon footprint, so this statistic is no longer included.

Zucker Recommendation

#360: The Planning and Development Review Department annual revenue should indicate specifics related to Capital Area Metropolitan Planning Organization (CAMPO) revenue.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

#363: The Accounting/Fiscal Surety section along with relevant construction functions should undertake a review of the Surety system. (Ongoing)

Closeout

In response to this recommendation, a fiscal surety policy was developed. A consultant has been hired to re-work the automated fiscal surety module. The module is scheduled for completion in February 2019.

Zucker Recommendation

- #365:** The Tree Mitigation fees should be clearly identified in the Planning and Development Review Department budget. (Ongoing)

Closeout

During the implementation of Phase 1 of the Zucker Action Plan, the option of additional notes was discussed with the Financial Services Department (FSD). At that time, FSD decided not to represent special revenue funds in budget documents. Since then, the City's budget process and the budget document have changed significantly. In addition, as of Fiscal Year 2019, the Development Services Department (DSD) is now an enterprise fund. DSD supports the transparency that this recommendation would bring to this section of the budget and will work with FSD to evaluate the feasibility of this recommendation for Fiscal Year 2020.

Zucker Recommendation

- #366:** Planning and Development Review Department (PDRD) should work with corporate Human Resources for the development and adoption of a definitive career advancement plans for all PDRD staff. (Closed 2017)
- #378:** Managers and supervisors in PDRD should develop transition plans for both turnover and retirements. (Closed 2017)
- #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. (Closed 2017)

Closeout

The Municipal Civil Service Rules implemented in October 2014 make it impossible to develop any formal succession or transition career plans because of the requirement for all positions to be filled through a competitive process. The Development Services Department Human Resources (HR) division verified with corporate HR that positions being vacated with advance notice can be double-filled for purposes of training or job shadowing after the replacement employee is identified through a competitive hiring process.

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. (Closed 2016)
- #368:** This year's budget should add an additional \$30,000 for certifications. (Closed 2016)
- #377:** PDRD Human Resources function should review how certification requirements are handled during probation periods. (Closed 2016)
- #380:** Add an initial \$175,000 to budget items related to training. (Closed 2016)
- #381:** As part of the budget plans for Fiscal Year 2015-16 PDRD should conduct a detailed review of training related budgets Division by Division or Section by Section. (Closed 2016)

Closeout

The Development Services Department (DSD) team developed a departmental policy regarding professional memberships, licenses and certifications and created a formula for including funding for professional development every budget cycle. The DSD budget now includes an amount equivalent to 2% of each employee's annual salary for training and professional development department-wide.

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. (Closed 2016)
- #370:** PDRD managers should address any possible conflict of interest issues on a timely basis. (Closed 2016)

Closeout

A department policy regarding Secondary Employment has been finalized and was circulated to all staff in February 2016.

Zucker Recommendation

- #371:** The Planning and Development Review Department should develop a new employee orientation program. (Closed 2016)

Closeout

The Development Services Department developed and implemented a department focused New Employee Orientation Program, Journey, as of February 2016.

Zucker Recommendation

- #372:** Human Resources staff should improve communication of the hiring and promotion processes. (Closed 2016)
- #373:** Planning and Development Review Department Human Resources staff should conduct a training session for supervisors and managers on the hiring process. (Closed 2016)

Closeout

Development Services Department (DSD) Human Resources staff has developed a training module, “Hiring A to Z”, that is available to all hiring managers and supervisors. In addition, Acquiring Talent and eCareer training are both offered by corporate Human Resources. Other training opportunities are announced on a regular basis through distribution of the DSD training calendar.

Zucker Recommendation

- #374:** Planning and Development Review Department should review and update all job descriptions. (Closed 2018)
- #375:** Update the pay and classification study for Planning and Development Review Department. (Closed 2018)

Closeout

Job classifications are reviewed as necessary. For job classifications that are used across multiple departments, as many in Development Services and Planning and Zoning are, proposed changes to job description content must be coordinated by corporate Human Resources (HR) and will include collaboration between all departments that use the title. Market studies to determine pay rates for the City of Austin are implemented by corporate HR. These recommendations may be considered in future business planning activities.

Zucker Recommendation

- #376:** Supervisors should work with staff and Human Resources to develop performance standards for each position in the Department. (Closed 2016)

Closeout

Success Strategy Performance Reviews are routinely reviewed and updated to reflect long term and day-to-day performance expectations required to accomplish department goals.

Zucker Recommendation

- #382:** Planning and Development Review Department should increase its use of the supervisors and managers academy. (Closed 2016)

Closeout

New supervisors and managers are encouraged to enroll in the City’s Supervisor Academy.

Zucker Recommendation

- #383:** Conduct a 360 degree evaluation for all Planning and Development Review Department managers and supervisors. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department (DSD) did not concur with this recommendation. DSD executive management decided not to proceed with department-wide 360-degree reviews.

Zucker Recommendation

- #384:** Hire a consultant to create a logo and branding for Planning and Development Review Department. (Closed 2016)

Closeout

The Development Services Department's new logo was complete as of March 2016.

Zucker Recommendation

- #385:** 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. (Closed 2017)

Closeout

After careful consideration and in light of the division of the Planning and Development Review Department into two separate departments, it was determined that the better course of action was to relocate the 5th Floor reception function to the 7th Floor. Planning and Zoning and Development Services each have their own reception function. A standard operating procedure is no longer necessary.

Zucker Recommendation

- #386:** A button should be added to the receptionist desk to open the door to the 5th floor offices. (Closed 2015)

Closeout

A button was installed at the receptionist desk in May 2015.

Zucker Recommendation

- #389:** 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. (Closed 2016)

Closeout

A Public Information Specialist Senior position was filled in June 2016. The Development Services Department website and educational materials are continuously updated.

Zucker Recommendation

- #390:** Proceed to change checklists and forms without going through the Rules process. (Closed 2017)

Closeout

Language was incorporated in the standard operating procedures related to the Rules Process clarifying that department guidelines, checklists, suggestions, forms, policies or procedures are not administered through the rules promulgation process.

Zucker Recommendation

- #391:** A formal SOP should be developed for the Rules process. This SOP should require all departments to comply with adopted rules. (Closed 2017)

Closeout

A standard operating procedure for rules promulgation was completed in September 2017.

Zucker Recommendation

- #392:** The Rules posting should be supplemented by an automatic emailing of notices to all Stakeholders and participants. (Closed 2017)

Closeout

Automatic emailing of draft proposed rules to COA participants (SPOCs) is complete. SPOCs email their stakeholders regarding Notices of Proposed Rule and Notices of Adoption as stated in the standard operating procedure completed in September 2017. Timelines have been included in the standard operating procedure. It was later determined that adding a link listing applicable stakeholders was unnecessary.

Zucker Recommendation

#393: The timelines for the Rules process should be reduced. (Closed 2017)

Closeout

The referenced code amendment was approved in August 2016 removing dated information and reducing the processing time by 20 days. After consultation with impacted departments, it was decided that the rules posting process would remain quarterly. This change has been reflected in the standard operating procedure completed in September 2017.

Zucker Recommendation

#394: The Stakeholders should be clarified in the proposed new standard operating procedure. (Closed 2017)

Closeout

This change has been reflected in the standard operating procedure.

Zucker Recommendation

#395: Planning and Development Review Department and Communication and Technology Management Department should establish a three-day standard for activating new AMANDA users, deleting old users, and adjusting user privileges. (Closed 2017)

Closeout

The Development Services Department (DSD) and Communication and Technology Management (CTM) developed a process that provides for changes in under three days.

Zucker Recommendation

#396: Establish and enforce Planning and Development Review Department user standards for completeness of AMANDA data entry at input locations. (Closed 2017)

Closeout

The case related information entered into AMANDA was updated during the redesign for electronic plan review implementation. The system is configured to require data entry for information fields identified by the divisions. All other information fields are optional.

Zucker Recommendation

- #397:** Improve the "smart" data entry capability to the AMANDA data input process. (Closed 2017)
- #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 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. (Closed 2017)
- #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. (Closed 2017)
- #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. (Closed 2017)
- #423:** In implementing AMANDA 6.1, support CTM in providing direct, two-way linkage between AMANDA and the updated GeoCortex GIS viewer. (Closed 2017)

Closeout

The funding for additional Information Technology support staff was approved in the Fiscal Year 2015-16 Operating Budget. The two Geospatial Analyst positions were requested in the Fiscal Year 2016-17 budget but were not approved. With the complete division of duties between the Development Services Department and the Planning and Zoning Department being actualized in Fiscal Year 2018-19, the additional positions are no longer needed. Listed below are close-out summaries for the items noted.

- #397:** The GIS integration with AMANDA has been improved to allow more data to be automatically inserted into AMANDA.
- #420:** To improve awareness, Development Services Department and Planning and Zoning Department brochures and websites include GIS data, products, and apps developed since completion of this action plan. Staff regularly communicates Property Profile and other GIS solutions, and provides presentations and trainings for City staff and external customers.
- #421:** A number of tasks have been automated related to updating the land use inventory. Staff continues to explore opportunities to expand automation.
- #422:** The Development Web Map has been replaced with new Geocortex based Zoning and Property profiling tools. ArcGIS Online is now being used to display data automatically pulled from AMANDA for the Emerging Projects and Growth Watch maps.
- #423:** The Communication and Technology Management Department has integrated Geocortex with AMANDA for viewing GIS data and property selection on the Austin Build + Connect portal.

Zucker Recommendation

- #398:** Provide an automated interface between AMANDA and the AFS3 General Ledger, with appropriate audit reporting. (Closed 2015)

Closeout

Online payments are reconciled between AMANDA and the City's accounting system. The process for reconciling all other payments is the purview of the Financial Services Department. They have decided not to pursue any further changes at this time.

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. (Closed 2016)
- #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. (Closed 2016)
- #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. (Closed 2016)

Closeout

Development Services has one executive "roll up" dashboard and 10 management dashboards covering customer wait times, plan review turnaround, permit activity, and inspection performance. Each management dashboard has a "personal" version where all users can view their individual performance compared to the average of their peers.

Zucker Recommendation

- #403:** Integrate the future version of AMANDA 6.1 with the Electronic Document Imaging Management System document management software. (Closed 2017)

Closeout

There are ongoing discussions on integrating Electronic Document Imaging Management System (EDIMS) and ProjectDox as part of the Development Assistance Center scanning project and electronic plan review implementation. The Development Services Department (DSD) fully supports integration and has identified funding; however, the timeline for the interface of EDIMS and AMANDA is controlled by the Case Management (AMANDA) Governing Board. This project is not currently listed as a priority. This recommendation may be considered in future business planning activities.

Zucker Recommendation

- #405:** In conjunction with deployment of AMANDA Mobile explore measures to improve capabilities for field printing and online issuance of inspection-related documents. (Closed 2017)

Closeout

The building inspections group elected to continue to allow use of printers in the field based on inspector preference.

Zucker Recommendation

- #406:** Communications and Technology Management Department and its constituent departments should proceed in implementing already formulated plans to upgrade AMANDA from version 4.4 to 6.1. (Closed 2018)
- #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. (Closed 2018)
- #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. (Closed 2018)
- #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. (Closed 2018)

Closeout

Electronic plan review was completed with ProjectDox version 8.3. There were deficiencies in the design that were resolved with the upgrade and migration to version 9.1. Version 6.1 of AMANDA has been fully implemented. Staff decided to enhance the existing portal and pursue full replacement during a future AMANDA upgrade.

Zucker Recommendation

- #407:** Planning and Development Review Department technical staff, with the support of Communications and Technology Management Department should begin now to evaluate and take steps to replace and supplement existing AMANDA reports in the latest Crystal Reports and MicroStrategy environments. (Closed 2016)

Closeout

The majority of remaining reports from AMANDA have now been replaced with comparable MicroStrategy functionality. The financial reports have been converted to Crystal.

Zucker Recommendation

- #408:** 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. (Closed 2015)

Closeout

The Case Management Governing Board has engaged the Department Directors Advisory Council to discuss the best course for evaluating the roadmap for the AMANDA application against the needs for the City of Austin. The Communications and Technology Management Department is working on coordinating an AMANDA version V7 pilot in early 2019 which will include the Development Services Department. The recommendation for a future path will be based on the pilot results.

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. (Closed 2017)
- #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). (Closed 2018)

Closeout

The Development Services Department ran a radio campaign that directed users to the Development Services Department website from October thru December 2016. Expansion of the AMANDA Customer Portal was completed with the implementation of electronic plan review. There were changes in both the ProjectDox application and AB+C portal.

Zucker Recommendation

- #413:** Allow for submittals of various scales and consider accepting clearly dimensioned drawings. (Closed 2015)

Closeout

Dimensional drawings up to size Arch D (24x36) can now be accepted.

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. (Closed 2016)
- #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. (Closed 2016)

Closeout

The department entered into an agreement with the City Clerk's office to utilize EDIMS for Rule changes. Future projects will be submitted through the Information Technology Governance Business Needs process. The Department's Records Analyst continues to work with the various units to educate staff on records retention policies. Currently, all plans have a permanent retention period and are stored at an off-site facility once they are approved and permitted. Once e-Plan is fully launched, the amount of paper plans will be reduced. The department must follow prescribed records retention procedures approved by the State of Texas Library and Archives Commission, and mandated by City Code. The City Clerk's office, which oversees the City's retention policies, is in the process of providing feedback regarding conversion of paper to digital records. Until that process is completed, disposal of original paper records is prohibited.

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. (Closed 2017)
- #419:** Expand the PDRD geographic information system staff by two persons over the next three years. (Closed 2017)

Closeout

The funding for additional Information Technology support staff was approved in the Fiscal Year 2015-16 Operating Budget. The Development Services Department did not recommend pursuit of CSDC certification.

Two Geospatial Analyst positions were requested in the Fiscal Year 2016-17 budget but were not approved. With the complete division of duties between the Development Services Department and the Planning and Zoning Department being actualized in Fiscal Year 2018-19, the additional positions are no longer needed.

Zucker Recommendation

- #424:** Obtain additional copies, as required by staff, of the latest version of Adobe Creative Suite. (Closed 2016)

Closeout

Funds were identified to purchase upgrade licenses along with new licenses beginning in July 2016. Development Services currently purchases licenses on an as needed basis.

Zucker Recommendation

- #426:** 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. (Closed 2017)

Closeout

Communication and Technology Management Department technicians corrected the auto-logout problem with the computer. Since the correction, the Service Center (formerly known as the Permit Center) has been remodeled and a new video wall has been installed that provided the Development Services Department specific content videos, a cable news channel, and the wait queue.

Zucker Recommendation

- #427:** Reorganize the Planning and Development Review Department (PDRD) website to improve the intuitiveness of links to its abundant content. (Closed 2016)
- #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. (Closed 2016)
- #429:** If a qualified staff member is not available to do this work, engage the temporary services of an outside contractor. (Closed 2016)

Closeout

The former Planning and Development Review Department website has been reorganized to reflect the current structure of the Development Services Department (DSD) and Planning and Zoning Department. As a part of the execution of the Zucker Action Plan, DSD conducted monthly meetings with the Communications and Public Information Office (CPIO) to discuss website maintenance and other customer service improvements. The Public Information Specialist Senior oversees and manages website improvements and reorganization. In lieu of a formal content management protocol, the DSD Public Information Office developed a request for submission of requested revisions to pages on the DSD website. Those requests are vetted by the CPIO team. The new online portal, Austin Build + Connect (AB+C) accepts online payments for all transactions billed in AMANDA. Online improvements are ongoing as new services become available.

Zucker Recommendation

- #430:** 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. (Closed 2015)

Closeout

Phone system training materials were provided to all staff.

Zucker Recommendation

- #431:** Monitor the effectiveness of the "phone tree" system over time and make adjustments if necessary. (Closed 2015)

Closeout

The phone tree has been modified to meet current department needs.

Zucker Recommendation

- #432:** Implement automated voicemail-to-text transcription with forwarding of voicemail texts to email. (Closed 2018)

Closeout

Speech to text technology for automated transcription of voicemail to email was implemented in 2018.

Zucker Recommendation

- #433:** Consider reducing the number of Boards and Commissions. (No action taken- Deferred to City Council)
- #434:** The size of membership on Boards and Commissions should be kept to 5 or 7 members each. (No action taken- Deferred to City Council)

Closeout

Staff respectfully defers this recommendation to the City Council.

Zucker Recommendation

- #435:** All Board and Commission members should undergo training when first appointed as well as an annual training session. (Closed 2015)

Closeout

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.

Zucker Recommendation

- #436:** 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.
- #450:** The City Manager and the Development Services Manager of the Current Planning Division should schedule biannual joint study session meetings between the PC and the City Council.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #437:** 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. (Closed 2017)

Closeout

Staff has coordinated with Land Use Review Notification staff and has adjusted internal deadlines to ensure Board of Adjustment and Sign Review Board notices are mailed by Code-mandated deadlines. Additional measures were deemed unnecessary.

Zucker Recommendation

- #438:** 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. (No action taken- Department did not concur with this recommendation)
- #439:** Increase the fee charged to accommodate the additional staff work. (Closed 2015)
- #440:** Consider reassigning the support for this Board to another group, perhaps Current Planning. (Closed 2017)

Closeout

The Development Services Department did not concur with this recommendation. The applicant is responsible for preparing information required by the Board of Adjustment (BOA) to consider a case and is responsible for ensuring sufficient information is included to consider the applicant's request. Staffing will remain the responsibility of the Development Assistance Center.

Zucker Recommendation

- #441:** The Bylaws for the Building and Fire Code Board of Appeals should be modified to include minimum qualifications for Board members. (Closed 2017)
- #445:** The Ordinance establishing the Electric Board should be modified to make the existing recommended qualifications a mandatory requirement for Board appointment. (Closed 2017)
- #448:** The Ordinance establishing the Mechanical, Plumbing and Solar Board should be modified to make the existing recommended qualifications a mandatory requirement for Board appointment. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. Section 2-1 of the City Code includes minimum qualifications for board members. An amendment to the bylaws is not necessary.

Zucker Recommendation

- #442:** 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. (Closed 2017)
- #446:** 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. (Closed 2017)
- #449:** 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. (Closed 2017)

Closeout

Upon further evaluation, the Development Services Department did not concur with this recommendation. Section 25-1-502 of the City Code prescribes the procedure for amending technical codes. Section D requires review by the appropriate technical board. An amendment to board bylaws is not necessary.

Zucker Recommendation

- #443:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #451:** One member of a Commission who cannot attend a meeting should not be used as a reason to delay action on an item.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #452:** The PC and ZAP should use the same citizen comment sign-in system to promote simplicity and to avoid confusion.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #453:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #454:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #455:** 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.

Closeout

Assigned to the Planning and Zoning Department.

Zucker Recommendation

- #456:** 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. (Closed 2015)
- #457:** 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. (Closed 2015)

Closeout

In May 2015, the City Council dissolved the Residential Design and Compatibility Commission. All former site development regulations such as Subchapter F are now required to be heard by the Board of Adjustment.

Zucker Recommendation

- #458:** The Planning and Development Review Department (PDRD), 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. (Closed 2015)
- #459:** All involved departments and PDRD Divisions should review the detailed comments included in Question 42. (Closed 2015)
- #461:** PDRD staff and managers should look at the negative percentages from the customer survey and also study in detail the specific accompanying responses. (Closed 2015)

Closeout

The referenced documents were reviewed in detail. The follow-up is reflected throughout the Action Plan that was created in response to the Zucker report.

Zucker Recommendation

- #462:** Staff involved with the website should review the three questions and the specific comments included for each question. (Closed 2016)

Closeout

The three questions were reviewed. Customer comments will be addressed in the overhaul of the City's website as a whole. In the interim, the Development Services Department Public Information Office has significantly improved the website, including navigation, design and maintenance. A Public Information Specialist Senior that supports DSD web requirements was also hired in June 2016.
