Fiscal Year 2020–2021 Work Program

Development Services

Building, Code Enforcement & Permit Center ● Business & Administrative Services ● Engineering ● Planning

CITY OF ROSEVILLE CALIFORNIA

Table of Contents

Section 1: Overview and Report Structure.....3-6
Overview 4
Work Program Structure 6
Section 2: Departmental Structure, Culture and Accomplishments.....7-16
Overview of Department Structure.....7
Organization Structure.....8
The Team 9
FY20 Accomplishments 10
Section 3: Setting, Background, and FY21 Goals.....17-28
Economy and Workload.....17
Revenue and Cost Recovery 18
FY21 Administrative/Operational Goals 19
Conclusion.....28
Appendix 1: FY21 Divisional Goals Tracking Table.....29-34
Attachment 1: Recognizing Employees

Development Services Department

"Working Together to Build a Quality Community"

OVERVIEW

The Development Services Department (DSD) is comprised of the Building, Code Enforcement & Permit Center Division, Business & Administrative Services Division, Engineering Division, and Planning Division. The Department's overarching mission is to assist residents, developers, and businesses in achieving their goals when securing permits, entitlements, or understanding regulatory requirements. Simply stated, our "Why" is:

"We are here to help people."

Collectively, the DSD evaluates and maintains fee programs, provides long range planning, reviews entitlements and building permit applications, provides plan and map review, facilitates site and building addressing and street naming oversight, issues encroachment permits, issues permits to construct buildings and infrastructure, provides inspection services and recommends acceptance of maps and civil improvements to the City Council for all private land development and construction projects.

The purpose of this document is to provide an overview of department organization, operations, and goals for the current fiscal year, based on the City's approved FY21 budget.

Consistent with the City's Budget, the following outlines the core services for this Department:

BUILDING, CODE ENFORCEMENT & PERMIT CENTER DIVISION

This Division assists residents, businesses and the development community with meeting minimum building code standards to safeguard life, health, property, and public welfare. This is accomplished by ensuring that design, construction, materials, use, and occupancy conform to the required building code and the City's health and safety standards. This division processes over 5,000 permits per year and performs over 20,000 inspections annually. Code Enforcement follows-up on 1,100 complaints annually.

The Permit Center exists to provide efficient and professional comprehensive permit and development review services in a single location. It is one of the City's key points of contact for interaction with residents, businesses, contractors, and the development community. This function is a vital component of DSD's operations, and in many respects acts as the "face" of the City. In a typical year, Permit Center staff will interact with up to 12,000 customers at various stages of the permitting process, continually demonstrating that they are truly "here to help people."

BUSINESS & ADMINISTRATIVE SERVICES DIVISION

The Business and Administrative Services division provides organizational and business process support to the Department. It is also responsible for managing and supporting Accela Automation (citywide permitting system), citywide base map maintenance, addressing and street naming management, creating and maintaining geographic information system (GIS) data and mapping

products, and distributing information regarding citywide development activities.

ENGINEERING DIVISION

The Engineering division provides plan review and inspection services to ensure development of public and private infrastructure meets required City standards, codes, and policies. The Division is also responsible for ensuring that storm water quality measures are implemented and maintained per the City's State Stormwater Permit (MS4 Permit). This division actively participates in the land development process, reviewing development proposals from the entitlement stage until City acceptance of infrastructure improvements. Their role ensures that infrastructure improvements will have the anticipated longevity established by the City's standards, thus maintaining public safety and minimizing City (taxpayer) maintenance costs.

Transportation Engineering provides oversight of engineering-related items associated with long-range planning and development projects, traffic analysis, fee program development, local and regional transportation planning, and provides support for engineering-related process improvements and fee analyses. This section of the Engineering Division oversees and coordinates efforts with the Public Works Engineering Division for multiple fee programs that mitigate impacts related to development activities, including the Drainage Mitigation Fee program, the City's Capital Improvement Project (CIP) funding program, City/County Fee Program, South Placer Regional Transportation Fees and HWY65 JPA Fees. These fee programs fund implementation of major drainage and transportation improvements identified during the planning process, and provide a funding source for future construction of local and regional transportation improvements.

PLANNING DIVISION

The Planning division prepares, maintains, and implements a comprehensive set of policies and physical plans to guide future development, which is reflective of the community's desire to create and maintain a healthy, prosperous, efficient, and attractive community. In order to "guide" future development, this division works on both current and long-range development plans. Long-range planning includes management of the City's General Plan updates, processing of large development areas through the specific plan process, and coordination with regional planning and regulatory agencies. The Division also provides legislative and policy review, and coordinates the City's review of regional projects of significance. The Division provides environmental review and permitting for City projects and programs, and coordination and processing of capital improvement projects (CIPs) and citywide specific plans. The Current Planning section reviews proposed projects against the standards and policies established by the General Plan and various specific plans to ensure the highest-quality development.

WORK PROGRAM STRUCTURE

This document has been prepared to outline how the Department's structure supports its Mission and Culture, the accomplishments achieved over the past fiscal year, the anticipated workload for the next fiscal year, and the goals and key work products expected to be accomplished for each division. To convey this information, the document is structured as followed:

ORGANIZATIONAL STRUCTURE

This section provides an overview of how the Department is structured to accomplish its core tasks.

THE TEAM

Entering its seventh year of operations, the DSD continues to focus on implementing its mission, which centers on three key "cornerstone" organizational concepts:

VISION - Why are we here?

VALUES - How do we accomplish our mission?

MISSION - What are we working to accomplish?

"Working Together to Build a Quality Community."

FY20 ACCOMPLISHMENTS

This document provides tangible examples of DSD staff working to achieve these "cornerstone" concepts, which are further reinforced by the FY20 accomplishments incorporated into this section of the Work Program.

BACKGROUND

In order to develop a work program for FY21, it is important to identify the anticipated level of development activity over the next fiscal year. This section provides the setting for FY21 and what we intend to accomplish based on the projected level of development.

2021 DIVISIONAL GOALS

Each division has been tasked with identifying their goals in three separate areas, as follows:

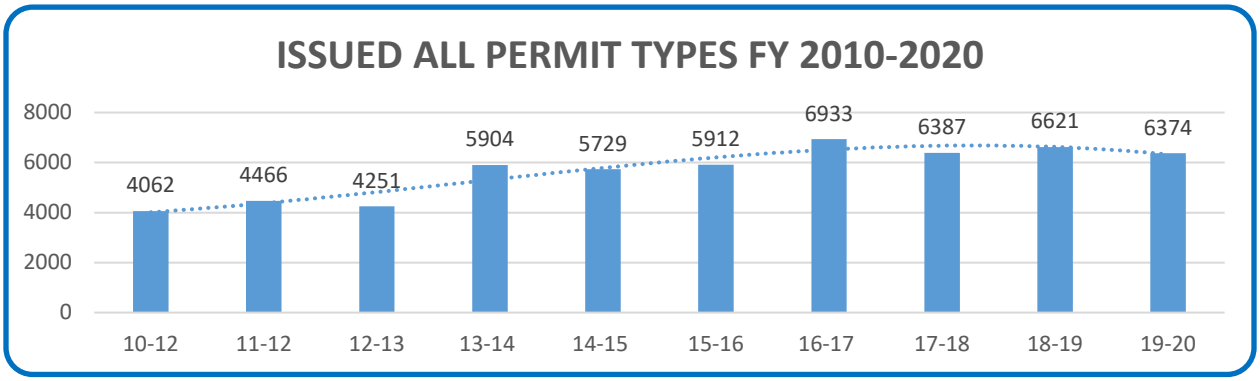
- Achieving Adopted Performance Measures;
- Completing Budgeted Work Product Expectations; and,
- Implementing Key Process or Operational improvements.

CONCLUSION

The concluding section of this document summarizes the key elements and tasks that the Department is striving to achieve over the course of the next fiscal year. It is intended to highlight what we hope to include as "accomplishments" in next year's work program.

OVERVIEW OF DEPARTMENT STRUCTURE

The following outlines the Department's current operating structure. DSD currently consists of 72 full-time equivalent employees. The DSD employs a flexible staffing model to respond to fluctuations in development activity and augments its full-time staff with temporary and contract employees as necessary. The Department's current full time (72) and temporary/contract (9) workforce is 81 employees.



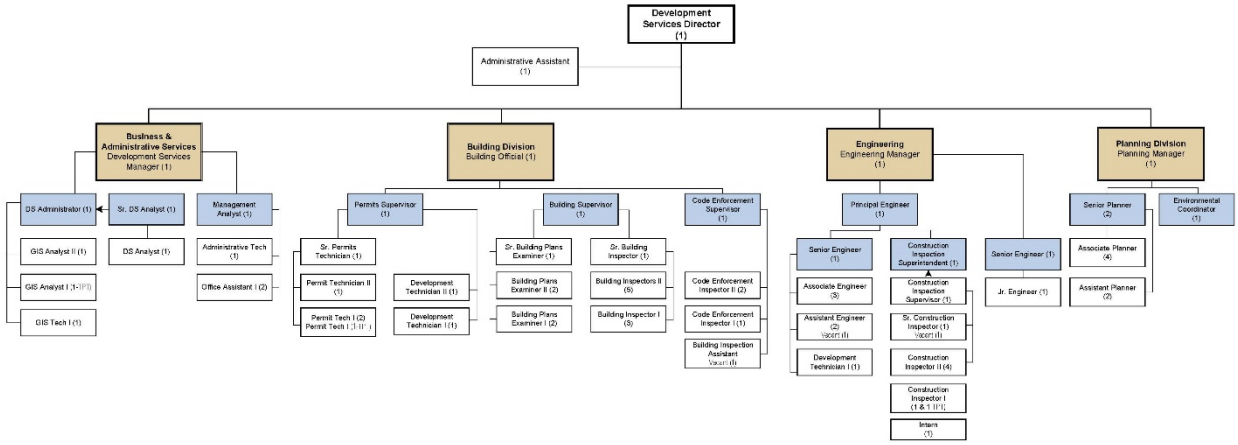
This chart provides a 10-year snapshot of the Department's building permit activity. As indicated, permit issuance levels have been steadily increasing since 2011.

The Department currently employs 72 full-time employees and 9 temporary part-time employees and continues to "do more with less."

This is accomplished through continuous process improvements and use of contract services. The DSD's temporary positions account for approximately 13% of its present workforce. The DSD also leverages outside plan-check and inspection services to help offset peak demand. These measures assist the DSD in accomplishing its workload with minimal impact to customer service, and allows the Department to quickly react to the ebb and flow of development activity, helping control costs.

ORGANIZATIONAL STRUCTURE

The following organizational charts provide the current reporting structure for the Department and the four divisions: Building, Code Enforcement & Permit Center, Businesses & Administrative Services, Engineering, and Planning.



THE TEAM

The DSD focuses on continuous cross-collaboration between its four divisions, with each supporting the others' key initiatives. Shared resources are the norm, exhibiting the Department's commitment to fiscal responsibility. The Business and Administrative Services Division is a prime example, this division provides support services to the entire department.

In building and nurturing its team, the Department has incorporated one of the City's principal initiatives to implement a Citywide "Culture and Leadership" program. The intent is to actively engage employees and work toward creating a healthier and more positive work environment. The department's culture is graphically depicted here:

The result is intended to continually enforce the ideology that we are a **"Service-Driven Department"**.

HOW WE LIVE THIS CULTURE

The following testimonials provide real-life examples of how the Vision, Values and Mission are being accomplished on a daily basis by DSD employees. These testimonials are the result of unsolicited feedback received from our customers over the past fiscal year.

Why? – We are here to help people…*"Dear City Manager Casey...Two of your Roseville City employees in the Planning Division helped me today on some fact finding I was doing---and I want you to know they did a great job. Talking to him on the phone Sean Morales was knowledgeable, efficient and patient in answering all my questions. Anna Quan was just as efficient with her email replies to my questions. I like living in a city where help is just a phone call away."*

How? – Responsive, Compassionate & Solution-Oriented, Consistent & Fair, Efficient Service, and Integrity & Good Work Ethic…*"Evah Bigler (an elderly resident) who resides at 417 Heller Court called to say when Jim Proper came out to do a window inspection for her on 9/26/19, he was so nice and kind. She said he took the time to explain*

everything to her and answered all of her many questions. She felt so good when he left that she wanted his manager to know. She mentioned often times people are not patient with the elderly and she felt that he went above and beyond."

What? - Working Together to Build a Quality Community…*"I wanted to take a moment and recognize the efforts of 3 inspectors: Joel Rushing, Greg Mitchell, and Tom O'Connell. Before I left Lennar was running down the track at full speed and we had several days of multiple inspections. This team of gentleman put in the extra effort to take care of business and were very understanding of our urgency to get things done. I applaud the efforts and hope that they can receive recognition for their hard work. Thank you to your entire team for the great work they do and these gentleman in particular."*

FY20 ACCOMPLISHMENTS

Key challenges or projects accomplished over the past fiscal year are summarized by division. Divisional achievements are organized by operational improvements, process improvements, and overall development activity or major projects. These accomplishments reflect the commitment of DSD staff in achieving the goals of the community, Department, and City Council.

OPERATIONS

Fiscal Accountability/Cost Recovery

- Increased cost recovery to 68% from FY20 approved budgeted recovery rate of 53%.
- Implemented succession planning following a significant number of retirements, which is expected to result in cost savings to the City once fully implemented.

STAFFING & CULTURE

- Continued to "Build the Team" by coordinating and programming regularly scheduled division, managers, and all-hands staff meetings.
- Conducted 18 full-time and temporary recruitments for various positions in response to unanticipated turnover and retirements.

BUILDING, CODE ENFORCEMENT & PERMIT CENTER DIVISION

Operational

- Conducted the 11th annual Stakeholder Meeting. This was the first meeting successfully held in an electronic format.
- Successfully renewed the Building division's national accreditation. The City of Roseville is the only Building division in the state to receive this recognition and only one of 24 throughout the nation. Accreditation equates to a better Insurance Services Office (ISO) rating, which positively affects insurance rates for the community.
- Received certification as California Access Specialists (CASP) by the State of California for one staff member.

Process Improvements

- In collaboration with the Business & Administrative Services Division, implemented the Residential Permit Guide as an additional resource for the public, to provide instructions specific to project location and scope and assist customers with the electronic application process. Over 1,300 permit guides have been provided since go-live in June 2019.
- Continued a 24-hour turnaround time on over-the-counter (OTC) approvals for simple permits. The Building Division issued 59% of permits over-the-counter in FY20.
- Continued the streamlined production home permits procedure to complete plan check reviews in five days or less (previously a ten-day process). Processed 1122 single family residential permits under this process.

Project/Permit Activity

- Facilitated and processed permits for construction activity amounting to over $400,000,000 in valuation.
- Assisted more than 4,900 customers at the Permit Center, despite the public counter being closed from March 20, 2020 through June 30, 2020 due to COVID-19.
- Issued 5,998 building permits.
- Issued 976 single family permits.
- Issued 275 tenant improvement permits.
- Performed over 30,000 inspections.
- Completed over 5,000 plan checks.
- Responded to 1,071 code enforcement complaints.
- Closed over 1,193 code enforcement cases.
- Facilitated major tenant improvements including the GSA Storage Addition, UC Davis Medical Addition, Penumbra, Cinemark at Galleria Mall, and Restaurant Depot.
- Facilitated major ground-up projects including the construction of Kaiser Parking Garage and Medical Office Building, Villa Sport, Roseville 80, Living Spaces, Broadstone and Holden Senior Living, Campus Oaks Apartments, Shell Buildings at Campus Oaks Town Center, Shell Building at Fiddyment Plaza, and Huntington Senior Apartments.

BUSINESS & ADMINISTRATIVE SERVICES DIVISION

Operational

- Successfully transitioned to 100% telework during the state's stay at home order, without resulting in any significant interruption or degradation of customer service.
- Hired and trained an Administrative Technician and a Business Analyst.
- Continued expansion of duties and services to provide a broader range of support to entire Department.
- Continued to leverage a flexible staffing augmentation model, using contract and temporary employees to handle special projects and increases in work volumes.
- Continued participation and department representation on enterprise GIS Steering and Technical Committees, City Technology Governance, and Technology Insiders Committees.

- Continued participation and department representation on ERP and EDMS project teams.
- Updated all financial processes within Developments Services to comply with the City's new financial system (Oracle). This includes the billing and purchasing processes.
- Completed the annual Development Agreement reviews and collected a fee to assist in the recovery of staff time.
- Successfully integrated the new Oracle-based ERP system with the DSD billing system to continuity and efficiency of DSD billings.
- Successfully integrated the new Oracle based ERP system with the department financials, purchasing and budgets.

Process Improvements

- Partnered with IT to support the successful transition to teleworking due to COVID-19 and the state's stay at home order.
- Implemented new Electronic Document Review software (DigEplan).
- Continued to monitor and enhance the new electronic submittal and electronic plan check processes, including department permitting related business practices.
- Continued to monitor customer satisfaction Survey to help ensure permitting services are delivered in as convenient, efficient, and consistent manner as possible.
- Continued the use of Camino's online Permit Guide solution to assist applicants and staff with the residential building permit submittal process.
- Refined the use of Airtable, a collaborative work management tool, to help the Business Services team coordinate and manage projects and work load more efficiently.
- Continued to review, streamline, and document business practices and procedures.
- Created development agreement tracking module in Accela to automate annual review

Projects/Development Activity

- Continued to create and maintain GIS datasets and infrastructure, mapping and permitting products and services, and information on development activities.
- Continued to clean-up core data layers in GIS to reflect the latest existing conditions, including parcels, addresses, subdivisions, land use, zoning, and specific plan boundaries.
- Approved and created 115 new street names, 1,835 new street addresses, and 1,630 new parcels in GIS.
- Completed 814 plan checks.
- Completed 23 Unit and Acre Allocation Change records.
- Completed 265 ad-hoc tasks and 16 project-level requests for service.
- Participated and completed the Local Update of Census Addresses (LUCA) and New Construction programs in support of the 2020 United States Census.
- Completed the annual U.S. Census Bureau Boundary and Annexation Survey (BAS).
- Continued to collaborate with IT and ERP team in support of the City's new financial program (Oracle), and impacts to Accela and the department's full cost billing requirements.

- Continued to assist and manage development reimbursement agreements and fee programs.

ENGINEERING

Operational

- Successfully filled vacant positions following staff retirements.
- Created new Construction Inspection Supervisor position to manage construction inspection section.
- Entered into new two-year contracts for on-call construction inspection services and on-call material testing services.
- Completed full updates to the 2020 Design and Construction Standards.
- Continued participation on technical committees for regional roadway projects including I-80/SR65 interchange improvements, Highway 65 widening, I-80 auxiliary lanes project, Placer Parkway, and the Placer-Sacramento Gateway Plan.
- Completed close out of the SR65/Galleria Blvd. /Stanford Ranch Rd. interchange improvement and northbound ramps project.
- Collaborated with PCTPA, Placer County and Sutter County to develop cost estimates, funding sources and preliminary plans to widen Baseline Road to four lanes from Foothills Blvd to HWY99.
- Collaborated with PCTPA and regional partners to complete the 2020 Placer County Regional Transportation Plan (RTP) and the 2020 SACOG Metropolitan Transportation Plan/Sustainable Communities Strategy (MTP/SCS) update.
- Completed City Traffic Demand Model update to support City's General Plan update and State Vehicle Miles Traveled (VMT) requirements.
- Began CIP update to include the annexation of the Amoruso Ranch Specific Plan and to update Traffic Mitigation Fees (TMF) citywide.
- Completed staff review of the Placer Ranch Specific Plan traffic study and transportation related impacts and provided technical support necessary for successful negotiation of establishment of a Placer Ranch developer funded Roseville Traffic Mitigation Fee.
- Completed the Highway 65 JPA annual budget for FY 2020-21 including resumption of agency reimbursements for previous loans which will return approximately $1M to the City's TMF account in FY 2020-21.

Process Improvements

- Continued cross-training of plan review and inspection staff to allow for a single plan checker and a single inspector on each infrastructure project. This is projected to make the plan check and inspection process more efficient and result in a cost savings for customers.
- Equipped DS inspection staff with field tablets to enhance inspection reporting and customer service.
- Updated EU work order procedures for water and sewer utilities.
- Successfully transitioned to 100% telework during the state's stay at home order, without

resulting in any interruption or degradation of customer service.

- Participated in department wide development and implementation of new DigEplan electronic plan check software.

Projects/Permit Activity

- Provided inspection services for key infrastructure projects including the Blue Oaks Blvd extension to Westbrook Blvd, Baseline Road widening at Westbrook Blvd and extension of Pleasant Grove Blvd to Santucci Blvd.
- Administered developer/developer reimbursement agreements for Sierra Vista Specific Plan developers.
- Administered City/Developer reimbursement agreement for Westbrook CIP roadways (Pleasant Grove Blvd., Santucci Blvd. and
- Successfully inspected and signed off an estimated 197 encroachment permits.
- Spent over 2,900 hours plan checking 189 improvement plans and maps.
- Spent over 8,000 hours inspecting private and public projects.

PLANNING

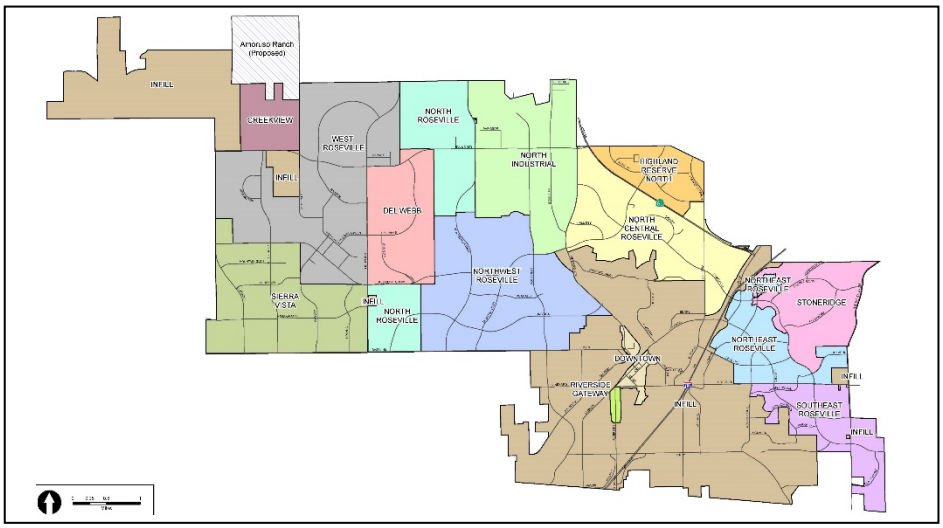
Operational

- Hired/trained Assistant Planner to staff the Permit Center front counter, allowing staff greater time to work on planning projects.
- Approved 74% of planning permits over-the-counter.

Process Improvements

- Streamlined Electronic Plan Review processes.
- Provided presentations to community groups and neighborhood associations regarding pending long range and current planning projects.
- Successfully transitioned to 100% telework during the state's stay-at-home order, without resulting in any interruption or degradation of customer service.
- Successfully transitioned to using electronic communication and videoconferencing for public outreach and public meetings during the state's stay-at-home order.

Projects/Permit Activity



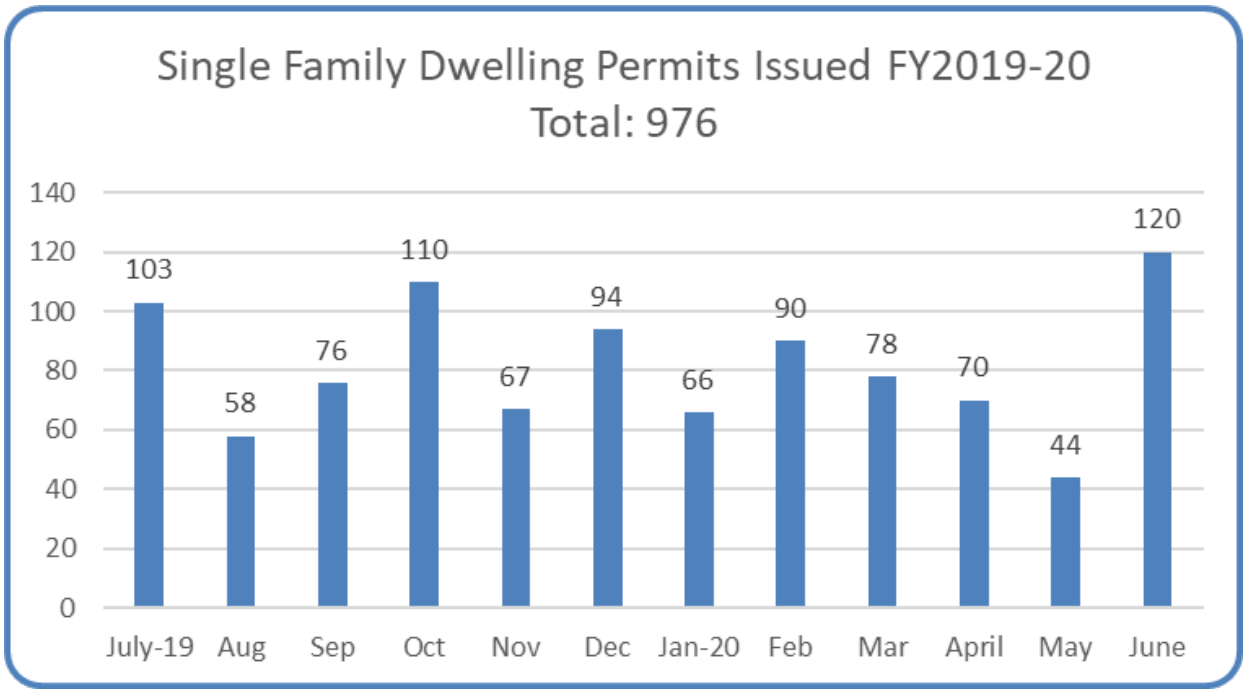
- Amoruso Ranch: Continued to coordinate with the U.S. Army Corps of Engineers on the Section 404 permit application.
- Coordinated CEQA review and regulatory permitting for City projects.
- Continued review and coordination of open space preserve area deed restrictions and/or conservation easements as they are dedicated to the City.
- Continued staff review and coordination of projects on a regional level (SACOG, Placer County projects, City/County meetings).
- Continued participation and attendance at SACOG meetings.
- Continued attendance at Placer County Air Pollution Control District Board (APCD) meetings and coordination of City and APCD grant programs and projects.
- Completed staff review and coordination of the Regional Housing Needs Allocation process with SACOG.
- Continued staff review and coordination on proposed legislation and implementation of approved legislation.
- Completed staff review and coordination on proposed Placer Ranch Specific Plan and Sunset Area Plan projects, ensuring the City would not experience unmitigated fiscal and service-level impacts.
- Published the draft updated 2035 General Plan and Environmental Impact Report.
- Continued coordination on the CCJPA 3rd Track project.
- Continued participation on the Western Placer Waste Management Authority's Landfill Master Plan Advisory Committee
- Prepared a Tribal Consultation Policy to provide consistency and fairness in the manner in which tribes are consulted with prior to and during project construction, to ensure a consistent application of policies for all City projects, and to exercise responsible management and use of public funds.
- Completed a comprehensive update to the City's Zoning Ordinance.

- Completed several major industrial projects including Panattoni's Building #3, Roseville Innovation Park Building, and an application for the Cokeva Development Agreement Amendment
- Completed several retail projects including Westpark Retail and The Plaza at Blue Oaks
- Completed the Mourier M-31 Apartment project
- Completed several residential maps and rezone projects including F-55/Regional Park project and JMC's Sierra Vista Map #2
- Processed 124 development applications, exceeding the Division's target of 100 for FY20.
- Issued 170 ministerial permits.
- Issued 163 sign permits.
- Provided professional guidance to the City Council, Planning Commission, Design Committee and the public regarding policies that guide the physical development of the Community. Staffed 14 City Council meetings, 17 Planning Commission meetings, and due to the COVID-19 shut down, one Design Committee meeting.
- Made staff available eight hours each day to answer general questions about the City regarding growth, development, and to explain permit review requirements. With the shift to work from home from the COVID-19 pandemic, Staff saw a trend to email response to residents and customers. Responded to 1,830 phones calls, 1,425 e-mails, and 687 walk-in customers.

These actions reflect the dedication and efforts of 72 full time and 9 part time DSD employees. The Department will continue these significant accomplishments into FY21.

ECONOMY AND WORKLOAD

During the past fiscal year, DSD staff worked on several time-intensive long-range development and special projects. Work on the City's General Plan Update, Climate Action strategy, and associated EIR project will continue to be a significant long-range project this next fiscal year. Continued review of the County's Sunset Area and Placer Ranch projects, as well as coordination with SACOG on the 2020 Metropolitan Transportation Plan/Sustainable Communities Plan and Regional Housing Needs Allocation process are also significant components of the long-range workload. These projects compromise a significant portion of the FY21 Work Program.



Building permit SFD issuance was slightly (9%) above the FY20 budget target of 900. The Department expects steady residential permit activity over the coming fiscal year, and has budgeted for the historical average of 900 single family permits. New commercial construction and tenant improvements are expected to remain strong with improvements being constructed for:

- Roseville 80 industrial buildings
- Campus Oaks Apartments – 396 unit apartment complex
- Two tenant ready shell buildings at Fiddyment Plaza
- Broadstone and Holden Senior Housing
- Main Street Plaza
- NCRSP Parcel 49 additional retail, office and restaurant buildings
- Campus Oaks Retail Project
- Westpark (Village Center) Retail Project
- Plaza at Blue Oaks Retail project

Recent changes in the market, due to COVID-19 may impact construction starts and the development sector this coming year.

REVENUE AND COST RECOVERY

As a General Fund Department, the DSD relies on permit and processing fees to generate revenue to offset costs associated with processing permits and private land development projects. Each division of the DSD has its own operating budget, with some divisions having lower cost recovery than others due to the general government nature of their work (costs not attributable to development, such as Code Enforcement, responding to resident inquiries, public records requests, etc.). The divisions primarily responsible for processing private land development projects have the ability to generate revenues through fees, developer-funded pass-through expenses, or internal offsets from other Departments for work performed. The goal is to be fiscally neutral with respect to processing private development projects.

Budgeted operating costs for all four divisions in FY20 was approximately $9.4 million. Budget estimates for revenue offsets from development fees during FY20 was $4.4 million, for a budgeted cost recovery target of 47%.

Table 1 Fiscal Year 2020 Budget Overall Development Services - 68 FTE	
Operating Costs:	$9.4m
Permit/Fee Revenue:	$4.4m
Net GF Impact:	**$5.0m**
Percent Cost Recovery Rate	**47%**

Cost recovery can be influenced through a reduction in operating expenses, generation of new revenues, or a combination of both. Using contract labor for plan check and inspection, implementing labor-saving process improvements, and absorbing heavier workloads without increasing staffing has kept operating expenses down. Additionally, development activity has increased by 20-25%, which results in increases to permit, plan check, and inspection fee revenues. This has resulted in an end of fiscal year 2020 cost recovery of 74% *(excludes Code Enforcement)*.

BUDGET & PROJECTED COST RECOVERY

As indicated in Table 2, the projected operating cost for all divisions is approximately $9.9 million. The increase from FY21 is attributable to adjustments to various internal service fund rates primarily, IT and facilities maintenance charges incurred by the Department. Total projected permit fee revenue for FY21 is $5.2 million, resulting in a budgeted cost recovery target of 52%. The DSD will monitor and make adjustments to staffing and expenses as needed to achieve its budgeted cost recovery target.

Table 2 Fiscal Year 2021 Budget Overall Development Services - 68 FTE	
Operating Costs:	$9.9m
Permit/Fee Revenue:	$5.2m
Net GF Impact:	**$4.7m**
Percent Cost Recovery Rate	**52%**

FY21 ADMINISTRATIVE/OPERATIONAL GOALS

The following outlines goals for FY21 consistent with the City Council's fiscal and organizational priorities. The goals are organized in three categories: Adopted Performance Measures, Core Services, and Process Improvements. Each goal is discussed in the narrative below and summarized in the *Work Program Summary Table* attached as Appendix 2.

OPERATIONS

Operations staff consists of the Director and Administrative Assistant. These positions focus on department oversight and leadership, monitor and address staffing needs, and provide executive support to the four operating divisions.

Administrative/Operational goals and tasks anticipated for FY21:

Goal 1: Support the Team

- One-on-One Interviews – Director continue to meet with individual Managers and key staff to identify structure, work products and goals.
- All Hands Meetings – Conduct bi-annually all hands meeting for team building and information sharing.
- Divisional Staff Meetings – Director to attend one divisional meeting per quarter.
- Divisional Managers Meeting – Director to meet weekly to address divisional issues.
- Manager Staff Meeting – Monthly manager meetings to discuss across the board items such as entitlement fee cost recovery, plan check, staffing, etc.
- Above and Beyond –Continue employee recognition program for excellent customer service.
- Manager Budget Retreat – Coordinate and structure an annual budget and operations review retreat for the management team.
- Succession planning and reorganization.
- Introduce and initiate Organizational, Cultural & Leadership (OC&L) Plan to the DSD staff.
- Incorporate the first phase of the OC&L Strategy to DS including the following:
  - Continue internal department communications (the DSD Quarterly Newsletter).
  - Oversee the development of procedures documentation for individual divisions.
- Inventory, document, and consolidate all division procedures for succession planning purposes and ease of reference.
- Assist in the recruitment process for new positions, both permanent and temporary.

Goal 2: Facilitate Meeting or Exceeding Budget Expectations

- Maximize cost recovery.
- Implement operational improvements and efficiencies to reduce department costs.
- Monitor FY21 Work Program progress.

BUILDING, CODE ENFORCEMENT & PERMIT CENTER DIVISION

This division will continue to ensure minimum standards are met to safeguard life, health, property, and public welfare by regulating and controlling the design, construction, quality of materials, use and occupancy, location, and maintenance of buildings and structures. Roseville's Building Division is the first California municipality to become nationally accredited by the International Accreditation Services. This accreditation signifies that the City of Roseville's Building division operates under the highest professional and technical standards.

Building, Code Enforcement & Permit Center goals and tasks anticipated for FY21:

Goal 1: Achieve Budgeted Efficiency and Effectiveness Measures:

Building:

- Total Building Permits Issued: 5,000
- Single family dwelling permits issued: 900
- Inspection requests: 25,000
- Total plan checks: 4,000
- Average total plan checks per plan checker per day: 4
- Average inspections per inspector per day: 15
- 95% of plans plan checked within 21 days and returned within 14 days
- 95% of inspections made within 24 hours
- 97% of projects that are approved within three (3) plan checks
- 95% of plans approved with no minor code violations
- 100% of plans with no major code violations
- 95% of inspections approved with no minor code violations
- 100% of inspection approved with no major code violations

Permit Center:

- Total Number of customers assisted: 9,000
- Total number of over-the-counter Building Permits issued: 3,000
- Total number of permits accepted: 6,000
- Total number of applications accepted online via OPS Portal: 3,500
- Total number of phone calls: 25,000
- SFD's processed: 900
- Number of Fee Estimates prepared: 40
- Audit and review permits for accuracy – 95%

Goal 2: Complete Budgeted Work Product Expectations:

Building:

- Review 4,000 plans as part of the Building permit process.
- Perform 25,000 inspection on approved permits.
- Approve 900 single-family dwellings.
- Help facilitate the approval of 5,000 permits.

- Implement adoption and enforcement of the 2019 California Code of Regulations, which includes training of staff and review and publication of those changes making the community aware of new requirements.

Permit Center:

- Production Home Permit Plan Check Reviews:
  - Monitor monthly process.
  - Identify opportunity to streamline current process. (Maintain reviews completed within 5 working days 90% of the time and establish new performance measure i.e. reviews completed within 5 number of working days 95% of the time).
  - Identify staff and resources needed to perform these reviews.
- Accela Automation:
  - Continue to work with Business Services to streamline Accela, OPS Portal, and Electronic Document Review (EDR) service enhancements.
  - Continue staff training and documentation of new business processes and procedures.
- Succession Planning:
  - Continue comprehensive process and standard operating procedures documentation.
  - Accelerate Permit Technician staff onboarding and Senior Permit Tech cross training.

Goal 3: Implement Key Process Improvements or Operational Improvements:

- Code Enforcement: Tracking and data input on cases for citywide enforcement coordination efforts.
- Building Permit Fees: Implement and update building permit and administrative fees.
- Continue Pass-Architect format and submittal process.
- Electronic plan review and automation of inspections and inspection requests.
- Continuation of CASP certification of inspection staff for compliance with Senate Bill 1186 for disability access.
- State mandated implementation of AB2188 requiring expedited process for permitting and approving residential P.V. systems.
- Continue working with Sacramento Building Officials to create and implement a certification program on plan review for a more efficient process.
- Conduct the Annual Stakeholder outreach working with the development community to refine and improve our process.
- Monitor, streamline and identify staff and resources for production home permit plan check reviews.
- Continued Accela citizen access, EPR service enhancements and staff training on new processes and procedures.
- Succession Planning - Continue comprehensive process documentation and standard operating procedures. Accelerate permit technician onboarding and Senior Permit Tech cross training.

BUSINESS & ADMINISTRATIVE SERVICES DIVISION

Business Services is responsible for managing and supporting Accela Automation, providing business analysis and analytical support, creating and maintaining GIS data and mapping products, citywide address and street naming management, and distributing information regarding citywide development activities. Additionally, Administrative Services provides clerical and analytical support for the department. The focus of these positions is to monitor and review fiscal/budgetary items and to provide high-level process support to the four operating divisions.

Business and Administrative Services goals and tasks anticipated for FY21:

Goal 1: Achieve Budgeted Efficiency and Effectiveness Measures

Business Services:

- Number of Business Services staff stated in FTE employees: 5
- Number of Business Services staff stated in temporary or contract employees: 4
- 90% of address change requests processed within 7 days
- 95% of plan checks completed within 21 days and returned within 14 days
- 75% of Allocation Change records processed within 30 days and 99% within 60 days
- 95% of requests for service (projects) completed by established due date
- 90% of ad-hoc tasks completed within 7 days
- Less than 25% negative (disagree & strongly disagree) customer satisfaction survey rating for overall application submittal process experience

Administrative Services:

- Number of Administrative Services staff stated in FTE employees: 5
- Monthly Budget Monitoring - track cost recovery to ensure meeting budget goal of 52%.
- 90% of incoming calls answered or transferred to the appropriate staff within 60 seconds.
- Monthly development billings processed within 30 days.
- Manage financial operations for divisions and department to ensure all within approved budget categories monthly and quarterly.
- Complete the 2020 Development agreement annual review by April 2021.
- Manage the migration and assist with the electronic document management project transferring all 6 DSD SIRE cabinets successfully.
- Manage and assist development reimbursement agreements and programs, ensure all payments dispersed quarterly.

Goal 2: Complete Budgeted Work Product Expectations

Business Services:

- Create FY21 Accela and GIS Action Plans, to be used to guide and communicate progress throughout the year.
- Identify and document critical processes and procedures for succession planning purposes and ease of reference.

- Coordinate and perform annual fee schedule updates in Accela.
- Monitor the entitlement process and maintain unit and acre allocation information.
- Provide comprehensive website maintenance oversight and redesign support to the DSD.
- Monitor Accela Inspector App performance and facilitate issue resolution.
- Provide a comprehensive set of reporting services and products.
- Provide addressing and GIS support to DSD, other City departments, and outside stakeholders.
- Review development/construction plans for address, suite, and street name compliance, development activity tracking, and potential impacts to critical department GIS layers.
- Actively participate in Accela, GIS, TGC, and other City initiatives and cross-functional technical projects, including EOC, CMS, ERP, and EDMS.
- Provide support and continue to enhance the Accela platform to meet the business needs and goals of the DSD, other City departments, and outside stakeholders.
- Provide ad-hoc analysis, mapping, reporting, and other technical support services to the DSD, other City departments, and outside stakeholders.
- Continue to represent the City and provide support for upcoming U.S. Census Bureau 2020 Census.
- Provide software and technical support and training to DSD staff as needed.

Administrative Services:

- Continue monthly automated billings for full cost entitlements and consolidated billing projects.
- Continue to develop and administer the Department budget.
- Monitor monthly budget and cost recovery figures.
- Work Program development – complete Work Program for FY21.
- Facilitate greater revenue – complete routine fee reviews.
- Develop and coordinate annual fee updates.
- Development Agreement review process — Develop format, process notification and completion of DA review.
- Continue to improve development agreement tracking module in Accela to automate annual review.
- Continue to support division managers and director.
- Manager Budget Retreat – Coordinate and structure an annual budget and operations review retreat for the management team.
- Complete request for proposal on the building contracts to ensure competitive rates.

Goal 3: Implement Key Process or Operational Improvements

Business Services:

- Continue to look for operational efficiencies, process improvements, and opportunities to incorporate “value-added” services.
- Continue to review, streamline, and document business practices and procedures.
- Continue to streamline and enhance the new electronic submittal and electronic plan

check processes, including department permitting related business practices.
- Provide on-going development and support for EDR software (DigEplan).
- Continue pilot project and potential support for the use of iPads by Building Inspectors in the field.
- Continue to support the use of iPads and PlanGrid software by Engineering Inspectors in the field.
- Continue pilot project and potential support for the use of Camino's Permit Guide product to assist applicants and staff with the residential building permit submittal process.
- Work with IT and Building staff to replace existing Permit Center lobby queuing software.
- Adopt a new City Addressing Standard to address outdated information and deficiencies in existing document.
- Update existing Digital Submittal Standards & Requirements document related to the submission of CAD digital files for new developments and address assignment.
- Improve GIS editing and maintenance processes to ensure critical GIS data like zoning and land use layers remain coincident with the City's basemap.
- Improve existing 'Unit & Acreage Allocation' & 'Development Activity' tracking processes.
- Improve PMT data and tools to meet Planners needs.
- Convert Public Notification Tool (PNT) from desktop application (requiring ArcMap license) to custom web mapping application.
- Continue the use of Airtable, a collaborative work management software to organize, track, and manage work volume and performance metrics.
- Continue to improve baseline competencies, technical, and soft skills by developing comprehensive multi-year training program for Business Services team.

ENGINEERING

This division ensures that the development of private and public infrastructure meets the required City standards, codes and policies through plan review and inspection of private development and public Capital Improvement Projects (CIP). The Division is also responsible for ensuring compliance with the City's State Stormwater Permit (MS4) for construction site and post construction runoff. The projected total FY21 revenue for the Engineering Land Development Division is $3,096,000 - a 28% increase over the FY20 projected revenues. The increase is attributable to an increase in private development, fee for service increases, and additional miscellaneous cost recovery.

The following outlines the budgeted requirements and performance measurements for the Engineering Land Development Division in FY21:

Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted

- Minimum of 85% of work hours on inspections: 10,000 hours.
- Total number of hours performed on CIP inspections: 2,000 hours.
- Total number of plans and maps returned: 225 plan sets or maps.
- 50% of work hours billed to plan checks: 5,000 hours.

Inspection:

- Construction inspectors will spend a minimum of 85% of work hours on billable inspections (private/CIP projects) and an aggregate of 50% billable hours for the entire construction management group.
- Number of hours spent on inspections is tracked by quarter.
- Track the percentage of work hours spent on development/CIP inspection.

Plan Check:

- Check and return 100% of plans and maps within 4 weeks.
- Plan check staff to spend a minimum of 70% of work hours on billable plan and map checks, and an aggregate of 50% billable hours for the entire plan review group.
- Amount and percent of hours spent on development plan and map checks tracked by quarter.
- The amount of plan and map checks tracked by quarter.

Goal 2: Implement Key Process Improvements or Operational Improvements

Key steps over the 12 months – Implement June 30, 2021

Implement Accela

- Using Accela to help implement the SVSP Fee Program.
- Update Engineering Accela reports to reflect changes to workflow from EDR implementation.

Stormwater Program

- Implement new Accela Stormwater Database inspection forms for MS4 Mandates.
- Continue to train inspection staff for use of tablet hardware for stormwater reporting.
- Prepare annual report to State for MS4 Permit.
- SWPPP documentation for each project monthly and/or after each storm event.
- Begin review of trash amendment and integration into the storm water quality manual and design standards.

Construction Section Policies and Procedures

- Monitor and amend Design & Construction Standards for technological advancements, industry methods and material updates.
- Maintain inspection procedures manual for staff and consultant inspectors.
- Train replacement staff for private and public projects.
- Prepare the DS Engineering inspection staff for flood duty responsibilities.
- Continue to train inspection staff for use of tablet hardware and supporting apps.
- Support and participate in Citywide OC&L Plan.
- Support and participate in citywide customer service committees.
- Supplement staff during heavy workload periods with consultant inspectors.
- Continued communications with internal customers (i.e., EU, PW, Parks) to confirm expectations of services are met.
- Continued education and training of plan review and inspection staff.

Plan Review Section Policies and Procedures

- Training of plan review staff to perform entitlement review.

- Update and maintain plan review checklist and procedures manual.
- Provide representation on the City in-fill project team.
- Create and maintain a written policy for taking in and processing encroachment permits, including electronic submittals.
- Work with GIS staff to track deferred improvement agreements and reimbursement agreements.
- Update and maintain Engineering Division's presence on the City's Website.
- Identify staffing and resources for succession planning.

ENGINEERING (TRANSPORTATION)

Performance Measures

FY21 goals for the Transportation Engineering group include:

Goal 1: Support City's Long Range Planning Efforts

- Continue to monitor future impacts of the Placer Ranch project (being processed in the County) related to traffic, drainage and other engineering related activities, associated with the processing of the ARSP.
- Provide institutional background and direction in the implementation and processing of Specific Plans.
- Participate in and support Planning staff with the Housing Element update relating to traffic.

Goal 2: Support City's Traffic Planning Efforts

- Provide staffing for the Highway 65 Joint Powers Authority, develop 2021 budget.
- Participate in Placer County Transportation Planning Agency (PCTPA) and South Placer Regional Transportation Authority (SPRTA) technical advisory committees.
- Participate in the review, analysis, and discussion of the SPRTA and SPRTA II fee updates and keep City management updated on critical items.
- Update the City's Capital Improvement Program / Traffic Mitigation Fee program and update the traffic mitigation fees to include the ARSP and other program modifications.
- Participate in regional roadway projects on I-80, SR65, and Placer Parkway.
- Continue to refine the processes and procedures for administration of developer set-aside accounts and Tier II impact fee deferrals and continue developing and managing long term tracking mechanisms for the deferral programs.
- Complete an update of the City's Functional Classification Roadway Map.

PLANNING DIVISION

Performance Measures

Revenues from full cost projects will continue to offset the Division's General Fund impact. Revenues for this division will be achieved through full-cost development projects, most notably the General Plan Update & Climate Action Plan, and other current full-cost projects. The Division is projecting a cost recovery rate of 37%.

The following outlines the budgeted requirements and performance measurements for the Planning Division in FY21:

Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted

- Number of development applications received and processed: 100
- Public counter staffing by Planner and Permit Technician stated in FTE: 1.5
- Major projects processing stated in FTE: 5
- Number of Ministerial Permits issued: 350
- Number of sign permits issued: 150
- Percent complete of major planning programs within adopted schedules: 100
- Percent implemented of permit and processing streamlining ordinances: 100
- Cost per capita, planning division.
- Revenue Recovery: 37%

Goal 2: Complete Budged Work Product Expectations

Current Planning

- Continue to efficiently process development applications while maintaining a high level of customer service.
- Staff the Permit Center, providing information on planning-related items and issuing ministerial permits (approximately 300 permits and 150 sign permits).
- Process a variety of residential, commercial, office and industrial development applications (approximately 100 entitlements and 400 over-the-counter permits).
- Continue processing applications in the Campus Oaks Master Plan, North Industrial Planning Area, Parcel 49 and an expansion of the Kaiser Hospital.

Long Range Planning

- Actively participate in long-range local and regional planning issues.
- Complete the Cycle 6 update to the City's Housing Element, including the text and policy changes within the Housing Element, an Environmental Impact Report, and public outreach.
- Prepare Specific Plans for the Atlantic Street, Douglas/Harding, and Douglas/Sunrise corridors, to be completed by FY22.
- Complete the General Plan Update and certify the Final Environmental Impact Report within the first quarter.
- Adopt a Tribal Consultation Policy to provide consistency and fairness in the manner in which tribes are consulted with prior to and during project construction, to ensure a consistent application of policies for all City projects, and to exercise responsible management and use of public funds.
- Monitor on-going progress on the County's development projects, which have an influence on Roseville such as: Regional University, Placer Ranch Specific Plan, and the Sunset Industrial Area update.
- Participation on the Western Area Waste Management Authority's Landfill Master Plan

Advisory Committee and monitor the landfill expansion environmental review.

- Continued participation in special projects such as the CCJPA project, VMT task force, the zoning update to address the 200-year floodplain and Zoning Ordinance and fee policy updates related to Accessory Dwelling Units.
- Participate in the NEPA process for the Army Corps 404 wetland permitting (Amoruso project).
- Continue to participate in interagency land use coordination (e.g. Placer Ranch, Regional University, Placer Vineyards, Placer Parkway, and SACOG projects).
- Monitor/coordinate comments on Federal and state legislation pertaining to land use.
- Monitor growth allocations that relate to the Regional Housing Needs Allocation.
- Continued outreach, when requested, to neighborhood and interest groups, stakeholders, Roseville Leadership, concerning pending and recently approved long-range projects.

Environmental Coordination

- Provide California Environmental Quality Act (CEQA) oversight and regulatory permitting compliance for City projects.
- Coordinate CEQA review and comments for projects proposed by other agencies or jurisdictions.
- Continue coordinating with the U.S. Fish and Wildlife Service to update the Open Space Preserve Overarching Management Plan (OSPOMP), and ensure existing and planned preserve area deed restrictions reference the OSPOMP.
- Provide outreach to City Departments regarding approval for projects involving open space areas.
- Continue liaison/coordination with the Placer County Air Pollution Control District.

Goal 3: Implement Key Process Improvements or Operational Improvements

- Provide training to new and existing staff for succession planning.
- Continue to refine organizational structure, to achieve efficiency and cross-training.
- Refine and leverage use of electronic resources, such as Accela, for record-keeping and documentation.

CONCLUSION

The intent of this Work Program is twofold: 1) to serve as a road map for the Department to outline and achieve its goals for the upcoming fiscal year; and, 2) communicate the Department's efforts to residents, development community, and policy makers. As the City's single point of contact for development-related customers, the DSD strives to provide the best possible customer service experience of any regulatory agency, whether securing entitlements, a building permit, obtaining general information, or constructing a large development project.

If you have questions regarding the Work Program or the Development Services Department in general, please contact us at (916) 774-5285.

Appendix 1 - FY21 Divisional Goals Tracking Table

Operations

Goal	Action	Timing	Status	Responsible Party
GOAL 1: SUPPORT THE TEAM				
One-on-One Interviews	Meet all Managers & Key staff one on one.	Ongoing	Open	Director
All Hands Mtgs.	Hold Quarterly Staff Meetings.	Quarterly	Open	Director
Divisional Staff Mtgs.	Attend Weekly Staff Meetings.	Ongoing/ Quarterly	Open	Director
Divisional Managers Mtgs.	Hold Managers Meetings.	Ongoing	Open	Director
Manager Staff Meeting	Monthly all level managers meeting to discuss across the board items.	Monthly	Ongoing	Managers
Above & Beyond	Recognition program in place.	Ongoing	Open	Managers
Manager Budget Retreat	Management Team annual review retreat.	Yearly	Open	Managers
Staffing & Organizational Structure	Succession plan and reorg.	Ongoing	Open	Director
Org. Culture & Leadership	Incorporate the Organizational Culture & Leadership strategy to DSD.	Ongoing		Managers
Division Procedures	Inventory, document and consolidate all division procedures.	Ongoing	In process	DS Manager
GOAL 2: FACILITATE MEETING OR EXCEEDING BUDGET EXPECTATIONS				
Cost Recovery	Achieve increased cost recovery from FY20 approved budget of 47%.	Ongoing	Open	Director/Mgt. Analyst
Reduce Costs	Continue to look for operation improvements and efficiencies to reduce costs.	Ongoing	Open	Director/ Managers
FY20Work Program	Monitor the FY21 work program.	Ongoing	Open	Managers

Building, Code Enforcement & Permit Center

Goal	Action	Timing	Status	Responsible Party
GOAL 1: ACHIEVE EFFICIENCY & EFFECTIVENESS MEASURES BUDGETED				
Efficiency Measures	Ongoing	June 2020	Open	Managers
GOAL 2: COMPLETE BUDGETED WORK PRODUCT EXPECTATIONS				
Meet Budget Expectations	Ongoing	June 2020	Open	Managers
GOAL 3: IMPLEMENT KEY PROCESS IMPROVEMENTS OR OPERATIONAL IMPROVEMENTS				
Code Enforcement	Tracking & Data Input Cases.	Ongoing	Open	Managers
Building Permit Fees	Implement and update building permit and administration fees.	July 2021	Annually	Building Official and Mgt. Analyst
PASS	Continue Pass architect format and submittal process.	Ongoing	Open	Staff
EPR	Electronic plan review and automation of inspections and inspection requests. DigEplan implementation.	Ongoing	Ongoing	Staff
CASP Certification	Continuation of CASP Certification of Inspection Staff for compliance.	Ongoing	Open	Managers
AB2188	State mandated implementation of AB2188 requiring expedited process for permitting and approving residential PV Systems.	Ongoing	Open	Manager
Certification Program	Continue working with Sacramento Building Officials to create and implement a certification program on plan review for a more efficient process.	Ongoing	Open	Managers
Annual Stakeholder Outreach	Working with the development community to refine and improve our processes.	Annually	Open	Managers
Production home Permit Plan Check Reviews	Monitor monthly process.	Ongoing	Ongoing	Permit Center
	Identify opportunities to streamline current processes	Ongoing	Ongoing	Permit Center
	Identify staff and resources needed to perform plan check reviews.	Ongoing	Ongoing	Permit Center

Accela Automation	IMigrate to new user interface.	Ongoing	Open	Permit Center
Succession Planning	Continue comprehensive process documentation and Standard Operating Procedures (SOPs).	Ongoing	Ongoing	Permit Center
	Accelerate Permit Technician onboarding and Senior Permit Tech cross training.	Ongoing	Ongoing	Permit Center

Business & Administrative Services

Goal	Action	Timing	Status	Responsible Party
GOAL 1: ACHIEVE ADOPTED PERFORMANCE MEASURES				
Work Volume	Ongoing	June 2021	Open	Managers
Efficiency & Effectiveness Measures	Ongoing	June 2021	Open	Managers
GOAL 2: COMPLETE BUDGETED WORK PRODUCT EXPECTATIONS				
Meet Budget Expectations	Ongoing	June 2021	Open	Managers
FY21 DSBS Action Plans	Create FY20 Accela and GIS Action Plans, to be used to guide and communicate our progress throughout the year.	July 2021	In process	Business Services
Procedure Manual Updates	Identify and document critical processes and procedures for succession planning purposes and ease of reference.	As needed	Ongoing	Business Services
Accela Fee Schedule Updates	Coordinate and perform annual fee schedule updates in Accela.	As needed	Ongoing	Business & Admin. Services
Unit & Acre Allocation Oversight	Monitor the Entitlement process, maintain unit and acre allocation information.	Ongoing	Ongoing	Business Services
Website Oversight	Provide comprehensive website maintenance oversight and redesign support to the DSD.	As needed	Ongoing	Business & Admin. Services
Accela Inspector App Oversight	Monitor Accela Inspector App performance and facilitate issue resolution.	As needed	Ongoing	Business Services
Reporting Services	Provide a comprehensive set of reporting services and products.	As needed	Ongoing	Business Services
Addressing and GIS Support	Provide addressing and GIS support to DSD, other City departments, and outside stakeholders.	Ongoing	Ongoing	Business Services
Plan Review	Review development/construction plans for address, suite, and street name compliance, development activity tracking, and potential impacts to critical departments GIS layers.	Ongoing	Ongoing	Business Services
Citywide Collaboration	Actively participate in Accela, GIS, TGC, and other City initiatives and cross-functional technical projects, including EOC, CMS, ERP, and EDMS.	Ongoing	Ongoing	Business & Admin. Services
Accela Program Management	Continue to provide support and enhance Accela Automation to meet the business needs and goals of the DSD, other City departments, and outside stakeholders.	Ongoing	Ongoing	Business Services, IT
Business & Technical Support Services	Provide ad-hoc analysis, mapping, reporting, and other technical support services to the DSD, other City departments, and outside stakeholders.	Ongoing	Ongoing	Business Services
2020 Census Participation	Continue to represent the City and provide support for upcoming U.S. Census Bureau 2020 Census.	June 2020	In process	Business Services
DSD Technical Support/Training	Provide software and technical support and training to DSD staff as needed.	As needed	Ongoing	Business Services
DSD Billings	Continue the monthly automated billing for DSD invoices for FC/CB projects	Monthly	Open	Mgt. Analyst
ERP/DSD Billings	Work with IT and ERP team to address DSD Billing impacts.	Ongoing	Open	Mgt. Analyst
Monthly Budgeting Monitor	Monthly Cost Recovery Tracking and budget monitoring.	Monthly	Ongoing	Mgt. Analyst
FY Budget Development	Develop FY Department Budget.	Yearly	Ongoing	Mgt. Analyst

Work Program Development	Yearly Update.	July 2021	Ongoing	Mgt. Analyst/ Managers
Facilitate Greater Revenue	Fee reviews to ensure comparable to surrounding jurisdictions.	Ongoing	In Process	Mgt. Analyst
Fee Updates	Department yearly fee updates	Annually	Open	Mgt. Analyst/ Consultant
Development Agreement Review	DA review process	Annually	In Process/ Ongoing	Mgt. Analyst
Automated DA Review	Improve development agreement tracking module in Accela to improve automation.	Ongoing	In Process	Mgt. Analyst
Department Support	Continue to support DSD	Ongoing	Open	Admin. Services
Manager Budget Retreat	Coordinate and structure an annual budget and operations review retreat for the management team.	January	Ongoing	Mgt. Analyst
Contract Management	Complete request for proposal on the building contracts to ensure competitive rates.	June 2021	In Process	Mgt. Analyst/Division Managers
GOAL 3: IMPLEMENT KEY PROCESS OR OPERATIONAL IMPROVEMENTS				
Process Improvements	Continue to look for operational efficiencies, process improvements, and opportunities to incorporate "value-added" services.	Ongoing	Ongoing	Business Services
Process Improvements	Continue to review, streamline, and document business practices and procedures.	Ongoing	Ongoing	Business Services
Accela EDR	Continue to streamline and enhance the new electronic submittal and electronic plan check processes, including department permitting related business practices.	Ongoing	Ongoing	Business Services
iPads for field Inspectors	Continue pilot project and potential support for the use of iPads by Building Inspectors to view, use, and markup construction plans in the field.	June 2020	In process	Business Services
Camino's Permit Guide	Continue pilot project and potential support for the use of Camino's Permit Guide product to assist applicants and staff with the residential building permit submittal process.	June 2020	In process	Business Services, Building
Lobby Queuing Software Replacement	Work with IT and Building staff to replace existing Permit Center lobby queuing software.	June 2020	Open	Business Services, Building, IT
Addressing Standard Update	Adopt a new City Addressing Standard to address outdated information and deficiencies in existing document.	June 2020	In process	Business Services, Interwest
Digital Submittal Standard Update	Update existing Digital Submittal Standards & Requirements document related to the submission of CAD digital files for new developments and address assignment.	June 2020	Open	Business Services
GIS Management	Improve GIS editing and maintenance processes to ensure critical GIS data like zoning and land use layers remain coincident with the City's basemap.	June 2021	Ongoing	Business Services
Process Improvements	Improve 'Unit & Acreage Allocation' and 'Development Activity' tracking processes.	June 2020	In process	Business Services
GIS App Development	Improve PMT data and tools to better meet Planners needs.	Ongoing	Ongoing	Business Services
GIS App Development	Convert Public Notification Tool (PNT) from desktop application (requiring ArcMap license) to custom web mapping application.	June 2020	Open	Business Services, IT
Work Queue Management	Continue use of Airtable, a collaborative work management software to organize, track, and manage work volume and performance metrics.	June 2021	Ongoing	Business Services
Training & Skill Development	Continue to improve baseline competencies, technical, and soft skills by developing comprehensive multi-year training program for Business Services team.	Ongoing	Ongoing	Business Services

Engineering – Land Development

Goal	Action	Timing	Status	Responsible Party
GOAL 1: ACHIEVE EFFICIENCY & EFFECTIVENESS MEASURES BUDGETED				
Efficiency Measures	Ongoing	Annually	Ongoing	Managers
GOAL 2: IMPLEMENT KEY PROCESS IMPROVEMENTS OR OPERATIONAL IMPROVEMENTS				
Accela	Continue to support efforts in Accela and DigEPlan Electronic Document Review.	Annually	Ongoing	Managers/ Staff
	Using Accela to help implement the SVSP Fee Program.	In Process		
	Update Engineering Accela reports to reflect changes to workflow from EDR implementation.	In Process		
Stormwater Program	• Implement electronic document review via tablets for field inspection. • Implement MS4 year mandates and prepare annual report for State.	Ongoing	Ongoing	Managers/ Staff
SWPPP	Begin review of trash amendment and integration into the storm water quality manual and design standards.	In Process	Ongoing	Managers/Staff
SWPPP	Document each project monthly and/or after each storm.	In Process	Ongoing	Managers/Staff
Design & Construction Standards	Monitor and amend Design and Construction Standards.	Annually	Ongoing	Managers/ Staff
Inspection Process	Maintain inspection procedures manual for staff and consultant inspectors.	Annually	Ongoing	Managers/Staff
Staff	Train replacement staff for private and public projects.	Annually	Ongoing	Managers
Staff	Prepare the inspection staff for flood duty responsibilities.	In Process	Ongoing	Managers
Staff	Continue to train inspection staff for use of tablet hardware and supporting apps.	Ongoing	Ongoing	Managers/ Staff
OC&L	Support and participate in Citywide OC&L plan.	Ongoing	Ongoing	Managers/ Staff
Committee	Support and participate in citywide customer service committees.	Annually	Ongoing	Staff
Professional Consultants	Supplement staff during heavy workload periods with consultant inspectors.	Annually	Ongoing	Managers
Internal Communication	Continued communications with internal customers (i.e. EU. PW, Parks) to confirm expectations of services to meet.	Annually	Ongoing	Managers
Education	Continued education and training of plan review and inspection staff.	Annually	Ongoing	Managers
Cross Training	Training of plan review staff to perform entitlement review.	In Process	Ongoing	Managers/Staff
Plan Review	Update and maintain plan review checklist and procedures manual.	In Process	Ongoing	Managers
Project Team	Provide representation on the City in-fill project team.	Annually	Ongoing	Staff
Process	Create and maintain a written policy for intake and processing encroachment permits, including electronic submittals.	In Process	Ongoing	Staff
GIS	Work with GIS staff to track deferred improvement agreements and reimbursement agreements.	In Process	Ongoing	Managers/Bus. Services
Website	Update and maintain Engineering division's presence on the City's website.	Annually	Ongoing	Staff
Professional Consultants	Maintain professional consultant contracts for geotech and construction inspection services.	Ongoing	Ongoing	Managers

Engineering – Transportation

Goal	Action	Timing	Status	Responsible Party
GOAL 1: SUPPORT CITY'S LONG RANGE PLANNING EFFORTS				
Amoruso Specific Plan	Continue to monitor future impacts of the Placer Ranch project (being processed in the County) related to traffic, drainage and other engineering related activities, associated with the processing of the ARSP.	In Process	Ongoing	Staff
Specific Plans	Provide institutional background and direction in the implementation and processing of Specific Plans.	In Process	Ongoing	Staff

Housing Element Update	Participate and provide support to Planning staff on Housing Element update relating to traffic.	2020-2021	Open	Staff
GOAL 2: SUPPORT CITY'S TRAFFIC PLANNING EFFORTS				
HWY 65 JPA	Provide staffing support for the HWY 65 JPA.	Ongoing	Ongoing	Staff
Technical Advisory Committee (TAC)	Participate in the PCTPA & SPRTA Technical Advisory Committee (TAC).	Ongoing	Ongoing	Staff
SPRTA Fee Update	Participate in the SPRTA and SPRTA II fee update process and advise City Manager of critical items.	July 2020	Ongoing	Staff
CIP Update	Update the 2035 CIP program and adjust the Traffic Mitigation fee's accordingly.	Ongoing	Open	Staff
Regional Roadway Projects	Review and comment on the design concepts for regional roadways including, I-80, SR65 & Placer Parkway.	Ongoing	Ongoing	Staff
Process Flow Charts	Continue development of process flow charts for the tracking of Tier II and set aside accounts for new projects.	Ongoing	Ongoing	Staff
Functional Classification Roadway Map	Update the City's Functional Classification Roadway Map.	January 2020	Open	Staff

Planning				
Goal	**Action**	**Timing**	**Status**	**Responsible Party**
GOAL 1: ACHIEVE EFFICIENCY AND EFFECTIVENESS MEASURES BUDGETED				
Efficiency Measures	Ongoing	June 2020	Open	Planning
GOAL 2: COMPETE BUDGETED WORK PRODUCT EXPECTATIONS				
Application Process	Efficiently process development applications while maintaining a high level of customer service.	FY21	Open	Current Planning
Planning related/permit center	Providing information on planning related items and issuing ministerial permits.	FY21	Open	Current Planning
Development Applications	Process a variety of residential, commercial, office and industrial development applications.	FY21	Open	Current Planning
Development Applications	Continue processing applications in the Campus Oaks Master Plan, North Industrial Planning Area, Parcel 49 and an expansion of the Kaiser Hospital.	FY21	Open	Current Planning
Regional Planning and Coordination	Participate in long range local and regional planning issues, including SACOG coordination, WAWMA Committee participation, and outreach to stakeholders.	Ongoing	Ongoing	Long Range Planning
Housing Element	Complete the Cycle 6 update to the City's Housing Element.	FY21	In process	Long Range Planning
Specific Plans	Prepare Specific Plans for the Atlantic Street, Douglas/Harding, and Douglas/Sunrise corridors.	FY21	In Process	Long Range Planning
GPU	Complete General Plan Update.	FY21	Complete	Long Range Planning
Tribal Policy	Adopt a tribal consultation policy.	FY21	Ongoing	Long Range Planning
County Development	Monitor on-going progress on the County's development projects.	FY21	Ongoing	Long Range Planning
WAWMA	Participate on the Western Area Waste Management Authority's landfill master plan advisory committee.	FY21	Open	Long Range Planning
Special Projects	Examples include: CCJPA project, VMT task force.	FY21	Ongoing	Long Range and Current Planning
Implement Ordinance Amendment	Zoning Ordinance amendment, as needed to comply with current and future state mandates (i.e. 200-year Flood Mapping and ADUs).	FY21	Open	Long Range Planning
NEPA Process	Participate in NEPA process for the Army Corps 404 wetland permitting (ARSP).	FY21	Open	Long Range Planning
Land use coordination	Continue to participate in interagency land use coordination.	FY21	Open	Long Range Planning
Federal and state legislation	Monitor/coordinate comments on Federal and state legislation.	Ongoing	Ongoing	Long Range Planning and Current Planning
RHNA	Monitor growth allocations that relate to the Regional Housing needs allocation.	FY21	Ongoing	Long Range Planning

Outreach	Continue outreach to neighborhoods and interest groups.	FY21	Ongoing	Long Range Planning
CEQA	Provide California Environmental Quality Act oversight and regulatory permitting compliance for City projects.	FY21	Ongoing	Environmental Coordinator
Environmental Review	Coordinate City review of outside agency/jurisdiction's environmental documents.	FY21	Ongoing	Environmental Coordinator
Open Space Reserve	Continue coordinating with the US Fish and Wildlife service to update the Open Space Preserve Overarching Management Plan.	FY21	Ongoing	Environmental Coordinator
Environmental Coordination	Liaison to various resource conservation groups and state and federal resource agencies, oversee related Memoranda of Understanding (MOUs), and represent the City's interests in proposed environmental regulations that affect the City.	FY21	Ongoing	Environmental Coordinator
City Projects	Process and coordinate environmental review and permitting for capital improvement projects, programs, and activities.	FY21	Ongoing	Environmental Coordinator
PC Coordination	Continue liaison/coordination with the Placer County Air Pollution Control District.	FY21	Ongoing	Environmental Coordinator
GOAL 3: IMPLEMENT KEY PROCESS IMPROVEMENTS OR OPEATIONAL IMPROVEMENTS				
Succession Planning	Cross train staff	FY21	Ongoing	Staff
Documents	Refine and leverage use of electronic resources, such as Accela, for record-keeping and documentation.	FY21	Ongoing	Staff