

# Fiscal Year 2016 Work Program

July 1, 2015

---

## Development Services

Administration • Building Inspection • Code Enforcement • Engineering • Permit Center • Planning



Our Mission

*"Working Together to Build a Quality Community"*



## **In fulfilling the Development Services Mission, we value:**

- Being Responsive, Compassionate and Solution Oriented;
- Being Consistent and Fair;
- Providing Efficient Service; and,
- Performing with Integrity and a good work ethic.



*Prepared By:*  
*Development Services Management Team*

*Date: July 1, 2015*

## **Table of Contents**

**Section 1: Overview and Report Structure .....4-7**

- Overview – Page 5
- Work Program Structure – Page 6

**Section 2: Departmental Structure, Culture and Accomplishments .....8-17**

- Overview of Departmental Structure – Page 9
- Organization Structure – Page 9
- Development Services Organizational Chart – Page 10
- Build the Team – Page 11
- Fiscal Year 15 – Accomplishments – Page 13

**Section 3: Setting, Background, and FY16 Goals ..... 18-35**

- Economy and Workload – Page 19
- Revenue and Cost Recovery – Page 21
- Fiscal Year 16 Administrative Goals – Page 22
- Fiscal Year 16 Divisional Goals – Page 25
- Conclusion – Page 35

**Appendix 1: FY15 Divisional Goals Status Summary ..... 36-41**

**Appendix 2: FY16 Divisional Goals Tracking Table ..... 42-51**

**Appendix 3: FY15 Above & Beyond Awards ..... 52-69**



# Section 1

## Overview and Report Structure



## Overview

The Development Services Department (DSD) is comprised of the Permit Center, Building Division, Engineering Land Development, Engineering Special Projects/Stormwater Divisions and Planning Division. The overarching goal of the DSD is to assist residents, developers and businesses achieve 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 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 and focused set of goals for DSD in Fiscal Year 2016. The content of this document reflects the approved City Budget for FY 2016. Consistent with the City’s Budget, the following outlines the core services for this Department. These core services have been defined as follows:

#### **PERMIT CENTER**

To provide residents and members of the public with efficient and professional services relating to permit and development review programs at a single location.

#### **BUILDING AND CODE ENFORCEMENT DIVISION**

This Division assists the residents, businesses and development community with meeting minimum building code standards to safeguard life, health, property and public welfare by ensuring that design, construction, materials, use and occupancy conform to the required building code and the City’s health and safety standards.

#### **ENGINEERING LAND DEVELOPMENT**

The Land Development Division ensures that the development of public and private infrastructure meets the required City standards, codes and policies through the review and construction inspection of private development projects.

#### **ENGINEERING SPECIAL PROJECTS**

The special projects division of Engineering has been created to provide City oversight of engineering related items associated with long range planning and development projects, traffic analysis, fee program development, compliance with the State mandated MS4 storm water program and to provide support for engineering related process improvements and fee analysis.

## PLANNING DIVISION

The Planning Division prepares, maintains, and implements a comprehensive set of policies and physical plans to guide future development that is reflective of the community's desire to create and maintain a healthy, prosperous, efficient, and attractive community.

The Technical Support Services section of the Planning division provides organizational and business processes that support the Department; and provide staff, residents, and members of the public with efficient and professional services related to data, addressing, street naming, mapping, and reporting products and services.

## Work Program Structure

This document has been prepared to outline how the Department's structure supports our Mission and Culture, the accomplishments that have been achieved over the past fiscal year, the anticipated work load for the next fiscal year, and the goals and key work products that will be accomplished for each division. The following represents how this document has been structured to present this information.

**Organizational Structure:** This component provides an overview of how the Department is structured to accomplish the core tasks that have been addressed in the Overview. The structure has also evolved to reflect the Culture that the Development Services Division (DSD) has committed to operating under. This structure not only enforces this culture, but it also promotes the operating principles of the Department.

**Building the Team:** This fiscal year represents the third year of operations for DSD. As part of the second year of operations we implemented the Mission for the Department:

### ***“Working Together to Build a Quality Community”***



Our Mission has been developed around a set of questions that reflect the following: 1) Why are we here? 2) How do we accomplish our Mission? and, 3) What are we working to accomplish (our Mission)?

To reinforce these cornerstones of our operations, this document provides tangible examples of DSD staff working to achieve these concepts. These are

further reinforced by the FY15 accomplishments that are incorporated into this section of the Work Program.

## Fiscal Year 2016 Work Program

### Development Services

---

**Background:** In order to develop a work program for FY16 it is important to identify the level of development activity that is anticipated over the next fiscal year. This section provides the setting for FY16 and what we intend to accomplish based on the projected level of development.

**FY16 Divisional Goals:** Each division has been tasked with identifying their goals in four separate areas. These are as follows:

- Achieving Efficiency and Effectiveness Measures;
- Completing Budgeted Work Product Expectations;
- Identifying the targeted cost recovery and financial goals for their Division; 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 of the course of the next fiscal year. It is intended to highlight what we hope to include as “accomplishments” in the work program for FY17.



# Section 2

## Departmental Structure, Culture and Accomplishments

- Overview of Structure
- Organizational Chart
- Build the Team
- FY15 Accomplishments



## Overview of Departmental Structure

The following represents the current operating structure for the Department. As shown, the employee base currently consists of 62 full time equivalent employees. This is also augmented by part-time plan checkers from Environmental Utilities, Fire and contract employees. Although our workload is over pre-recession volumes we are staffed at a much lower level. This can be attributed to internal efficiency and staff being committed to doing “the more with less”.

The FY16 budget has allocated the approval of 3 new positions to support the DSD operations. These positions are intended to start to re-establish a baseline staffing for the Department. As part of the management reviews, the analysis that was provided for these positions was tied directly to the amount of development that is currently occurring, in comparison to past development rates and staffing. The 2008 calendar year was used as a baseline.

In reviewing the Planning, Building and Engineering staffing in 2008, these divisions accounted for a total of 80 FTE's. The number of building permits that were issued in 2008 totaled 3,372. In comparison, these three divisions were staffed at 58 FTE's in the 2014 FY budget. The number of building permits that were issued in this timeframe totaled 4,352. The change in permit activity level is a 23 percent increase from pre-recession levels of permit issuance, and yet the Department is operating with 22 fewer employees. This is a testament to the employee base in DSD, and their willingness to look to improve processes to become more efficient and do more with less resources.

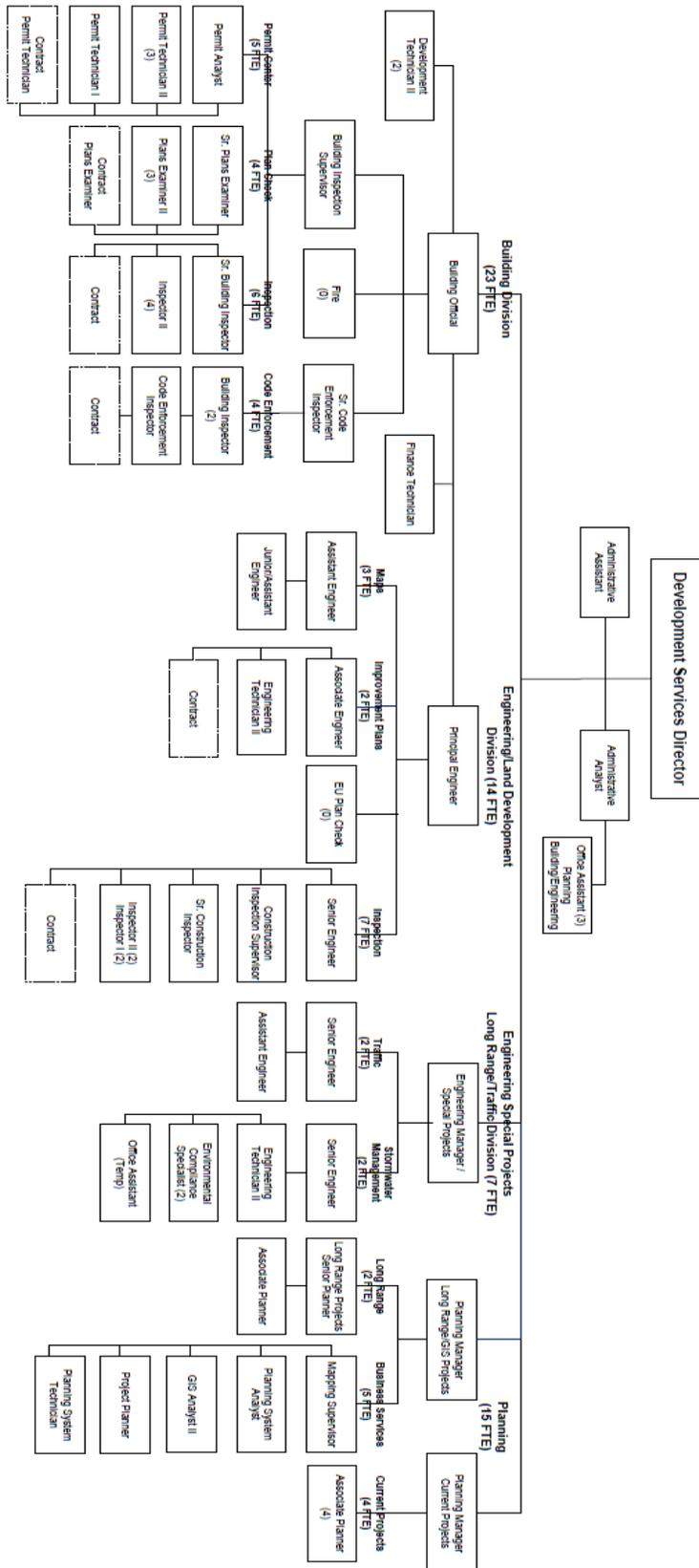
With the approval of the FY16 budget additional resources have been allocated. The new full-time positions consists of a GIS Analyst, Administrative Assistant and a Junior Engineer. All three of these positions are intended to help address DSD's existing and projected workload. Additionally, DSD will continue to augment staffing with contract employees which brings our total employee base to 70 people/employees.

## Organizational Structure

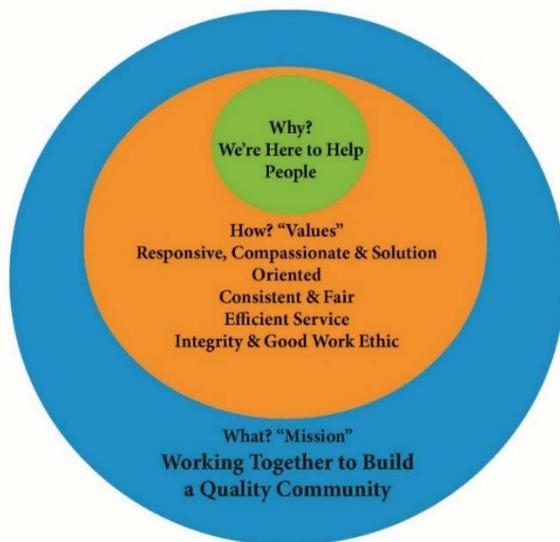
The following provides an organizational chart that provides the current reporting structure for the Department and the four primary divisions: Building, Planning, Engineering Land Development and Engineering Special Projects. One change in the structure from the past Fiscal Year is that the Stormwater section that is in DS' budget is no longer incorporated into the day-to-day operations, with exception to the Construction Site Runoff and Post Construction Elements of the program budget. This section has been re-assigned to the Environmental Utilities Department. The reasons for this reassignment include the potential for revenues to support this operation through a future stormwater utility, the current workload in the Engineering Special Projects section and efficiencies due to their current physical location. This modification was made too late in the budget process to be reflected in the FY16 budget document.

**Fiscal Year 2016 Work Program**  
 Development Services

**DEVELOPMENT SERVICES DEPARTMENT**  
 62 FTE



## Build the Team



The five different divisions are now fully integrated, achieving both efficiencies and/or resources. There is cross collaboration between the divisions that did not previously exist. This has been exhibited by the cooperation in sharing support staff and revenue from one division to support key initiatives in other divisions. Another great example of this resource sharing is the Planning Division's Technical team is now covering all the mapping and Accela support needs for the other four divisions. Shared resources are becoming the norm. A prominent example is the shared use of an office assistant position between Building and Engineering.

In building our team we have incorporated one of the City's chief initiatives to implement a City wide "Culture and Leadership" program. The intent of this initiative is to engage city employees and work toward creating a healthier and more positive work environment. DSD initiated this as part of establishing our own identity and culture. As part of developing our Mission, Vision and Values for the Department we asked ourselves 3 basic questions:

VISION - Why are we here?

VALUES - How do we accomplish the work?

MISSION - What is the ultimate goal?

The graphic above provides our group response to these questions. The end result has been to enforce the ideology that we are a **service** driven Department.

### HOW WE LIVE THIS CULTURE

The following also provides real life examples of how the vision, values and mission are being accomplished on an on-going basis by DS employees. These are direct correspondence received from our customer base that reinforce our culture.

#### **WHY? – We are here to help people**

*"Your assistance was appreciated and especially for expediting the permits for the residents at 1312 Champagne Circle. Their home was hit by an arsonist a few months back and you both helped move the permits along so they could have their contractor rebuild their house. The residents are so happy the work has started and they will soon be able to move back in".*



## **Fiscal Year 2016 Work Program**

### Development Services

---

#### **HOW? – Responsive, Compassionate & Solution Oriented, Consistent & Fair, Efficient Service, and Integrity & Good Work Ethic**

*“As you know, my next apartment site will be in Rocklin. I wanted to take the time to say that it’s been a distinct pleasure being able to work with both of you the last 5 years. No matter what was occurring on the projects or how busy your schedule’s were, you always made the time to stop by if we had questions, clearly explain on how to resolve any issue and genuinely made us feel like we were all part of the same team. That’s a rare quality to have in today’s building industry and I’m very appreciative for it.*

*I would like to take a moment and let you know about the conscientiousness of Mitch Raese. Pearl Creek had a momentum that often kept Mitch quite busy. Even when his day was overloaded, Mitch always made the effort to get us our critical inspections to keep us moving. That being said, Mitch was also one of the most thorough inspectors that we had the pleasure of working with.*

*When you undertake a project such as this one you are constantly receiving pressure to push the job forward. It could be very easy for an inspector that’s overwhelmed or even a project superintendent to cut corners and not consider the consequences that could occur. To clarify, I’m not referring to the consequences that either person may face. I’m referring to the families that have entrusted you both to provide them a safe haven to come home to. It’s been both my privilege and most certainly my pleasure being able to work with inspectors with the level of integrity that Mitch & Jim both have.*

*The Roseville Building Department has both my respect and my thanks for their partnership!”*

#### **WHAT? – Working Together to Build a Quality Community**

*“I would like to recognize the great job Chris Herron continues to perform on a daily basis. She took on the task of tracking the PV system permits for Residential Single Family homes and clarifying the procedure. The PV systems that were turned in as Master Plans did not always follow the proper procedure upon submittal of the projects. Chris was able to notify the developers and City staff of permits that needed the PV systems to be submitted so they could get the proper meter set and get a final on their permits. There are still some outstanding permits that need to complete the proper paperwork, but we now have a better procedure to help the developer and City staff to get their projects finalized in a timely manner. In one particular case we had challenges with over new 80 SFD’s that have solar associated with them. Chris identified the issues, the solution and has stepped up to get the permits processed in a timely manner. I might add that she also has a great attitude in getting the job done. Thanks Chris!”*

DSD has an employee recognition program that reinforces the primary objective of providing excellent service to the public, developers and others. This program is entitled the “Above and Beyond” program. Over the past fiscal year, we have received and posted 32, Above and Beyond awards. These have been provided as Appendix 3 of this document.

### Fiscal Year 15 - Accomplishments

Before moving forward into the goals for FY16 it is important to recognize the significant accomplishments of FY15. Key challenges or projects that have been accomplished over the past fiscal year have been summarized by each division. The individual divisional achievements have been segregated into operational improvements, process improvements and overall development activity or major projects.

#### OPERATIONS

##### ***Fiscal Accountability/Cost Recovery***

- Monthly cost budgeting monitoring report was created and increased cost recovery from an approved budget of 50% to 66% for FY15.
- DSD started the analysis and development of a monthly reporting (Billing Automation) for Development Services (DS) invoices on full cost entitlements and consolidated billing projects. This project will link Accela, IFAS and Work Force enhancing our cost recovery and improving our billing process. The final phase will be completed by September of 2015.
- As a Department, we have completed the Fiscal Year work program and reviewed it on a quarterly basis.

##### ***Staffing and Culture***

- Continued to “Build the Team”. Coordinated and programmed regularly scheduled meetings including Divisional, Managers, and All Hands meetings.
- Conducted 12 recruitments for a variety of positions in order to start to return to base level staffing.

##### ***Accela***

- Completed Phase 1B projects and 7.3 upgrade that are associated with implementing our Accela system.
- Completed planning and started the analysis phase of Phase 2 of the Accela automation project.
- Implemented significant organizational structure and system infrastructure improvements.

##### ***Downtown***

- Assisted in: 1) the completion of the Master Developer negotiations, 2) completing the permitting for pad development for Fire Station #1 and improvement plans, and 3) development of the Architectural Design for Station #1.
- Completion of the Washington Blvd. and Oak St. Roundabout construction (coordination with Public Works).



## Fiscal Year 2016 Work Program

### Development Services

---

- Completed Key Downtown Public Improvement Projects including - Demo of the Plumbing shop at 50 Lincoln St. and start of construction of the pad for Fire Station #1 improvements.

## **BUILDING, PERMIT CENTER & CODE ENFORCEMENT**

### ***Operational***

- Conducted the 6<sup>th</sup> Annual Stakeholder meeting.
- Received a renewal of our National Accreditation. We are the only Building Division in the state to receive this recognition and only one of 20 throughout the nation.
- Two members of staff are now CASP (California Access Specialists) as Certified by the State of California.
- Completed the first Building Permit fee adjustment since 2003.

### ***Process Improvements***

- Finals for Model Complex sign-offs have been reduced from six Departments to one, resulting in less coordination and effort by the customer.
- OTC's (24 hour turnaround, Over the Counter) for simple permits, staffed and active. Building provided 51% of permit issuance OTC.
- Streamlined production home permits to complete plan check reviews in 5 days or less (These took 10 days previously).

### ***Projects/Permit Activity***

- Facilitated and processed permits for over \$280,000,000 in construction activity. This was a 15% increase for FY15;
- The number of total Building Permits Issued was 5,400, up by 560 permits from the last calendar year;
- The number of Single Family Permits issued was 650, up by 136 permits from the last calendar year;
- Number of Tenant Improvement Permits issued was 500;
- Number of Inspections was 24,000;
- Number of Plan Checks was 9,000;
- Number of Customers assisted at Permit Center was 12,000;
- Responded to 2,000 Code Enforcement complaints and closed over 700 cases; and,
- Major projects involving tenant improvements were Quest, Solar City, Galleria and Sutter Health. Major ground-up projects that were accomplished included the construction of Lifetime Fitness, the FBI building and Pearl Creek Apartments.



## Fiscal Year 2016 Work Program

### Development Services

---

## ENGINEERING

### **Operational**

- Completed a Fee Adjustment allowing for Engineering and other development related Departments to gain revenue for working on major development applications.
- Completed the document archival into SIRE for all files, plans & maps.
- Secured new material testing/inspection services contract.
- Worked with other City Departments and the California Stormwater Quality Association (CASQA) on the City's newly adopted MS4 permit.
- Over the Counter permits for Engineering Permits – 80%.
- Completed the 2015 Design and Construction Standards Amendment.
- Implemented cost recovery for utility permits processed and inspected by engineering.
- Completed Accela reports for engineering.
- Trained new Development Services Construction Inspection Staff.
- Trained new Transportation Planning Staff.
- Completed Roseville Roadway CIP and Fee Update.

### **Process Improvements**

- Cross trained Development Services Construction Inspection and Streets Maintenance Staff.
- Established new Citywide Acceptance and Warranty Electronic Punch List Procedure for plan review, electronic plan files and inspection punch list for development projects.
- Update of the Baseline Road/Walerga Road traffic mitigation fee (City/County fee).
- Worked with the Stakeholders Group to find creative solutions that could potentially save developers time and/or money. Solutions were added in the annual Design and Construction Standards update:
  - Identified opportunities for early release model and production lot releases.
  - Removed vague language, redundancies, and clarified key definitions.
  - Removed multi-Department inspection criteria for model home complexes.
  - Updated stormwater inspection requirements.
  - Updated curb ramp standards to City in compliance with ADA requirements.



### **Projects/Permit Activity**

- Released 818 new residential lots this calendar year.
- Completed the processing of Westpark DAA 4.
- Completed the processing of Fiddyment Ranch DAA 4.
- Provided inspection service for key City projects including Blue Oaks Widening, PG&E mainline 123 replacement and the Washington/Oak Roundabout.
- Successfully inspected and signed off 150 Encroachment and 2 Grading permits.

## Fiscal Year 2016 Work Program

### Development Services

---

- Spent over 3,000 hours plan checking 250 improvement plans and maps.
- Paper lot or tentative map inventory has grown to 4,500 lots and 1,800 lots have received final map approval.

## PLANNING

### *Operational*

- Completed fee adjustment, modifying the number of entitlement applications that were classified as “full cost” recoverable.
- Started the restructure of Technical/Business Services section to expand duties.
- Staffing for Long Range Planning activities was increased to address workload.
- Over the Counter for Planning Permits – 79%.

### *Process Improvements*

- Updated the WELO checklist for self-certification on residential.
- Worked with IT to develop a process for Cell Towers on City property.
- Modified the Conditional CUP requirement for nightclubs in Downtown.
- Commercial Special events move to an Over the Counter (OTC) permit.
- Shifted many of the Accela project management and technical support responsibilities from IT to the Technical Support Services section.
- Completed the second of a multi-year multi-phase Accela Automation implementation strategy to replace the City’s enterprise permitting system.
- Achieved 100% cost recovery for staff time providing landbase, addressing, and street naming services.
- Continued to shift more of the City’s landbase and addressing responsibilities to the Technical Support Services section.
- Provided technical operational and business process support to Department staff and business partners.
- Created and maintained GIS datasets and infrastructure, mapping and permitting products and services, and information on development activities.



### *Projects/Permit Activity*

- Completed Fiddlyment Ranch (SPA-3).
- Completed Westpark Phase 4.
- Completed Lifetime Fitness.
- Completed GSA Building entitlements
- Completed Walgreens entitlements, construction documents and occupancy

## Fiscal Year 2016 Work Program

### Development Services

---

- Completed Baseline Marketplace entitlements
- Number of total Development Applications issued was 135 with a target of 90
- Number of Ministerial permits issued was 302
- Number of Sign Permits issued was 121 with a target of 150
- Provide professional guidance to the City Council, Planning Commission, Design Committee and the public regarding policies that guide the physical development of the Community. Staffed 16 City Council meetings, 15 Planning Commission meetings and 4 Design Committee meetings
- Division staff is available eight hours each day to answer general questions about the City regarding growth, development, and to explain permit review requirements. Provided response to 2,917 phone calls, 432 e-mails and 1609 walk-in customers
- Met the demands of working on three major planning projects (Amoruso Ranch, Placer Ranch and Campus Oaks). If approved, these plans will add approximately 10,000 new residential units to the City

These actions reflect the dedication and efforts of the 62 hardworking employees that currently are the DSD. As a Department we are looking to continue these significant accomplishments on into FY16.



# Section 3

## Setting, Background, And FY16 Goals

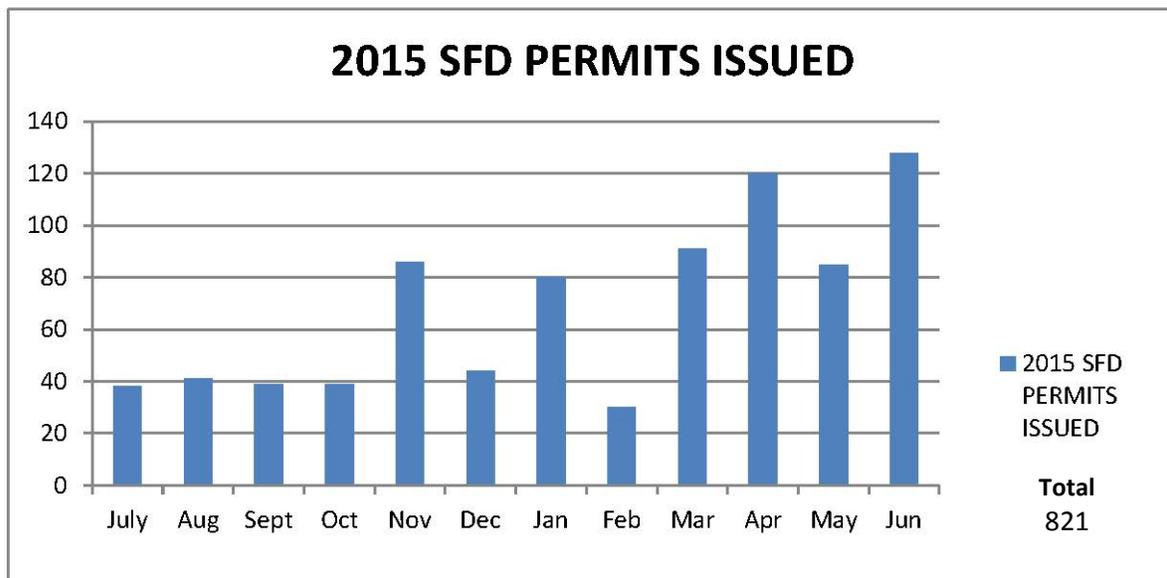
- Economy and Workload
- Revenue and Cost Recovery
- FY16 Goals
- Conclusion



## Economy and Workload

During the past fiscal year, DSD staff worked on several Long Range development projects. These included the continued processing of the Amoruso Ranch project, the Placer Ranch Specific Plan and the HP Campus Oaks project rezone for the remainder of the Hewlett Packard property. These projects will be a major portion of the Fiscal Year 2016 Work Program. Due to the complexity of these projects, it requires a high level of senior management staff time and effort, and coordination with all land development Departments in the City. Adequate staff resources are one of the constraints to getting these projects through the pipeline in a timely manner.

Development Services was also instrumental in completing the entitlements for several major projects over the past fiscal year. These included the Hotel Conference Center, GSA building, Parcel 49 Bayside/Top Golf project, Fiddymont Farms Phase 3 subdivision maps, Sutter Roseville Medical Center expansion, Stone Point Parcels 8 & 9 Medical Office Buildings, and a General Plan Amendment to meet the new state requirements for Regulatory Floodplain (i.e., 200-year Floodplain). In addition, DSD staff completed amendments to the Zoning Code that provide clarity to certain code sections and streamlined processes for certain entitlements.



Over the past year the City has experienced a significant increase in the level of development and permit activity over FY15 the Building Division issued a total of 821 Single Family Residential Permits. The following summarizes this recent activity:

- To facilitate these permits the building division completed over 27,000 inspections; and,
- The Permit Center assisted over 13,000 customers.

## Fiscal Year 2016 Work Program

### Development Services

---

Other notable projects that received occupancy or are close to receiving occupancy included:

- **Medical Office Building** (Eureka Blvd.) – completed FY15;
- **Pearl Creek Apartments** - a 224 unit apartment complex – completed FY15;
- **Lifetime Fitness** - a 120,000 square foot fitness facility that will provide 230 part time and 75 full time employees within the community - completed FY15;
- **Bayside Church** (temporary location) – Completed FY15;
- **Sutter Health** – a 300,000 square foot tenant space that has 1,500 employees providing administrative functions for Sutter Health - completed FY15, and;
- **Solar City** – a 60,000 square foot office use in the Vineyards office park – completed FY15.



Overall, there was a 15% increase in the number of building permits that were obtained during FY15. We are anticipating the volume of single family development to increase to over 700 building permits being issued over the FY16 budget period. Additionally, given the amount of commercial development that has been recently permitted, it is anticipated that New Commercial construction and tenant improvements will also remain strong as improvements are constructed for:

- **Avia at Fiddlyment Ranch** – a 300 unit apartment complex, including a club house, pool, tot lot, BBQ, shade structure and site improvements.
- **GSA Commerce Building** – a 128,000 3 story building that will provide 300 full time jobs within the community
- **316 Vernon Street** – a multi-story City office building.
- **Top Golf** – a 64,232 sf indoor/outdoor recreational golf facility.
- **Bayside Church** – 130,000 sf of community assembly use.
- **Sutter Parking Garage** – a five story, 475 space parking garage on the Sutter Roseville campus.
- **Bridgeway Church** – 125,000 sf of community assembly use.
- **I-Fly** – a 4097 sf indoor unit facility.
- **Mercy Housing** – 55 apartment homes with ground floor commercial/retail space.
- **Medical Office Building (Medical Plaza)** – a 9,700 sf medical office building with underground storage and parking garage.



## Fiscal Year 2016 Work Program

### Development Services

It is fully anticipated that the high level of development activity will continue into FY16. This will not only occur in the form of building permits, but it is also reflective of the major long range Planning projects that are currently in the entitlement process. The Campus Oaks project will provide land development activities for our Current Planning, Engineering Plan Check and Inspection staff. Lastly, our Engineering Special Projects section will be tasked with on-going fee program implementation, long range planning tasks and special construction projects, such as the PG&E, Baseline Road project.

## Revenue and Cost Recovery

As a General Fund Department, DSD relies on permit and processing fees to generate revenue to offset costs associated with the processing expenses of private land development projects. Each individual division of the DSD has developed their own operating budget with some divisions being more reliant on General Fund contributions than others. A number of divisions, primarily associated with private land development, have the ability to generate revenues through fees, developer funded pass-throughs or internal offsets to other Departments with the goal of being fiscally neutral in regards to the processing of private development projects.

<b>Table 1 Fiscal Year 2015 Budget Overall Development Services 60 FTE</b>	
<b>Operating Costs</b>	
Personnel (4000 Accounts)	6,726,629
Operating (5000 Accounts)	862,312
<b>TOTAL OPERATING COST</b>	<b>7,588,941</b>
Total of Revenue Accounts (3000 Accounts)	3,640,075
Revenue Credit (4998)	699,199
<b>TOTAL REVENUE ACCOUNTS</b>	<b>4,339,274</b>
<b>Net Operating Budget</b>	<b>-3,249,667</b>
<b>Percent Cost Recovery Rate</b>	<b>57%</b>

The projected FY15 operating cost for all five divisions within the DSD was approximately 8.5 million dollars. The total revenue offset by development fees for FY15 was estimated to be 4.3 million dollars. Based on these expenses and revenues, the overall cost recovery is projected to be 57 percent.

The opportunity to influence our Cost Recovery can be accomplished through a reduction in operating expenses or generation of new revenues. By utilizing contract labor in the plan check and inspection areas, identifying process improvements and absorbing the workload without increasing staffing has kept our operating expenses down. Additionally, development activity has increased by 20-25% in turn increasing our permit, plan check and inspection fee revenues. This has resulted in an end of fiscal year cost recovery of 73% for the Department.

Increased revenue has been identified as a key element to the DSD work program. The inclusion of all DSD divisions and other development related City Departments in the cost recovery formula allows the City to reduce the off-set demand on the General Fund. In Fiscal year 2015 we were

## Fiscal Year 2016 Work Program

### Development Services

able to increase our entitlement, permit, plan check and inspection fees allowing for an anticipated future cost recovery goal of 62% in Fiscal Year 2016.

### BUDGET & PROJECTED COST RECOVERY

As indicated in Table 2 the projected operating cost for all five divisions is approximately 8.8 million dollars. The total revenue offset for FY16 is estimated to be 5.5 million dollars. The overall cost recovery is currently projected to be 62 percent. As previously noted, this percentage can be influenced by an increase in revenues that are not currently being collected due to past City Council policy. It can also be influenced by a reduction in operating costs. Both revenue development and operational efficiency are key elements of this work program. The Department will monitor this segment of our operations and make adjustments to staffing and expenses based on achieving the established cost recovery.

<b>Table 2 Fiscal Year 2016 Budget Overall Development Services 62 FTE</b>	
<b>Operating Costs</b>	
Personnel (4000 Accounts)	7,701,362
Operating (5000 Accounts)	1,109,499
<b>TOTAL OPERATING COST</b>	<b>8,810,861</b>
Total of Revenue Accounts (3000 Accounts)	4,597,275
Revenue Credit (4998)	888,507
<b>TOTAL REVENUE ACCOUNTS</b>	<b>5,485,782</b>
<b>Net Operating Budget</b>	<b>-3,325,079</b>
<b>Percent Cost Recovery Rate</b>	<b>62%</b>

## Fiscal Year 16 Administrative Goals

The following provides an overview of the anticipated goals that the DSD will strive to achieve over FY16 in conformance with City Council's fiscal goals. The structure of these goals are reflective of three different components: Adopted Performance Measures, Core Services and Process Improvements. The narrative provides discussion regarding these items, but the implementing/tracking mechanism that will measure our accomplishments is provided in the attached "Work Program Summary Table", or Appendix 2.

### OPERATIONS

Fiscal Year 2016 reflects a significant increase in the entitlement activity and building permit activity throughout the community. Over the past calendar year, our Department has been challenged with meeting the demand of working on 3 major planning projects (Amoruso Ranch, Placer Ranch and Campus Oaks). If approved, these plans will add approximately 10,000 new residential units to the City. They also secure right of way for the future Placer Parkway extension, establish a State University site and provide a unique live-work environment in the infill area of the community.

The increase in work load has also brought additional revenues. As reflected in the proposed budget DSD is projecting that we will generate approximately \$5.5 million in revenues. This is an increase in revenue from FY15 of approximately \$1.0 million. Based on new revenues, the current

## Fiscal Year 2016 Work Program

### Development Services

---

workload and staffing levels are significantly less than staffing levels in the past, therefore we have requested several new positions. These positions include converting four existing contract positions to full-time positions. Even with these position requests, the overall cost recovery for the Department is projected to be above 60%.

The following addresses the goals and tasks that are anticipated for FY16:

#### **Goal 1: Build the Team**

- **One on One Interviews** – Continue to meet with individual Managers and key staff to identify structure, work products and goals.
- **All Hands Meetings** –Conduct quarterly all hands meeting for team building and information sharing.
- **Divisional Staff Meetings** –Attend one divisional meeting per week.
- **Divisional Manager Meetings** – Meet weekly to address divisional issues.
- **Manager Staff Meetings** –Bi-weekly manger meetings to discuss across the board items such as entitlement fee cost recovery, plan check, staffing, etc.
- **Above and Beyond** –Employee recognition program for excellent customer service.
- **Manager Budget Retreat** – Coordinate and structure an annual budget and operations review retreat for the management team.
- **Staffing** – Implement recruitment for a new Chief Building Official position, fill 3 positions as budgeted in FY16 and assess future staffing needs based on service demands.
- **Business Services** - Rebrand and realign Development Service's Technical Support Services to Business Services.
- **Introduce and initiate Organizational Cultural & Leadership Plan to DS staff.**
- **Incorporate the first phase of the Organizational Culture and Leadership strategy to DS including the following:**
  - Internal communications (DSD monthly/Quarterly newsletter)
  - Development of process flowchart
  - Continuing employee relations activities



#### **Goal 2: Facilitate Meeting or Exceeding Budget Expectations**

- **Monthly Budget Monitoring** – Continue to track cost recovery per division, budget vs. actual. Look to achieve an overall 60% cost recovery.
- **Work Program Development** – Complete Work Program for FY16
- **Facilitate Greater Revenue** – Implement the billing system for full cost recovery entitlement projects and integrate that with consolidated billing.
- **Reinstitute Development Agreement review process.**

## Fiscal Year 2016 Work Program

### Development Services

---

#### *Goal 3: Implement Accela Automation*

- **Development Activity Reports** – Configure Accela and recreate the reports required to produce the Development Activity Reports.
- **Phase 2** – The next phase in the implementation of Accela Automation includes the following projects:
  - Implement Accela Citizen Access (ACA) for Engineering and Planning;
  - Rollout Accela’s new Communications Manager Console and integration with Outlook;
  - Provided Document Management integration with SIRE and SyTech;
  - Implement e-PlanSoft’s Electronic Document Review (Plan Review) solution for Accela (phased approach);
  - Clean up the PermitsPlus data migrated to the Historic Tab in Accela;
  - Implement Accela’s mobile office solution for Inspectors in the field; and,
  - Rollout Accela’s new Ad-hoc Reporting Tool.

#### *Goal 4: Transition and Rebrand Technical Support Services to Business Services*

- **Transition** - Develop a Business Services team in Development Services to provide critical business and administrative (technical) functions.
- **Rebrand & Realign** - Rebrand the Technical Support Services team to a “Business Services” team to clarify roles and responsibilities.
- **Partnership** – Partner with the Information Technology Department to improve communication and performance of the Accela Automation system.

#### *Goal 5: Conference Room Upgrades*

- **Multimedia** – Update the conference room with the appropriate/adequate multimedia presentation equipment and conference room system to enable staff to communicate more efficiently and effectively.

The next goal is related to Downtown projects that although related, are carryover projects from the Director’s prior role as the City’s Revitalization Manager:

#### *Goal 6: Complete Key Downtown Public Improvement Projects*

- **Fire Station #1** complete the pad grading and utilities installation
- **Fire Station #1** assist with building plans completion and start construction in summer 2016.
- **316/320 Vernon Street site development**, assist with building plan completion and start construction in spring 2016.
- **Downtown Bridges** participate in on-going planning and development meetings associated with the construction and funding of the 3 bridges along Dry Creek in Royer Park.
- **3<sup>rd</sup> Track Project** continue to monitor and work with Capitol Corridor to complete their Environmental Document.

## **Fiscal Year 16 Divisional Goals**

### **BUILDING DIVISION**

#### ***Performance Measures***

This division will continue to provide minimum standards 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. The Building Division's operating budget has increased by 31% from 2014-2015. This is due to the increase in permit activity and the resources required to address this increase. The Division will maintain a cost recovery rate of 100% of offsetting revenue to expenses.

The following provides a brief overview of the budgeted requirements when considering the overall work volume that the Building Division will address over FY16:

- Total Building Permits Issued;
- Single Family Dwelling Permits Issued;
- Inspection Requests;
- Total Plan Checks;
- Average Total Plan Checks per Plan Checker per Day;
- Average Inspections per Inspector per day;
- Audit and Review Plan Checks for Accuracy; and,
- Audit and Review Inspections for Accuracy.

#### ***Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted:***

- 98 Percent of plans plan checked within 21 days/ returned within 14 days;
- 98 Percent of inspections made within 24 hours;
- 97 Percent of projects that are approved within three (3) plan checks;
- 99 Percent of plans approved with no minor code violations;
- 99 Percent of plans approved with no major code violations;
- 99 Percent of inspections approved with no minor code violations; and,
- 100 Percent of inspections approved with no major code violations.

#### ***Goal 2: Complete Budgeted Work Product Expectations:***

- Review 5,000 plans as part of the Building Permit Process;
- Perform 25,000 inspections on approved permits;
- Approve 700 single family dwellings;
- Help Facilitate the approval of 5,500 permits; and,

## Fiscal Year 2016 Work Program

### Development Services

- We will also be implementing adoption and enforcement of the 2013 California Code of Regulations which includes training of staff and review and publication of those changes making the community aware of new requirements.

### Goal 3: Accomplish Work Program within Established Building Division FY16 Budget

\*128% limited costs for non-permit center and code enforcement.

Table 3 Building Inspection (08810) 18 FTE		Table 4 Code Enforcement (08815) 4 FTE	
<b>Operating Costs</b>		<b>Operating Costs</b>	
Personnel (4000 Accounts)	1,672,633	Personnel (4000 Accounts)	450,137
Operating (5000 Accounts)	691,109	Operating (5000 Accounts)	103,941
<b>TOTAL OPERATING COST</b>	<b>2,363,742</b>	<b>TOTAL OPERATING COST</b>	<b>554,078</b>
Total of Revenue Accounts (3000)	3,170,800	Total of Revenue Accounts (3000 Accounts)	7,500
<b>TOTAL REVENUE ACCOUNTS</b>	<b>3,170,800</b>	Revenue Credit (4998)	31,007
		<b>TOTAL REVENUE ACCOUNTS</b>	<b>38,507</b>
<b>Net Operating Budget</b>	<b>807,058</b>	<b>Net Operating Budget</b>	<b>-515,571</b>
<b>Percent Cost Recovery Rate</b>	<b>134%</b>	<b>Percent Cost Recovery Rate</b>	<b>7%</b>

### Goal 4: Implement Key Process Improvements or Operational Improvements

- Code Enforcement:* Tracking and data input on cases for City-wide enforcement coordination efforts.
- Building Permit Fees: Implement and updated Building Permit and Administration Fees.
- Implement a Pass-Architect Format and Submittal Process.
- Electronic Plan Review and automation of inspections and inspection requests.
- Install ACA improving our inspection Process.
- Continuation of CASP Certification of Inspection Staff for compliance with Senate Bill 1186 for Disability access.
- Develop an Annual Permit for larger facilities with ongoing improvements.
- State mandated implementation of AB2188 requiring expedited process for permitting and approving residential P.V. systems.
- Conduct the Annual Stakeholder outreach working with the development community to refine and improve our process.
- Implement Permitting process for Elevators: Explore the potential implementation of permitting process for elevators initial and annual review program for approval. This has been an area where projects have been held up, because the State's inability for staff for the demand.

## Fiscal Year 2016 Work Program

### Development Services

## PERMIT CENTER

### Performance Measures

The following provides a brief overview of the budgeted goals when considering the overall work volume that the Permit Center will address over FY16:

- Number of customers assisted at front counter;
- Number of applications accepted at front counter;
- Number of permits issued over the counter;
- Permit center front counter staffing by Permit Technicians and CSR FTEs;
- Total building permits issued; Single family dwelling permits issued; and,
- Audit and review permits for accuracy.

### Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted:

- Total Number of Customers Assisted: **13,000**
- Total Number of OTC Building Permits Issued: **2,400**
- Total Number of Permits Accepted: **5,200**
- Total Number of Phone Calls: **25,633**
- SFD's Processed: **700**
- Number of Fee Estimates Prepared: **59**

### Goal 2: Accomplish Work Program within Established Permit Center FY16 Budget

<b>Table 5 Permit Center (08801) 5 FTE</b>	
<b>Operating Costs</b>	
Personnel (4000 Accounts)	642,283
Operating (5000 Accounts)	19,468
<b>TOTAL OPERATING COST</b>	<b>661,751</b>
Total of Revenue Accounts (3000 Accounts)	100
<b>TOTAL REVENUE ACCOUNTS</b>	<b>100</b>
<b>Net Operating Budget</b>	<b>-661,651</b>
<b>Percent Cost Recovery Rate</b>	<b>0%</b>



### Goal 3: Implement Key Process Improvements or Operational Improvements

Key Steps over the 6 months – Implement January 1, 2016

#### Production Home Permit Plan Check Reviews

- Started Production Home Permits Plan Check Review process January 1, 2015;
- Monitor monthly process;

## Fiscal Year 2016 Work Program

### Development Services

---

- 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); and,
- Identify staff and resources needed to perform these reviews.

## ENGINEERING LAND DEVELOPMENT



### *Performance Measures*

This division ensures that the development of private and public infrastructure meets the required City Standards, codes and policies through the plan review and construction performance measure inspections of development and Capital Improvement projects. The Division is also responsible for ensuring the City's State Stormwater Permit (MS4) is being adhered to for construction site runoff and post construction. The projected total FY 15-16 revenue for the Engineering Land Development Division is \$1,158,750, which equates to a 16% increase over the projected FY 14-15 revenues. The increase can be attributed to an increase in private development, fee increases and additional cost recovery.

The following provides a brief overview of the budgeted goals when considering the overall work volume that the Engineering Land Development Division will address over FY16:

#### Inspection:

- Construction Inspectors will spend a minimum of 70% 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; and,
- 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 60% of work hours on billable plan and map checks, and an aggregate of 40% billable hours for the entire plan review group; and,
- Percent of hours spent on development plan and map checks tracked by quarter.

## Fiscal Year 2016 Work Program

### Development Services

#### Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted:

- Minimum of 50% of work hours on inspections: **6000 hours**;
- Total number of hours performed on CIP inspection: **2,000 hours**;
- Total number of plans and maps returned: **225 plan sets or maps**; and,
- 40% of work hours billed to plan checks: **4,500 hours**.

#### Goal 2: Accomplish Work Program within Established Engineering Land Development FY16 Budget

<b>Table 6 Engineering (08820) 16 FTE</b>	
<b>Operating Costs</b>	
Personnel (4000 Accounts)	2,234,422
Operating (5000 Accounts)	164,016
<b>TOTAL OPERATING COST</b>	<b>2,398,438</b>
Total of Revenue Accounts (3000 Accounts)	618,750
Revenue Credit (4998)	540,000
<b>TOTAL REVENUE ACCOUNTS</b>	<b>1,158,750</b>
<b>Net Operating Budget</b>	<b>-1,239,688</b>
<b>Percent Cost Recovery Rate</b>	<b>48%</b>



#### Goal 3: Implement Key Process Improvements or Operational Improvements

Key Steps over the 6 months – Implement January 1, 2016

##### Consolidated Billing

- Work with Finance and Development Services Department to implement modifies the current quarterly billing process to a monthly billing process.

##### Maintain Professional Consultant Contracts

- Amend multi-year contracts for inspection observation service options.

Key Steps over the 12 months – Implement June 30, 2016

##### Implement Accela

- Implement Phase 2 Accela items (Citizen Access/Mobile Office/Electronic Plan Check); and,
- Implement training/instruction documents for Accela.

##### Stormwater Program

- Implement new Accela Stormwater Database for MS4 Mandates;
- Implement new Citywide Stormwater inspection criteria – Year 3 MS4 mandate;
- Seek new field staff tablet hardware and train accordingly;

## **Fiscal Year 2016 Work Program**

### Development Services

---

- Implement new Stormwater Maintenance Agreement for post construction BMP maintenance program;
- Prepare annual report to State for new MS4 Permit; and,
- Implement new Post Construction BMP Design Manual developed for South Placer Region.

#### **Construction Section Policies and Procedures**

- Continue to explore and test alternative procedures for early release of production and model permits as presented at Stakeholder's meeting;
- Conduct revision complete update to Design & Construction Standards;
- Develop inspection procedures manual for staff and consultants inspectors;
- Train replacement staff for private and public projects;
- Establish stormwater inspection procedure with cost recovery for projects following one-year warranty period;
- Prepare DS Engineering staff for flood duty responsibilities and cross train newer staff at all field stations; and,
- Introduce and initiate Organizational Cultural & Leadership Plan to DS staff.

#### **Cross Train with Development Staff**

- Winter workload periods – Continue to identify tasks to strengthen staff team (Plan check, Permit Counter, Permit Issuance).

#### **Plan Check Process**

- Coordinate policy discussion with Parks, Planning, EU, Electric, Fire and Engineering to further streamline plan check process;
- Mentor and train new internal plan checker to aid with oversight of contract plan checkers and create succession planning opportunities;
- Set up database in Accela to track Deferred Improvement Agreements and Reimbursement Agreements;
- Update and maintain City's Benchmark Map and report; and,
- Identify staffing and resources, including hiring new assistant engineer.

#### **Improve Billing Efficiencies to Increase Cost Recovery**

- Assist other Departments in developing reports from Accela, IFAS and Workforce to assist with billing process; and,
- Identify staffing and resources, including the need for a new Finance Technician.

## **ENGINEERING SPECIAL PROJECTS**



### *Performance Measures*

The Special Projects section oversees the various traffic related impact fee programs (Hwy 65 JPA, SPARTA, TMF etc.) and has a crucial role in the development of our Specific Plans. In the evaluation of our Specific Plans this group ensures that the City's traffic and level of service policies are being met. Additionally, they review the overall storm drain and flood impact component associated with these long range planning activities.

The Long Range/Special Projects division was not a separate division as part of the budget process. There currently are no listed performance measures for this division. This division is critical in the review of long range land use, traffic programs, other special projects, and stormwater related to standards. They have an identified work program that has the following goals for FY16:

### *Goal 1: Support City's Long Range Planning Efforts:*

- Continue the review of traffic, drainage and other engineering related activities associated with the processing of the Amoruso Ranch Specific Plan; and,
- Provide institutional background and direction in the implementation and processing of recently adopted Specific Plans

### *Goal 2: Support City's Traffic Planning Efforts:*

- Provide staffing to the Highway 65 JPA;
- Participate in PCTPA & SPRTA Technical Advisory Committees;
- Participate in the Inter-jurisdictional Mitigation Fee Program;
- 2035 Capital Improvement Program and LOS methodology update;
- Highway 65 JPA Fee Update Approval fall 2015; and,
- Participate in regional roadway projects on I-80, SR 65 and Placer Parkway

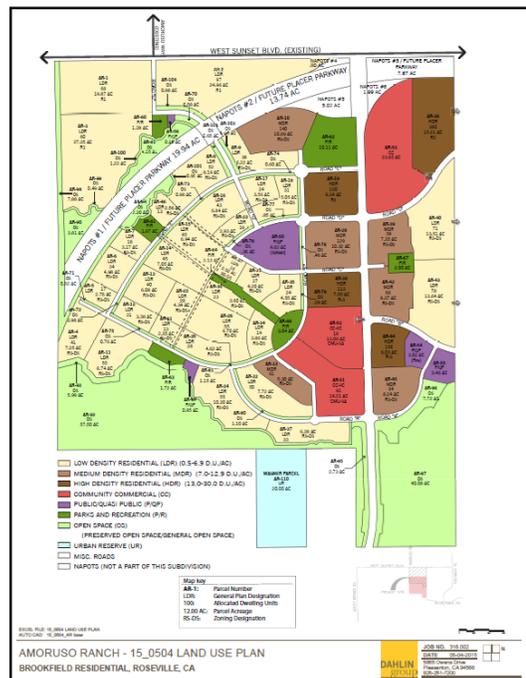
**PLANNING DIVISION**

*Performance Measures*

Revenues from full cost projects will continue to offset the Division’s General Fund impact. The Planning Division’s operating budget (expenses) have decreased by 1% from 2014-2015. Revenue credits will be achieved through full cost development projects, most notably: processing Amoruso Ranch Specific Plan and the HP Campus Oaks Major Project Permit (Design Guidelines, tentative maps etc.), miscellaneous follow-up on Westbrook rezone and Creekview Specific Plans, and other full cost projects including other projects in the Sierra Vista Specific Plan area. The Division is projecting a cost recovery rate of 47% of offsetting revenue to expenses.

The following provides a brief overview of the budgeted requirements when considering the overall work volume that the Planning Division will address over FY16:

- Number of development applications received and processed;
- Number of plan checks completed;
- Public counter staffing by Planner and permit tech stated in FTE;
- Major projects processing stated in FTE;
- Number of Ministerial Permits issued;
- Number of sign permits issued;
- Percent complete of major planning programs within adopted schedules;
- Percent implemented of permit and processing streamlining ordinances;
- Cost per capita, planning division;
- Revenue recovery;
- Performance will be measured by completion of the technical studies needed to prepare the Amoruso Specific Plan EIR; and, Performance will be measured by completion of the technical studies for the PRSP EIR.



**Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted:**

- Number of development applications received and processed: **100**
- Public counter staffing by Planner and permit tech stated in FTE: **1.4**
- Major projects processing stated in FTE: **5**
- Number of Ministerial Permits issued: **500**
- 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**

## **Fiscal Year 2016 Work Program**

### Development Services

---

#### *Goal 2: Complete Budgeted 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 500 ministerial permits and 150 sign permits);
- Process a variety of residential, commercial, office and industrial development applications (approximately 100 entitlements and 600 over the counter permits). This workload includes such projects as: Villa Sports Fitness, tentative small lot subdivision maps and sub-phasing plans associated with Sierra Vista, Westbrook, and Creekview Specific Plans, as well as addressing current and future State mandates;
- Zoning Ordinance amendment, as needed, to comply with current and future state mandates (i.e. 200-year Flood Mapping);
- Zoning Ordinance amendment as needed to comply with recent FCC regulations for telecommunication facilities;
- Work with Parks and EU to create water efficient street frontage standards; and,
- Modify Home Occupation process to align with recent Business License process.

##### **Long Range Planning**

- Actively participate in long-range local and regional planning issues;
- Process the Amoruso Ranch Specific Plan;
- Update the General Plan to address open space interface;
- Monitor on-going progress on the County's development projects which have an influence on Roseville such as other specific plan projects within Placer County such as Regional University and the Sunset Industrial Area update;
- Participate in the NEPA process for Army Corps 404 wetland permitting (Sierra Vista, Creekview and Amoruso projects);
- Participate in interagency land use coordination (e.g. Placer Parkway, SACOG and MTP/Sustainable Communities Strategy and SB 473 issues, and McClellan over flight issues);
- Monitor /coordinate comments on Federal and state legislation pertaining to land use monitor growth allocations affecting Regional Housing Needs, and General Plan Amendments needed to comply with current and future state mandates (i.e. CEQA Updates and Updated General Plan Guidelines); and,
- Increased presentations to neighborhood and interest groups concerning pending long range projects.

## Fiscal Year 2016 Work Program

### Development Services

#### Technical Support Services

- Rebrand Technical Support Services section to Business Services, and transition team out of the Planning Division to DSD to better align and meet the needs and goals of the DSD and other city Departments;
- Continue to monitor the Entitlement process, maintain a comprehensive set of policy and planning documents, and maintain allocated unit and acreage information;
- Continue to provide comprehensive website maintenance and redesign support to DSD staff;
- Complete GIS Analyst recruitment;
- Transition enterprise GIS landbase maintenance to DSD;
- Reestablish and chair city Address Committee;
- Continue to look for operational efficiencies, process improvements, and opportunities to incorporate “value-added” services;
- Continue to provide a comprehensive set of administrative, project, and development related reporting services and products;
- Replace the Allocation Database, used to update and maintain city unit and acreage allocation information, with a more user friendly and efficient solution;
- Actively participate in Accela, GIS, EOC, and other cross-functional technical projects and city initiatives;
- Continue to improve the functionality and use of Accela Automation to better meet the business needs and goals of the DSD, other city Departments, and outside stakeholders;
- Continue to provide high quality ad-hoc analysis, mapping, reporting, and other technical support services to DSD, other city Departments, and outside stakeholders; and,
- Continue to improve baseline competences and technical skills. Provide system, software, and technical support and training to nontechnical DSD staff as needed.

#### Goal 3: Accomplish Work Program within Established Planning FY16 Budget:

<b>Table 7 Planning (08200) 16 FTE</b>	
<b>Operating Costs</b>	
Personnel (4000 Accounts)	2,222,311
Operating (5000 Accounts)	98,640
<b>TOTAL OPERATING COST</b>	<b>2,320,951</b>
Total of Revenue Accounts (3000 Accounts)	790,125
Revenue Credit (4998)	297,500
<b>TOTAL REVENUE ACCOUNTS</b>	<b>1,087,625</b>
<b>Net Operating Budget</b>	<b>-1,233,326</b>
<b>Percent Cost Recovery Rate</b>	<b>47%</b>



## Fiscal Year 2016 Work Program

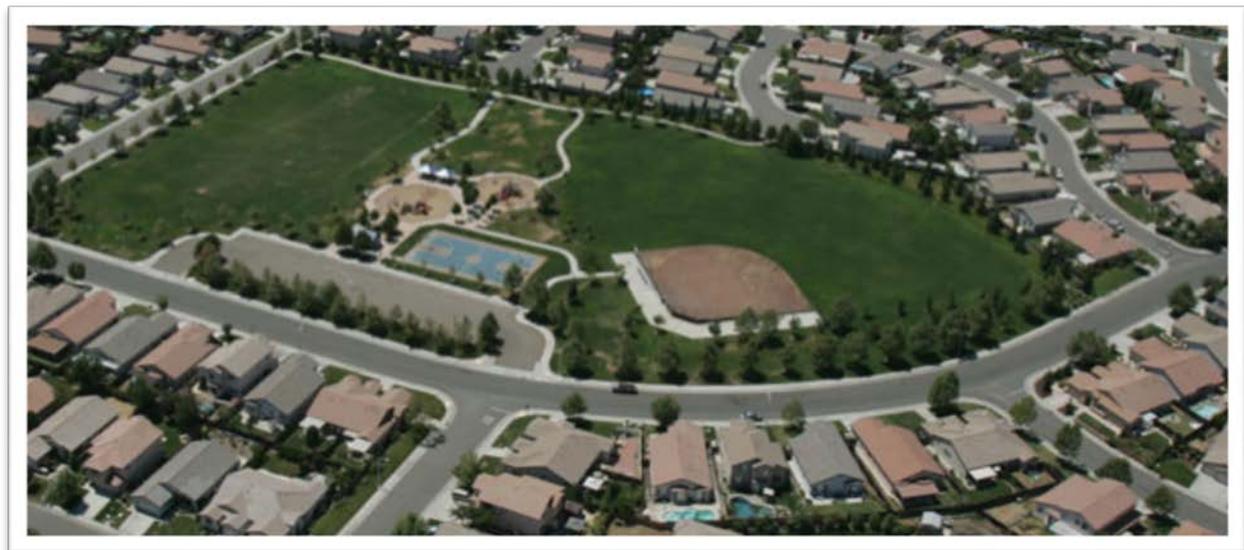
### Development Services

---

#### *Goal 4: Implement Key Process Improvements or Operational Improvements:*

- Implement developer self-certification process to implement the 2014 WELO update;
- Restructure entitlement fee schedule to achieve cost recovery goals;
- Review and modify commercial special events application;
- Implement process to compliance with approved mitigation measures;
- Evaluate and define how the Technical Support Services will support all five divisions within DSD;
- Provide training to existing staff for succession planning, increase management roles; and,
- Review Plan Check role to improve efficiency for entitlement processions.

## CONCLUSION



As noted, the intent of this document is to act as a road map to achieving the purpose and goals of the Development Services Division for FY16. The goal of the DSD is to provide a single point of contact for the customer. Being the single point of contact for the customer we are striving to provide the best experience that customer will have when working with a regulatory agency, whether securing entitlements, a building permit, general information or constructing a large development project. We are striving to be:

- **Responsive, Compassionate and Solution Oriented;**
- **Consistent and Fair;**
- **Provide Efficient Service; and**
- **Perform with Integrity and a Good Work Ethic.**

This document has been produced with the aforementioned values in mind. These reinforce the Department's mission and our "why" or vision which is to "help people". If you have questions regarding the content of this document the Development Service Department can be contacted at (916) 774-5282.

# Appendix 1

## FY15 Divisional Goals Status Summary



## Fiscal Year 2016 Work Program

### Development Services

<b>Division Operations</b>				
<b>Goal</b>	<b>Action</b>	<b>Timing</b>	<b>Status</b>	<b>Responsible Party</b>
<b>Goal 1 : Build the Team</b>				
One on One Interviews	Meet all Managers & Key Staff one on one	Ongoing	Complete	Director
DS All Hands Meetings	Hold quarterly staff meeting	Ongoing	Complete	Director
Divisional Staff Meeting	Weekly staff meetings	Bi-Weekly	Complete	Director
Divisional Manager Meeting	Weekly manager meetings	Weekly	Complete	Director
Manager Staff Meetings	Manager meetings	Weekly	Complete	Director
Above & Beyond	Program in place	Ongoing	Complete	Managers
Manager Budget Retreat	Annual review retreat for management team	Yearly	Complete	Managers
Re-org	Complete re-organization	June 2015	Complete	Director
Staffing	Recruitment of Administrative Analyst and Planning Manager	June 2015	Complete	Director
<b>Goal 2: Facilitate Meeting or Exceeding Budget Expectations</b>				
Monthly Budgeting Monitor	Department Tracking	Monthly	Complete	Dir/Admin
Work Program Develop.	Yearly update	Yearly	Complete	Managers
Facilitate Greater Revenue	Complete billing system for full cost recovery entitlement projects & integrate with consolidated billing	August 2015	Roll to FY16	Managers
Reserve Fund	Research & develop reserve fund policy	June 2015	Closed	Admin. Analyst
Development Agreement Review	Re-institute DA review process	June 2015	Roll to FY16	Admin. Analyst
<b>Goal 3: Implement Accela</b>				
Accela Phase 2B	Start and Complete Phase II	January 2015	Started with 7.3 upgrade	DSD/IT

## Fiscal Year 2016 Work Program

### Development Services

<b>Division Operations Continued</b>				
<b>Goal</b>	<b>Action</b>	<b>Timing</b>	<b>Status</b>	<b>Responsible Party</b>
<b>Goal 4: DPIP Project Implementation</b>				
Demo Plumbing Shop	Demo Building	August 2014	Complete	
Grading Fire Station 1	Pad Design & Permitting	September 2014	Complete	
Grading Design Fire Station 1	90% Plan Set	June 2014	Complete	
Complete Roundabout Construction	Complete Roundabout Construction	September 2014	Complete	DS/PW/ED
Dry Creek RFP	Develop & Award an RFP for Dry Creek Parcel development	January 2015	Tabled	
Dry Creek ERN	Complete ERN with Developer/Builder for Dry Creek	April 2015	Tabled per Manager Direction	
316/320 Vernon Street Development	Assist in development of 316/320 Vernon Street site development	June 2015	Open	
<b>Building</b>				
<b>Goal</b>	<b>Action</b>	<b>Timing</b>	<b>Status</b>	<b>Responsible Party</b>
<b>Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted</b>				
Efficiency Measures	On-going	June 2015	Complete	
<b>Goal 2: Complete Budgeted Work Product Expectations</b>				
Meet Budget Expectations	On-going	June 2015	Complete	
<b>Goal 3: Accomplish Work Program within Established Budget</b>				
Meet Budget Expectations	On-going	June 2015	Complete	
Building Permit Fees	Implement and Updated Building Permit and Administration Fees	August 18, 2014	Complete	Managers

## Fiscal Year 2016 Work Program

### Development Services

<b>Building Continued</b>				
<b>Goal 4: Implement Key Process Improvements or Operational Improvements</b>				
OTC – Residential Remodel	Define in writing over the counter Plan Check for Residential Remodels	January 2015	Complete	Managers
Implement a program	Program for licensed architects in the design and approval process for tenant improvements.	June 2015	Roll to FY16	Managers
Implement Permitting Process for Elevators	Review permitting process for elevators initial and annual review program for approval.	June 2015	Roll to FY16	Managers
<b>Permits Center</b>				
Goal	Action	Timing	Status	Responsible Party
<b>Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted</b>				
Efficiency Measures	On-going	June 2015	Closed	
<b>Goal 2: Accomplish Work Program within Established Budget</b>				
Meet Budget Expectations	On-going	June 2015	Closed	
<b>Goal 3: Implement Key Process Improvements or Operational Improvements</b>				
Production Home Permit Plan Check Review	Streamline current Production Home Permit Plan Check Review Process	December 2014	Complete	
<b>Engineering – Land Development</b>				
Goal	Action	Timing	Status	Responsible Party
<b>Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted</b>				
Efficiency Measures	On-going	June 2015	Complete	Managers
<b>Goal 2: Accomplish Work Program within Established Budget</b>				
Meet Budget Expectations	On-going	June 2015	Complete	Managers

## Fiscal Year 2016 Work Program

### Development Services

<b>Engineering – Land Development Continued</b>				
<b>Goal 3: Implement Key Process Improvements or Operational Improvements</b>				
Utility Permit Cost Recovery	Recover staff time for utility permits via franchise fees	July 2015	Complete	Managers
Implement Accela	Continue to support efforts in Phase 2 and report writing	June 2015	Partially Complete	Managers/ Staff
Establish and Maintain Professional Consultant Contracts	Three contracts for inspection services and one Geotech	August 2014	Complete	Managers
Stormwater Program	Implement new stormwater database and train staff	January 2015	Complete	Managers/ Staff
Evaluate existing procedures for release of production and model permits	Review RMC and City Standards	June 2015	Complete	Managers
Cross Train with Development Staff	Plan check, permit counter, permit issuance-winter task	June 2015	Partially Complete	Managers/ Staff
Plan check	Implement contract plan review across Departments	July 2015	Partially Complete	Managers/ Staff
Improve Consolidated Billing	Work with Planning Department to find efficiencies and consistency with process	June 2014	Partially Complete	Managers/ Staff
<b>Engineering – Special Projects</b>				
Goal	Action	Timing	Status	Responsible Party
<b>Goal 1: Support City's Long Range Planning Efforts</b>				
Amoruso Specific Plan	Continue entitlement process	June 2016	Ongoing	Staff
<b>Goal 2: Support City's Traffic Planning Efforts</b>				
Staffing	Hire Asst. Engineer	October 2014	Open	Managers
2025 CIP and Traffic Mitigation Fee	Complete both program and fee update	February 2015	Complete	Staff

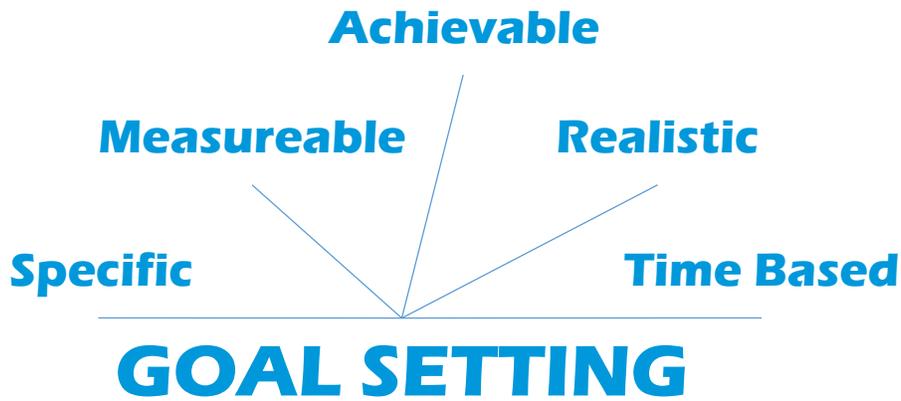
## Fiscal Year 2016 Work Program

### Development Services

<b>Engineering – Special Projects Continued</b>				
2035 CIP and LOS	Complete both program and methodology update	June 2016	Ongoing	Staff
HWY 65 JPA Fee	Fee update approval	December 2015	Ongoing	Staff
SPRTA Fee	Fee update approval	October 2014	Complete	Staff
<b>Goal 3: Complete Core Work Products for Stormwater</b>				
MS4 Stormwater program	Continue program development including permit implementation	June 2015	Open	Management transferred to EU FY16
EPA Wetlands rule	Review and comment on the EPA wetlands rule making proposal	June 2015	Complete	Managers
Public Outreach	Continue to provide public outreach and participation, address illicit discharges and oversee municipal operations	June 2015	Open/Ongoing	Management/transferred to EU FY16
Regional Permitting	Monitor and participate in the creations of a new regional permit being pursued by the RWQCB	June 2015	Open/Ongoing	Management/transferred to EU FY16
Regional MOU	Continue to participate in the formation of a regional MOU	June 2015	Open/Ongoing	Managers
<b>Goal 4: Accomplish Work Program for Stormwater in Established FY15</b>				
Updated Entitlement Fee Schedule	Implement the application of the updated entitlement application fee schedule	December 2014	Complete	Managers

# Appendix 2

## FY16 Divisional Goals Tracking Table



## Fiscal Year 2016 Work Program

### Development Services

<b>Division Operations</b>				
<b>Goal</b>	<b>Action</b>	<b>Timing</b>	<b>Status</b>	<b>Responsible Party</b>
<b>Goal 1: Build the Team</b>				
One on One Interviews	Meet all Managers & Key Staff one on one	Ongoing	Open	Director
All Hands Meetings	Hold quarterly staff meeting	Ongoing	Quarterly/Open	Director
Divisional Staff Meetings	Weekly staff meetings	Bi-Weekly	Open	Director
Divisional Manager Meetings	Weekly manager meetings	Weekly	Open	Director
Manager Staff Meetings	Manager meetings	Weekly	Open	Director
Above and Beyond	Program in place	Ongoing	Open	Managers
Manager Budget Retreat	Annual review retreat for management team	Yearly	Open	Managers
Staffing	Recruitment of Planning Manager and fill 3 positions. Assess future staffing needs based on service demands.	June 2016	Ongoing	Director
Business Services	Rebrand and realign Development Service's Technical Support Services to Business Services.	June 2016	Ongoing	Mapping Supervisor
Org. Culture and Leadership	Incorporate the Organizational Culture and Leadership strategy to DS	Ongoing	Open	Managers
Internal Communications	Monthly Newsletter	Ongoing	Open	Office Asst.
Flowchart	Development of Process Flowchart	December 2015	Open	Administrative Analyst
Employee Relations	Continue Activities	Ongoing	Open	Director

## Fiscal Year 2016 Work Program

### Development Services

<b>Division Operations Continued</b>				
<b>Goal</b>	<b>Action</b>	<b>Timing</b>	<b>Status</b>	<b>Responsible Party</b>
<b>Goal 2: Facilitate Meeting or Exceeding Budget Expectations</b>				
Monthly Budgeting Monitor	Department Tracking	Monthly	Open	Dir./Admin
Work Program Develop.	Yearly update	Yearly	Open	Managers
Facilitate Greater Revenue	Complete billing automation for full cost recovery entitlement projects and integrate with consolidated billing	August 2015	Open	Administrative Analyst
Development Agreement Review	Re-institute DA review process	December 2015	Open	Administrative Analyst
<b>Goal 3: Implement Accela</b>				
Development Activity Reports	Configure Accela & recreate reports	June 2016	Open	DSD
Accela Phase 2	Complete all seven Phase 2 sub projects	June 2016	Open	DSD/IT
<b>Goal 4: Transition and Rebrand Technical Support Services to Business Services</b>				
Transition	Develop a Business Service Team	June 2016	Open	DSD
Rebrand & Align	Rebrand to Business Services Team	June 2016	Open	DSD
Partnership	Partner with IT	June 2016	Open	DSD
<b>Goal 5: Conference Room Upgrades</b>				
Multimedia	Update the Conference Room	June 2016	Open	DSD
<b>Goal 6: DPIP Project Implementation</b>				
Fire Station 1	Pad Grade & Utilities Installed	December 2015	Open	PW/DSD
Downtown Bridges	Assist in development of Downtown Bridges	June 2016	Open	PW/DSD
316/320 Vernon Street Development	Assist in development of 316/320 Vernon Street site development	June 2016	Open	ED/DSD
Specific Plan Oversight	Oversee DT Specific Plan Projects	June 2016	Open	DSD

## Fiscal Year 2016 Work Program

### Development Services

<b>Building</b>				
<i>Goal</i>	<i>Action</i>	<i>Timing</i>	<i>Status</i>	<i>Responsible Party</i>
<b>Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted</b>				
Efficiency Measures	On-going	June 2016	Open	Managers
<b>Goal 2: Complete Budgeted Work Product Expectations</b>				
Meet Budget Expectations	On-going	June 2015	Open	Managers
<b>Goal 3: Accomplish Work Program within Established Budget</b>				
Meet Budget Expectations	On-going	June 2016	Open	Managers
<b>Goal 4: Implement Key Process Improvements or Operational Improvements</b>				
Code Enforcement	Tracking and Data Input Cases	June 2016	Open	Managers
Building Permit Fees	Implement and update Building Permit and Administration Fees	January 2015	Open	Managers
Implement a program	Program for licensed architects in the design and approval process for tenant improvements.	June 2016	Open	Managers
Electronic Plan Review	Electronic Plan Review and Automation of Inspections	June 2016	Open	Managers
ACA	Inspection process	June 2016	Open	Managers
CASP Certification	Continuation of CASP Certification of Inspection Staff for compliance	June 2016	Open	Managers
Annual Permits	Facilitate Annual Permit for larger facilities with ongoing improvements	June 2016	Open	Managers
AB2188	State Mandated implementation of AB2188 requiring expedited process for permitting and approving residential P.V. systems	June 2016	Open	Managers

## Fiscal Year 2016 Work Program

### Development Services

<b>Building Continued</b>				
<i>Goal</i>	<i>Action</i>	<i>Timing</i>	<i>Status</i>	<i>Responsible Party</i>
Certification Program	Continue working with Sac Building Officials to create and implement a certification program on plan review for a more efficient process.	June 2016	Open	Managers
Annual Stakeholder Outreach	Working with the development community to refine and improve our process	Ongoing	Open	Managers
Implement Permitting Process for Elevators	Review permitting process for elevators initial and annual review program for approval.	June 2016	Open	Managers
<b>Permits Center</b>				
<i>Goal</i>	<i>Action</i>	<i>Timing</i>	<i>Status</i>	<i>Responsible Party</i>
<b>Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted</b>				
Efficiency Measures	On-going	June 2016	Closed	
<b>Goal 2: Accomplish Work Program within Established Budget</b>				
Meet Budget Expectations	On-going	June 2016	Closed	
<b>Goal 3: Implement Key Process Improvements or Operational Improvements</b>				
Production Home Permit Plan Check Review	Continue to monitor Production Home Permit Plan Check Review Process	June 2015	Complete	Managers

## Fiscal Year 2016 Work Program

### Development Services

<b>Engineering – Land Development</b>				
<i>Goal</i>	<i>Action</i>	<i>Timing</i>	<i>Status</i>	<i>Responsible Party</i>
<b>Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted</b>				
Efficiency Measures	On-going	June 2016	Open	Managers
<b>Goal 2: Accomplish Work Program within Established Budget</b>				
Meet Budget Expectations	On-going	June 2016	Open	Managers
<b>Goal 3: Implement Key Process Improvements or Operational Improvements</b>				
Consolidated Billing	Implement new billing automation to a monthly billing process	August 2015	Open	Managers
Professional Consultants	Maintain Professional Consultant Contracts	June 2016	Open	Managers
Implement Accela	Continue to support efforts in Phase 2 and report writing	June 2016	Open	Managers/ Staff
Stormwater Program	Implement new stormwater database and train staff	January 2016	Ongoing	Managers/ Staff
Cross Train with Development Staff	Plan check, permit counter, permit issuance-winter task	June 2016	Partially Complete	Managers/ Staff
Plan check	Implement contract plan review across Departments	July 2015	Partially Complete	Managers/ Staff
Improve Consolidated Billing	Work with Planning Department to find efficiencies and consistency with process	August 2015	Open	Managers/ Staff
<b>Engineering – Special Projects</b>				
<i>Goal</i>	<i>Action</i>	<i>Timing</i>	<i>Status</i>	<i>Responsible Party</i>
<b>Goal 1: Support City's Long Range Planning Efforts</b>				
Amoruso Specific Plan	Continue entitlement process	June 2016	Open	Staff
Hewlett Packard	Begin entitlement process	June 2016	Open	Staff

**Fiscal Year 2016 Work Program**

Development Services

<b>Engineering – Special Projects Continued</b>				
Placer Ranch Specific Plan	Being processing of Specific Plan	June 2016	Open	Staff
<b>Goal 2: Support City’s Traffic Planning Efforts</b>				
Hwy 65 JPA Fee	Fee update approval	June 2016	Ongoing	Staff
Advisory Committee	Participate in the PCTPA & SPRTA Tech. Advisory Committee	June 2016	Ongoing	Staff
Fee Program	Participate in the Inter-Jurisdictional Mitigation Fee Program	June 2016	Ongoing	Staff
CIP	2035 CIP and LOS Methodology update	June 2016	Ongoing	Staff
Regional Roadway Projects	I-80, SR65 & Placer Parkway	June 2016	Ongoing	Staff
<b>Goal 3: Complete Core Work Products for Stormwater</b>				
MS4 Stormwater program	Continue development of program including permit implementation	June 2016	Ongoing	Staff
Stormwater Trash Policy	Develop a plan of implementation for new permit provisions	June 2016	Open	Staff
Regional Permitting	Monitor and participate in the creations of a new regional permit being pursued by the RWQCB	June 2016	Open	Staff
Regional MOU	Continue to participate in the formation of a regional MOU	June 2016	Open	Staff
<b>Goal 4: Accomplish Work Program for Stormwater in Established FY16</b>				
Updated Entitlement Fee Schedule	Implement the application of the updated entitlement application fee schedule	June 2015	Open	Staff

## Fiscal Year 2016 Work Program

### Development Services

<b>Planning</b>				
<i>Goal</i>	<i>Action</i>	<i>Timing</i>	<i>Status</i>	<i>Responsible Party</i>
<b>Goal 1: Achieve Efficiency and Effectiveness Measures Budgeted</b>				
Efficiency Measures		June 2016	Open	
<b>Goal 2: Complete Budgeted Work Product Expectations</b>				
Meet Budget Expectations		June 2016	Open	
<b>Goal 3: Accomplish Work Program within Established Budget</b>				
Meet Budget Expectations	On-going	June 2016	Open	
<b>Goal 4: Implement Key Process Improvements or Operational Improvements</b>				
<b>Current Planning</b>				
<i>Goal</i>	<i>Action</i>	<i>Timing</i>	<i>Status</i>	<i>Responsible Party</i>
Zoning Ordinance amendment, as needed, to comply with current and future state mandates (i.e. 200-year Flood Mapping).	Implement Ordinance Amendment	May/June 2016	Open	Current Planning
Zoning Ordinance amendment as needed to comply with recent FCC regulations for telecommunication facilities.	Implement Ordinance Amendment	December 2015	Open	Current Planning
Work with Parks and EU to create water efficient street frontage standards.	Implement new model standards	January 2016	Open	Current Planning
Modify Home Occupation process to align with recent Business License process	Work with 3 <sup>rd</sup> Party vendor to create streamlined process	September 2015		Current Planning

## Fiscal Year 2016 Work Program

### Development Services

<b>Long Range Planning</b>				
<b>Goal</b>	<b>Action</b>	<b>Timing</b>	<b>Status</b>	<b>Responsible Party</b>
NEPA Process	Participate in the NEPA process for Army Corps 404 wetland permitting	December 2016	Ongoing	Long Range Planning
Land Use Coordination	Other interagency land use coordination will continue (e.g. Placer Parkway, SACOG, and MTP/Sustainable Communities Strategy and SB 473 issues, and McClellan over flight issues)	December 2016	Ongoing	Long Range Planning
Land Use Monitor Growth	Monitor/coordinate comments on Federal and State legislation pertaining to land use monitor growth allocations	June 2016	Ongoing	Long Range Planning
<b>Technical Support Services</b>				
<b>Goal</b>	<b>Action</b>	<b>Timing</b>	<b>Status</b>	<b>Responsible Party</b>
Rebrand & Realign	Rebrand Technical Support Services section to Business Services, and transition team out of Planning Division to better align and meet the needs and goals of DSD and other city Departments	June 2016	Open	DSBS
Landbase Maintenance	Transfer ownership over land management data sets including address, parcel, and centerline to DSD	June 2016	Ongoing	DSBS
GIS Analyst	Complete GIS Analyst recruitment	January 2016	Open	DSBS
Address Committee	Reestablish and chair city Address Committee	June 2016	Open	DSBS

## Fiscal Year 2016 Work Program

### Development Services

<b>Technical Support Services</b>				
<b>Goal</b>	<b>Action</b>	<b>Timing</b>	<b>Status</b>	<b>Responsible Party</b>
Unit/Acre Allocation	Configure Accela to replace the existing Allocation Database	June 2016	Ongoing	DSBS
Accela Automation	Continue to improve the functionality and use of Accela Automation to better meet the business needs and goals of the DSD, other city Departments, and outside stakeholders	June 2016	Ongoing	DSBS
Ad-hoc Support	Continue to provide high quality ad-hoc analysis, mapping, reporting, and other technical support services to DSD, other city Departments, and outside stakeholders	June 2016	Ongoing	DSBS
Professional Development	Continue to improve baseline competences and technical skills. Provide system, software, and technical support and training to nontechnical DSD staff as needed	June 2016	Ongoing	DSBS
<b>Projects Under Review in 2016</b>				
<b>Goal</b>	<b>Action</b>	<b>Timing</b>	<b>Status</b>	<b>Responsible Party</b>
Placer Ranch Specific Plan	Complete DEIR	FY16	In Review	Long Range Planning
Amoruso Ranch Specific Plan	Council Approval	FY16	In Review	Long Range Planning
HP Rezone (Campus Oaks Master Plan)	Council Approval	FY16	In Review	Long Range Planning
Villa Sports and Fitness	Complete DEIR	FY16	In Review	Long Range Planning
Creekview subdivision map	Council Approval	FY16	In Review	Long Range Planning

# Appendix 3

## FY15 Employee Recognition *Above and Beyond Awards*



# Above and Beyond

## Brandy LeBeau

**Well Done!**

**Date:** July 3, 2014

**Request/Issue:** Fee updates for Building, Engineering and Fire Department

**Comments:**

After 6 + months of information gathering, excel spread sheets, numerous council communications, power point revisions, and outreach presentations to BIA, EDAC, Stakeholders, Chamber of Commerce, and City Council the Development Services Department along with the Fire Department received approval from Council to update permitting fees in no small part to Brandy LeBeau. Brandy was instrumental in the layout and formatting of various presentations, helped formulate data and statistics, typed up numerous revisions to Council Communications, scheduled and assisted in numerous meetings and overall just did a fantastic job in seeing this project to fruition.

Chris Kraft, Jason Rizzi, Gene Paolini and Kevin Payne greatly appreciate all your help and efforts.

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Rigoberto Castillo

**Well Done!**

**Date:** August 4, 2014

**Request/Issue:** Customer Service

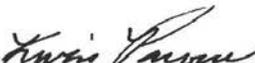
**Comments:** See below

I'd like to nominate Rigoberto Castillo, our custodian for an Above and Beyond award. When I came into work this morning, I found money and a note stating that Rigoberto had found money in my trash can. Not sure how that happened, but I appreciate his eagle eye and honesty!! The custodial staff is always hard working and cheerful and I appreciate all they do.

**Kathy Pease, AICP**

*Principal Planner*

Development Services- Planning Division

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

**Fiscal Year 2016 Work Program**

Development Services

# Above and Beyond

## Orville Chatterton

**Date:** August 6, 2014  
**Request/Issue:** Customer Service  
**Comments:** See below

**Well Done!**

By providing exceptional customer service to other departments, (our internal customers), and being flexible with working schedules helped to construct the \$3.1 million Blue Oaks Widening CIP. Orville's involvement of providing inspection services day and night illustrates a strong teamwork approach that's required for a project of this caliber. Positive feedback received from the P/W Director shows appreciation for Orville's participation.

*"Folks, I was catching up the Director of Public Works with the status of the Blue Oaks Widening Project and he asked me to convey to you his compliments on a job well done. I agree, all of you did a fantastic job with orchestrating the project to a successful completion" Thanks Raul Cervantes.*

Submitted by:  
Guy Howes, PE  
Senior Engineer  
Development Services-Engineering Division

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Gina McColl

**Date:** August 7, 2014  
**Request/Issue:** Great Work  
**Comments:** See below

**Well Done!**

Gina,  
I just wanted to drop a quick note of thanks for your great work and assistance with the Conference Center entitlements and EIR. Your efforts were integral to us remaining on schedule and allowed us to come in 40% under budget on the EIR. You've helped me tremendously, and I appreciate it.

Thanks again,  
Mike

**Mike Isom, AICP**  
Deputy City Manager

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Dave Nobert and Chris Gales

**Date:** Aug. 11, 2014  
**Request/Issue:** Fed-Ex  
**Comments:** See below

**Well Done!**

Dave and Chris made a concerted effort in facilitating the opening of the Fed-Ex Distribution Center. The Tenant Improvement for this project involved a multitude of issues that needed resolve and guidance in the opening of the center. Dave and Chris took the extra steps needed to ensure the minimum code requirements were met by guiding the contractor in those requirements. At the same time they kept the Fed-Ex V.P. informed of the issues and steps needed for follow up on their end. The steps they took in this process are a typical demonstration of the professionals that Dave and Chris are and the understanding they have for achieving a common goal in Roseville.

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Joe Eisele

**Date:** September 5, 2014  
**Request/Issue:** Outstanding Customer Service  
**Comments:** See below

**Well Done!**

Joe,  
The Pulte Homes Primrose Models (Village 19A) accelerated construction schedule was a success due to your efforts in providing outstanding customer service. By providing specific inspection time frames and making yourself available for after hour's inspections you were instrumental in helping Pulte Homes reach their goal. Matt Wingfield and Kevin Sheley of Pulte Homes have both asked me to extend their gratitude and thanks for all your efforts in helping them complete their project on schedule. I would also like to thank you for your outstanding customer service and your willingness to help Pulte Homes reach a successful conclusion to their project. Great Job!!

Jim Mangino  
Senior Building Inspector  
Development Services  
Building Division

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Chris Gales**

**Well Done!**

**Date:** September 5, 2014

**Request/Issue:** Outstanding Customer Service

**Comments:** See below

Chris,

I would like to say thank you for your efforts after the Napa Earthquake. Your ability to quickly respond to assist with the disaster assessment following the earthquake shows true commitment to your profession and outstanding customer service to our neighboring communities. Thank you also for your efforts in representing the City of Roseville, The Development Services Department and the Building Division. Great Job!!

Jim Mangino  
Senior Building Inspector  
Development Services  
Building Division

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

Wayne Wiley, Carla Winters,  
Dorothy Mason & Jeanne  
Aujay

**Date:** 9-11-14

**Request/Issue:**

**Comments:** See below

I rarely write emails to department heads regarding such items, but I wanted to shoot you a short note about really outstanding customer service that I have received in the building and planning department on a small but still very important matter. Life Time Fitness is seeking a building permit for its sales trailer, and they sent out staff from Minnesota last Thursday with building plans, not realizing that they needed an administrative permit for the sales trailer submitted before they could submit the application for a building permit. Wayne Wiley has been very helpful in the last week pointing us in the right direction, and we were able to turn around our application for submission yesterday. LTF had sent the plans back out to me, and I brought in the building plans when I filed the AP application, in order to concurrently process them while the administrative permit is being processed. Building Department staff took the time to review the submittal at the counter (I was past the time to be able to submit yesterday in any case) and point out several omissions on the face of the plans, as well as items that were not readily apparent on the plans, which information was needed before the plans could be accepted for processing. Carla Winter, Dorothy Mason & Jeanne Aujay were very, very helpful in pointing out the plan deficiencies and marking what we needed on the application checklist, which I was able to send to the LTF folks last night. With info that they provided and additional info that was added to the face of the plans, and which I reviewed with Carla today, the plans could be accepted for plan check. Carla spent a lot of time with me going over plans and other material at the counter, even going 30 minutes into her lunch hour to help me get everything in order (I know, it's scary when you think of a lawyer handling submission of building plans—I would have to say it's definitely not the client's first choice!). When we talk about the City being open for business, I know that there are a lot of major initiatives that have taken place already (reorganization, Accela system, etc.), or are taking place now, but when it comes to customer service, it's a lot of little things that make the difference to a business trying to locate in the City. Carla and Wayne took the time for some very hands-on customer service, on a matter very critical to a company making a major investment in the City, and it's their kind of customer service that helps make Roseville stand out in the region.

Marcus J. Lo Duca  
Law Office of Marcus J. Lo Duca, P.C.

  
Development Services Director

*Recognizing Excellent Customer Service - Above and Beyond*

**Fiscal Year 2016 Work Program**

Development Services

# Above and Beyond

## Bethany Laffoon

**Well Done!**

**Date:** September 18, 2014

**Request/Issue:** Excellent Spousal Support and Culinary Expertise

**Comments:** See below

This Above and Beyond is being awarded to Bethany Laffoon for her tireless efforts within the kitchen in producing a culinary masterpiece. In support of the hiring of her husband, Justin Laffoon, Bethany went Above and Beyond in providing the Development Services Director with his own individual chocolate cake. This cake was thoroughly enjoyed by the Director and consumed with great pleasure. If Justin can perform to the standard that his bride has established, then he may someday receive his own "Above and Beyond" award for his efforts. At this time, Bethany has simply out done him! Congratulations and thank you!

Kevin Payne  
Development Services Director



Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Dorothy Mason & Matt Todd

**Well Done!**

**Date:** October 6, 2014

**Request/Issue:** Customer Service

**Comments:** See below

I have never had the pleasure to walk into a city office and find such kind and helpful people and must say thank you very much for that also and thanks for being so quick getting back to me and have a great week.

Thanks again,

Chris Bratsch



Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Chris Herron

**Date:** October 8, 2014  
**Request/Issue:** Team Player  
**Comments:** See below

**Well Done!**

I would like to acknowledge Chris for going above and beyond with her creative and fun ideas for the department's team building events. Her enthusiasm and innovative ideas brings our department to the next level for moral and building a team environment. Chris is a true asset to our department and I appreciate all her efforts to make the Development Service Department the best department to work in.

Brandy LeBeau  
Development Services

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Lisa Carpenter

**Date:** 10-20-14  
**Request/Issue:** Great Customer Service  
**Comments:** See below

**Well Done!**

Just a note that Lisa Carpenter was a HUGE help with specific plan hard copies for the USBR Service Area expansion effort I'm doing...

**Jim Mulligan**  
*Water Utility Manager*  
Environmental Utilities

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Permit Center Staff

**Well Done!**

**Date:** 01/06/

**Request/Issue:** Blue Oaks Commerce Center Building Estimate

**Comments:** See below

Email dated 12/18/2014

"Thank You Christine, everybody in your organization was exceptionally helpful, they answered the phone immediately, waited patiently while I rambled about what I needed, directed me precisely to the right person. You do not often or at all find that in corporate culture today; followed by your excellent, thorough yet concise spreadsheet - sent so quickly. Thank you - citizens are lucky to have your team on the job."

Kathleen McQuade  
PACs Associates  
Project Manager

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Jim Proper

**Well Done!**

**Date:** 1/16/15

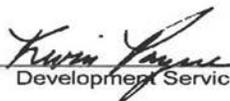
**Good Job!**

**Comments:** See below

Jim went out to do an inspection today and there was no answer at the door. He left a note stating he had been there as scheduled and went on to complete his other inspections. The homeowner called to say that she was very upset that she missed Jim because today was her 77<sup>th</sup> birthday and she had turned down an offer to have lunch with her friends just so that she could wait for him. In addition, she said that she had not taken a shower all day because she did not want to miss him. When she stepped outside and found the note he had left she was so angry that she "could not even read her Bible".

Normal protocol for a missed appointment is to reschedule it for another day; however, Jim chose to return to her house that same day to inspect her HVAC unit. When I spoke to the homeowner again she was very appreciative of Jim coming back and apologized for being so angry.

-Sue McPherson

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Ron Miller**

**Well Done!**

**Date: January 27, 2015**

**Request/Issue:** oak tree at 8117 Stagecoach Circle (Sun City)

**Comments:** See below

From: Susan Rohan  
Sent: Tuesday, January 27, 2015 5:55 AM  
To: Payne, Kevin  
Subject: Fwd: 8117 Stagecoach Circle

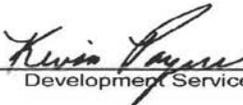
Isn't this nice?

Ron,

Thank you so much for such a quick reply. I work in a "now" industry and your response gives me exactly what I need to share with regards to the property in less than an hour, including your phone call to clarify. Exemplary service, thank you!

Best regards,

John Hughes  
Broker: Guidant Realty  
Past-President: Placer County Association of Realtors  
Director: California Association of Realtors  
Masters Club: 2008 – Current

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Justin Laffoon &**

**Craig Firenze-Tessendorff**

**Date: 01/30/2015**

**Request/Issue:** Carla Winter

**Comments:** See below

**Well Done!**

I would like to compliment Justin Laffoon and Craig Firenze-Tessendorff on this particular occasion of helping a not-so-happy customer get his permit

A gentleman came in with some plans for his commercial project, which also needed Planning approval to possibly include a MDRP. When Craig and I initially spoke to him, he was already a bit cranky about the process, but as we continued talking to him we realized that he had spoken to someone previously, and apparently he hadn't really understood what was explained to him, and he didn't understand that there are Planning requirements and Building requirements

Craig gave him our TI handout and went over the type of information he needed to include on his plans. It wasn't a real complicated project and he tried to keep it that way.

When the man came back with his "new" plans, not a lot had changed and he still wasn't accounting for both departments' needs. Craig worked with him for quite some time to try to iron out the details and get the answers to the questions he needed. He brought Justin in on it to offer his expertise and do their best to get him out the door with a permit.

Justin look over the review, asked some more questions and did some red lining of the plans. It took some time on both Justin's and Craig's part, but they were able to get the plans approved and we were able to send him away with his permit.

He was thankful and actually smiling and gracious by the time he was leaving. And he actually thanked Justin for "going above and beyond" to get his permit issued to him.

I didn't mean to take so long to send the compliments, but I didn't want it to go unnoticed because he was a tough one.

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Julie Pistone, Carla Campos,**  
**Derek Ogden, Lisa Carpenter,**  
**Joe Allen, Wayne Wiley and**  
**Tricia Stewart**

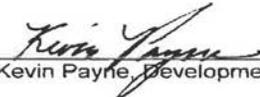
**Date:** February 4, 2015

**Request/Issue:** Chris Burrow's Retirement Planning Group

**Comments:** See below

Thank you to the retirement planning group for all of your long hours, creative ideas, and attention to details. A lot of time was spent on your own time, planning, shopping, organizing the event, and crafting. The event turned out really special and was a wonderful way to show our appreciation for all of Chris's years and hard work.

Thank you for all you do!! It is appreciated

  
Kevin Payne, Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Joe Allen, Steve Lindbeck,**  
**and Jackie Pfeiffer**

**Well Done!**

**Date:** February 10, 2015

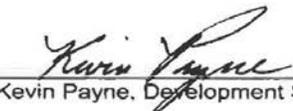
**Request/Issue:** Outside Department Assistance

**Comments:** See below

Laura Matteoli wrote: *I just wanted to send a big THANK YOU to you for always assisting Economic Development with maps and information typically on a last minute basis.*

*We certainly appreciate your willingness to make the extra effort for us and to collaboratively work together to bring business to Roseville.*

Thank you for all you do!!

  
Kevin Payne, Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Christine Herron

**Well Done!**

**Date:** 2/25/2015

**Request/Issue:** From Gene Paolini

**Comments:** See below

I would like to recognize the great job Chris Herron continues to perform on a daily basis. She took on the task of tracking the PV system permits for Residential Single Family homes and clarifying the procedure. The PV systems that were turned in as Master Plans did not always follow the proper procedure upon submittal of the projects. Chris was able to notify the developers and City staff of permits that needed the PV systems to be submitted so they could get the proper meter set and get a final on their permits. There are still some outstanding permits that need to complete the proper paperwork, but we now have a better procedure to help the developer and City staff to get their projects finalized in a timely manner. In one particular case we had challenges with over new 80 SFD's that have solar associated with them. Chris identified the issues, the solution and has stepped up to get the permits processed in a timely manner. I might add that she also has a great attitude in getting the job done. Thanks Chris!



Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Carmen Bertola

**Well Done!**

**Date:** February 27, 2015

**Request/Issue:** New Staff Recruiting – Customer Service

**Comments:** See below

For those of us who have participated in recruiting new staff and sitting on interview panels, you know it's a challenging task, but even more important and trying are all the pre-coordination efforts needed for: scheduling, shuffling candidates, and HR paperwork. For the past few months Carmen has taken on this department role for multiple recruiting positions and has done so with a smile on her face. Her attention to detail and special little things she adds to this task, are clearly perfect examples why she is being recognized for the Above and Beyond Award. Each and every candidate is warmly welcomed which establishes their first impression of the City of Roseville.

Carmen,  
Thank you for your help this morning. I recognize it was difficult to keep everyone in transition and on schedule. You were very welcoming and friendly.  
Thanks again,  
Jason Feely

Thank you for all you do!!



Kevin Payne, Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

## Fiscal Year 2016 Work Program

### Development Services

# Above and Beyond

## Jackie Kelleher

**Well Done!**

**Date:** March 12, 2015

**Request/Issue:** from: Mike Helmer for Extraordinary Customer Service – "she turns coal into diamonds"

**Comments:** See below

Working with several consultants daily, Jackie screens projects delivered to her as approved for issuance. Many require some additional items either from our consultant, the developer or other City department. As you can see below, she identifies the missing, incorrect or incomplete items, and suggests an effective process to resolve the issues; a process that she eagerly monitors in order to quickly turn the problem into a permit.

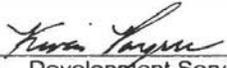
Hi Bob,

We received approved plans back for this project last week; I'm noticing an issue with the addressing. Please see page 7 of the attached Addressing Guidelines

The site plan does not designate the clubhouse as Bldg 1 (apartment buildings should be 2-16 in this case), and it doesn't look like the unit numbers follow the guidelines either

I believe the building and unit numbers are only indicated on the site plan, sheet A2.1. So rather than return the whole plan set to you, if you could work with the applicant to get the addressing corrected and approved and then return two copies of that sheet to our office, I will slip sheet it into the approved set we have. But if there are any additional sheets that show building and unit numbers that I didn't notice, please be sure to have those revised and set back as well.

I know the applicant is working hard to get this ready to issue, so let me know if there is any other information you need from me to get this resolved

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

## Lisa Carpenter

**Well Done!**

**Date:** March 18, 2015

**Request/Issue:** WRSP Subdivision Development Standards

**Comments:** See below

I wanted to make sure I sent a BIG THANK YOU for the great job you did updating the WRSP Subdivision Development Standards (DS) binder. Not only did you update the new subdivisions recently approved (my request), but your major cleanup and "re-do" of the existing subdivision pages within the binder is fabulous! We can now actually read the tabs for each subdivision, which was not possible before! I shared the binder improvements with my co-workers in the Permit Center, and it made everyone's day, since the WRSP binder is the one that has the most activity. Thanks again for the great job on the binder update, and everything else you do for Planning and Development Services. Your work is truly appreciated.

Ron

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Linda Landi**

**Well Done!**

**Date: March 18, 2015**

**Request/Issue: Coming to the Rescue**

**Comments: See below**

I would like to extend a big "Thank You!!!" to Linda for going Above & Beyond so many times over the last few weeks (months) when I was faced with challenges with Mid-year Budgets; New Year Budgets; New Budget Processes; and just cause it's February Budgets. She was ALWAYS willing to stop what she was working on to answer my questions, help look for answers, help me learn, and take on new projects when necessary. She willingly assisted the Managers in completing the new Finance Reports, utilizing her knowledge and experience to help get the reports submitted on time and in good form. I could not have fulfilled my Budget duties without her! She is a dedicated employee and an asset to the Department.  
-Carmen

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Mitch Raese & Jim Mangino**

**Date: March 18, 2015**

**Request/Issue: Pearl Creek Apartments**

**Comments: See below**

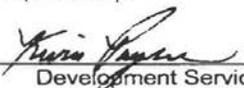
**Well Done!**

As you know, my next apartment site will be in Rocklin. I wanted to take the time to say that it's been a distinct pleasure being able to work with both of you the last 5 years. No matter what was occurring on the projects or how busy your schedule's were, you always made the time to stop by if we had questions, clearly explain on how to resolve any issue and genuinely made us feel like we were all part of the same team. That's a rare quality to have in today's building industry and I'm very appreciative for it.

I would like to take a moment and let you know about the conscientiousness of Mitch Raese. Pearl Creek had a momentum that often kept Mitch quite busy. Even when his day was overloaded, Mitch always made the effort to get us our critical inspections to keep us moving. That being said, Mitch was also one of the most thorough inspectors that we had the pleasure of working with.

When you undertake a project such as this one you are constantly receiving pressure to push the job forward. It could be very easy for an inspector that's overwhelmed or even a project superintendent to cut corners and not consider the consequences that could occur. To clarify, I'm not referring to the consequences that either person may face. I'm referring to the families that have entrusted you both to provide them a safe haven to come home to. It's been both my privilege and most certainly my pleasure being able to work with inspectors with the level of integrity that Mitch & Jim both have.

The Roseville Building Department has both my respect and my thanks for their partnership!  
Nick Bragg, Project Superintendent with Cresleigh Homes

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

Gina MColl

**Well Done!**

**Date:** April 17, 2015

**Request/Issue:** Leadership Roseville

**Comments:** See below

Gina... Great job yesterday! Thank you so much for participating in our "Mock Planning Commission" meeting for Leadership Roseville- You were professional, thorough and patient during the exercise and all appreciated the opportunity to participate!

Wendy Gerig  
CEO  
Roseville Chamber of Commerce

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

Mike Helmer

**Well Done!**

**Date:** April 14, 2015

**Request/Issue:** Placer Village

**Comments:** See below

Thanks again for taking the time to meet with us today. We appreciate your input, suggestions and consideration, and are looking forward to an excellent, long term relationship with the City of Roseville. Ngon and I will be in contact with Mike to arrange on ongoing process for preliminary review of space plans for "as is" leases.

Thanks again!  
Susan Nelson  
Healthcare Property Specialist  
Newmark Cornish & Carey

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

Colin Parks

Well Done!

**Date:** April 24, 2015

**Request/Issue:** Accela Automation – Getting things done!

**Comments:** See below

Colin-

Just wanted to pass on that several staff have said you are doing an amazing job. They indicated they appreciate the way you problem solve and come up with great solutions.

Thanks so much!

Kathy Pease, AICP  
Planning Manager  
Development Services- Planning Division

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

Justin Laffoon & Carla Winter

Well Done!

**Date:** May 15, 2015

**Request/Issue:** Permit @ 1312 Champagne Circle

**Comments:** See below

Thank you Justin and Carla!

I appreciate your assistance and especially for expediting the permits for the residents at 1312 Champagne Circle. Their home was hit by an arsonist a few months back and you both helped move the permits along so they could have their contractor rebuild their house. The residents are so happy the work has started and they will soon be able to move back in.

Thanks again.

Bonnie Gore

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Carla Campos and Gina McColl**

**Well Done!**

**Date:** June 2, 2015

**Request/Issue:** 1020 Sundown Way

**Comments:**

*Good morning Gina. I want to thank you so much for all your and Carla's time and assistance. It was so very beneficial. I look forward to working with the Planning Department through the CUP process. The City of Roseville is most fortunate to have such great staff working for them that can provide not only great professional assistance but in a pleasant and informative manner.*

Kerry Gragg

  
Devin Payne  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Julie Pistone**

**Well Done!**

**Date:** June 3, 2015

**Request/Issue:** Legal Noticing

**Comments:** See below

  
Kathy Pease  
Kathy Pease, Planning Manager

It is recognized that you did an excellent job correcting an error that was made on a legal notice. On June 1<sup>st</sup>, I gave you a legal notice to run in the paper that stated that the Planning Commission would be considering a General Plan Amendment on a proposed policy. I didn't notice that my edits hadn't been accepted in the Word document when I sent it to you. When I noticed my error, I asked you to run a corrected version of the legal notice, the following week. You were proactive and called the newspaper right away, and got them to revise the original notice before it ran that week. You saved the City additional legal notice fees, and reduced confusion to the public. Thank you so much for looking out for the City. I really appreciate your proactive actions that resolved this issue !!

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Jim Proper**

**Well Done!**

**Date:** June 3, 2015

**Request/Issue:** 800 Gibson Dr. #415

**Comments:**

*I wanted to take a moment and "Thank You" for your assistance at 800 Gibson Dr. #415. The staff and I truly appreciate all of your efforts to work with us to get this resident settled back into to his home.*

*Your willingness to answer all questions and work around our schedule was amazing and appreciated by all! We are not quite through with the process as the resident has contact the City Environmental Depart but what you and your department did to support us is appreciated!*

Paula J. Nicholas  
Regional Property Manager  
Pinnacle

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*

# Above and Beyond

**Lisa Carpenter**

**Well Done!**

**Date:** June 22, 2015

**Request/Issue:** SIRE Superstar

**Comments:** See below

I would like to thank Lisa for all of her hard work and efforts. Lisa has taken it upon herself to learn the planning division record retention schedule and scanned over 2500 planning projects into SIRE. This effort helps streamline the project process! Her enthusiasm to take on this project is above and beyond. She has done a phenomenal job and is very much appreciated.

  
Development Services Director

Recognizing *Excellent Customer Service - Above and Beyond Expectations*