



# INITIAL ASSESSMENT

## PLANNING AND ENVIRONMENTAL REVIEW DEPARTMENT

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### **City Council Workshop**

February 7, 2018

*Presentation by:*

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Planning and Environmental Review Department

# Purpose of Workshop

- ❑ Review new PER Director's Initial Assessment of Existing Skillsets/Position Allocations
- ❑ Review current PER Department structure and staffing
- ❑ Discuss Departmental re-organization options
- ❑ Consider whether to pursue re-organization and on what timeframe/prioritization

# Workshop Agenda



- ☐ Presentation
- ☐ Questions from Council
- ☐ Public comment on Initial Assessment
- ☐ Council discussion, feedback and direction

# Background

- ❑ Citygate Organizational Assessment Report (June 2017)
- ❑ Recommendation 7:
  - Initial assessment of existing skillsets/position allocations by new Director within 90 days of starting.
  - 18-month Organizational Transition Plan

# Citygate Findings

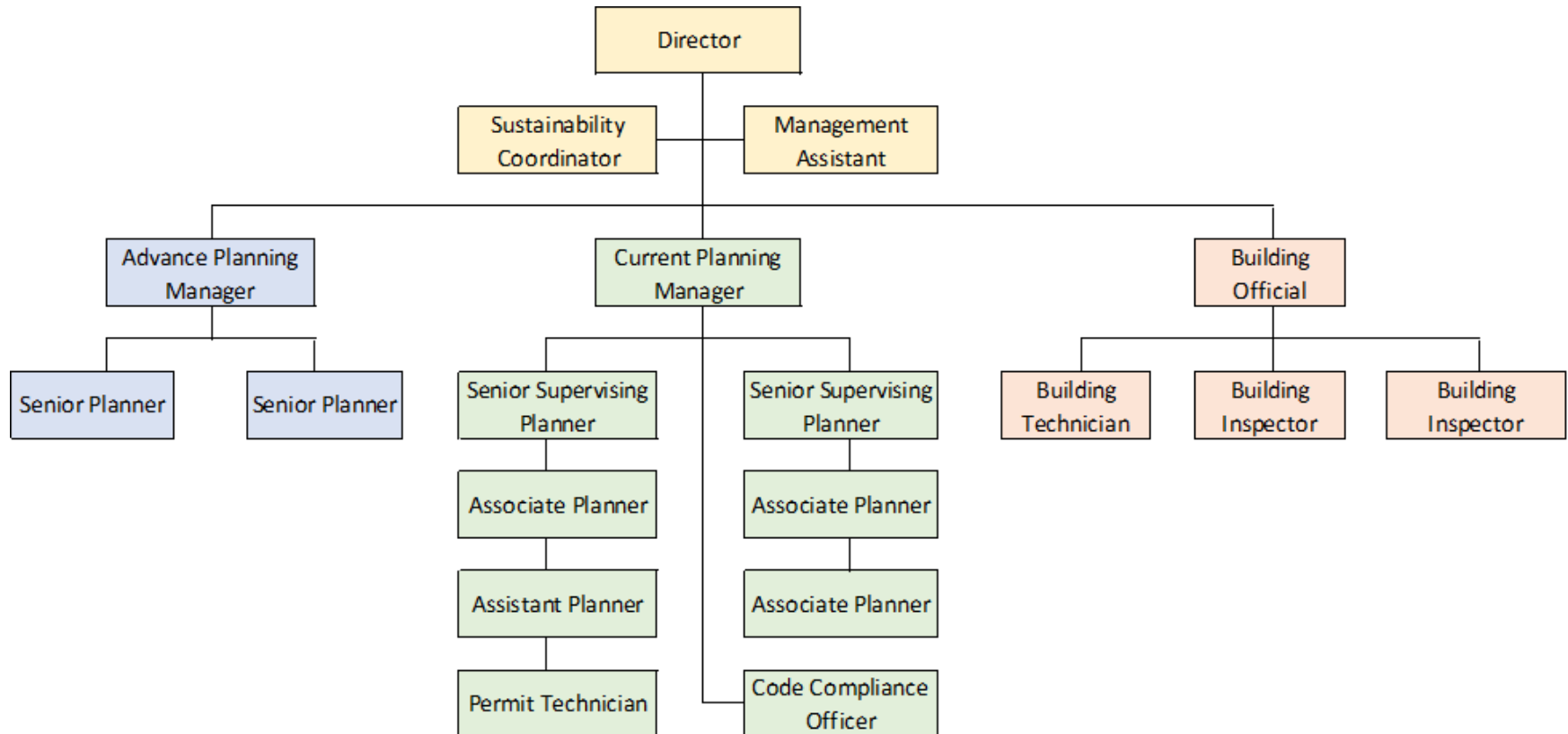
## ❑ Current structure is

- “Not well suited to meet the changing demands”: shift from vacant-land to infill development (Finding #7.1)
- Too hierarchical (Finding #7.2)
- “Creates dysfunctions” (Finding #7.3)

## ❑ Citygate recommends

- Re-organization to flatter, team-oriented structure
- Based on interdisciplinary workgroups with special Old Town focus

# Current Structure



# Workload & Staffing

- Advance Planning:
  - 3.0 FTEs + 3.0 FTE consultant equiv.: ~ 1.15 FTE deficit
- Current Planning:
  - 9.0 FTEs + 1.1 FTE consultant equiv.: ~ 1.1 FTE Deficit
- Sustainability Program: 1.0 FTE fully committed
- Building & Safety: 3.0 FTE total, right-sized
- Department Admin: 2.0 FTE

# Workload & Staffing: Observations

## ❑ Advance Planning Division

- Division Manager and staff oversubscribed. Project manager/subject matter specialist assignments detract from Division management.
- Backlog of zoning ordinance work.

## ❑ Current Planning Division

- Staffing levels approx. correct for current permitting workload.
- Backlog of process improvement work.
- Predicted shift to infill development not visible yet.

# Workload & Staffing: Observations

## ☐ Sustainability Program

- Fully committed with multiple, important projects.
- Interdepartmental/city-wide in nature.
- PER Department location assures dedicated attention.

## ☐ Administrative Functions

- Oversubscribed.
- Invoicing and contract management compete with core admin functions.

## ☐ Building and Safety adequately and flexibly staffed through Willdan.

# Workload & Staffing: Observations

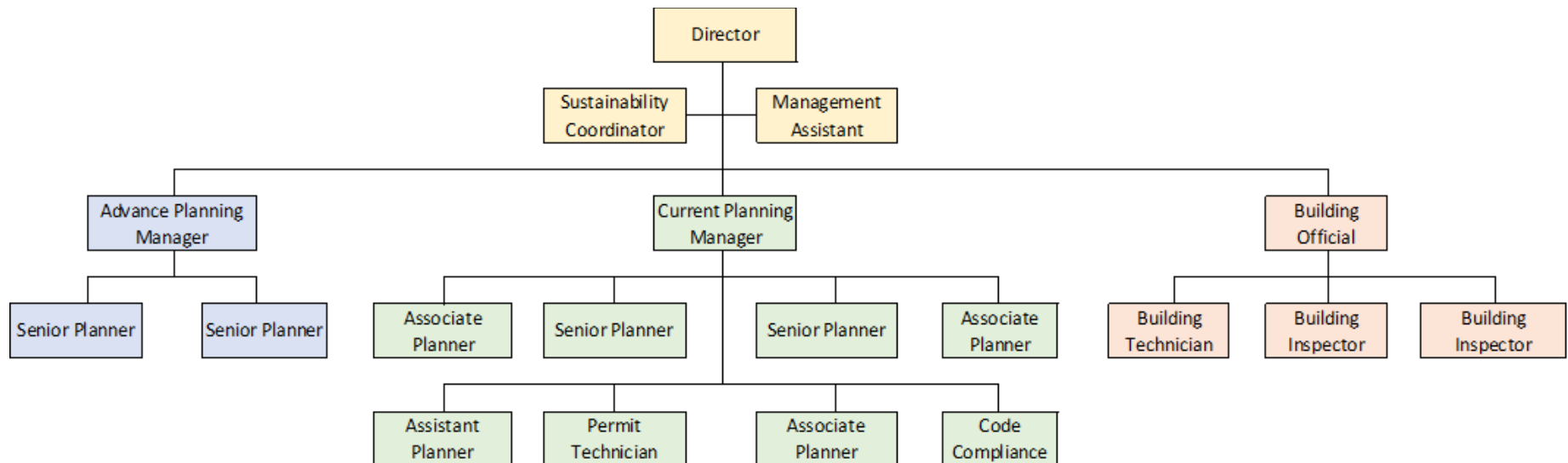
- ❑ Work backlog in both major Divisions. Staff oversubscribed.
- ❑ Large amount of short-term, one-off and process improvement work.
- ❑ Workloads will diminish over time as work through backlog. 1-2 years?
- ❑ Rely on consultants/contract planners to take up slack.
- ❑ “Interdisciplinary team” with OT focus off-base.

# Organizational Options

1. **Existing Structure**
2. **Modified Existing Structure**
3. **Team-based Structure (2 or 3 teams)**

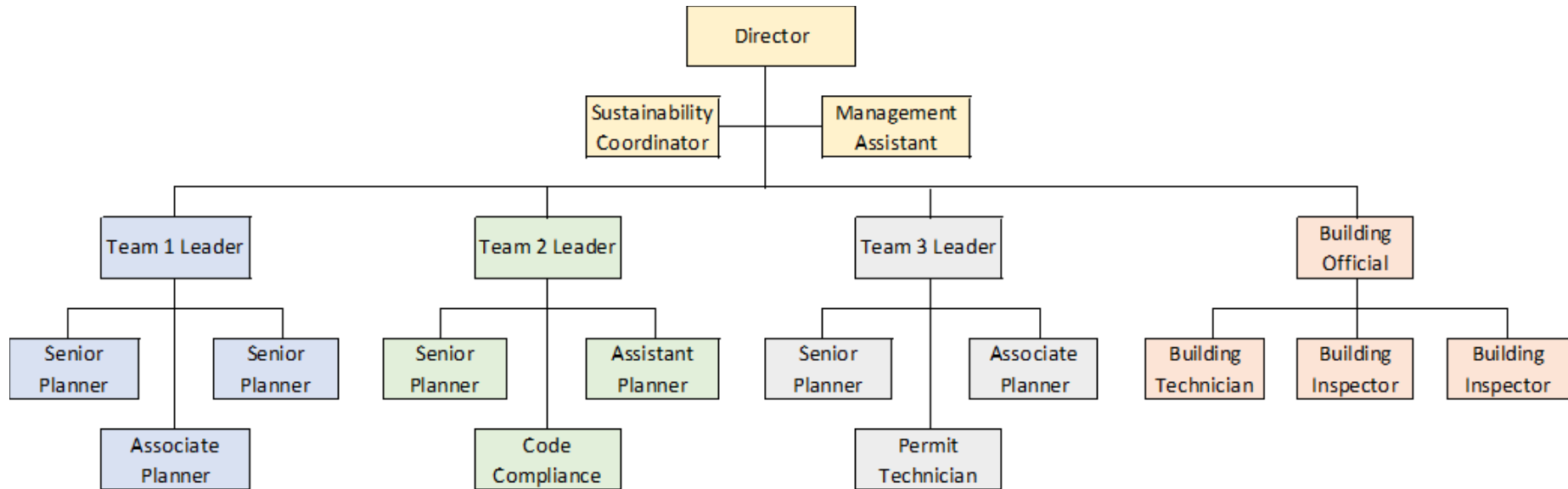
# Organizational Options

## Modified Existing Structure



# Organizational Options

## Team-based Structure



# Organizational Options

Considerations	Existing	Modified Existing	Teams
<i>Efficiency/Distribution of Workload</i>	Y	Y	N?
<i>One-time work</i>	?	?	?
<i>Changing Nature of Development/Old Town Focus</i>	N	N?	Y?
<i>Flattening Hierarchy</i>	N	Y	Y
<i>Quality Control/ Clear Chain of Command</i>	Y	Y	Y
<i>Breakdown Silos</i>	N	N	Y
<i>Interdepartmental Coordination</i>	Y?	Y?	Y?
<i>Provide Professional Growth and Training Opportunities</i>	N	N	Y

# Staff Perspectives

- ❑ Range: Support to skepticism
- ❑ PRO:
  - Team structure could have benefits, address underlying issues (silos, professional development, discontent).
  - Issues still exist. Desire for growth/improvement.
- ❑ CONTRA:
  - Traditional division of labor makes sense.
  - Existing structure provides clarity/accountability within each core function area.
  - Citygate report = snapshot. Issues diminishing.
- ❑ Agree: “interdisciplinary team”/OT focus = off-base.

# Director Assessment

- ❑ Citygate concerns and issues valid, but . . .
  - Not clear if fundamental re-organization solves.
  - Each possible structure has strengths/weaknesses.
  - Issues procedural, not structural?
- ❑ Re-organization process
  - Would be time-intensive, distract from other responsibilities/commitments.
  - Little management or staff capacity to spare right now.
- ❑ Defer decision until work backlog addressed.
- ❑ Rank against other priorities.

# Actions

1. Annual Work Program – priority-setting mechanism
2. Adjust staffing between Divisions
3. Maintain clear division of labor between Divisions (allow for cross-training)
4. Rely on consultants/ contract planners to take up slack
5. Shift consultant invoicing to Finance Department
6. Transition developer deposits/billing to Finance Department and regular billing cycle model
7. Decide whether to pursue a re-organization

# Workshop Questions

- What importance/priority do you assign to PER Department re-organization?
- Should the PER Department pursue an 18-month Organizational Transition Plan?
- Should Department re-organization be considered as part of Annual Work Program? How does it rank among competing priorities?

# Recommendation

- Discuss the Planning and Environmental Review (PER) Department Director's Initial Assessment of Existing PER Department Skillsets and Position Allocations and
- Provide direction regarding possible Departmental re-organization.