

Organizational Assessment of the Planning and Environmental Review Department

City of Goleta, CA

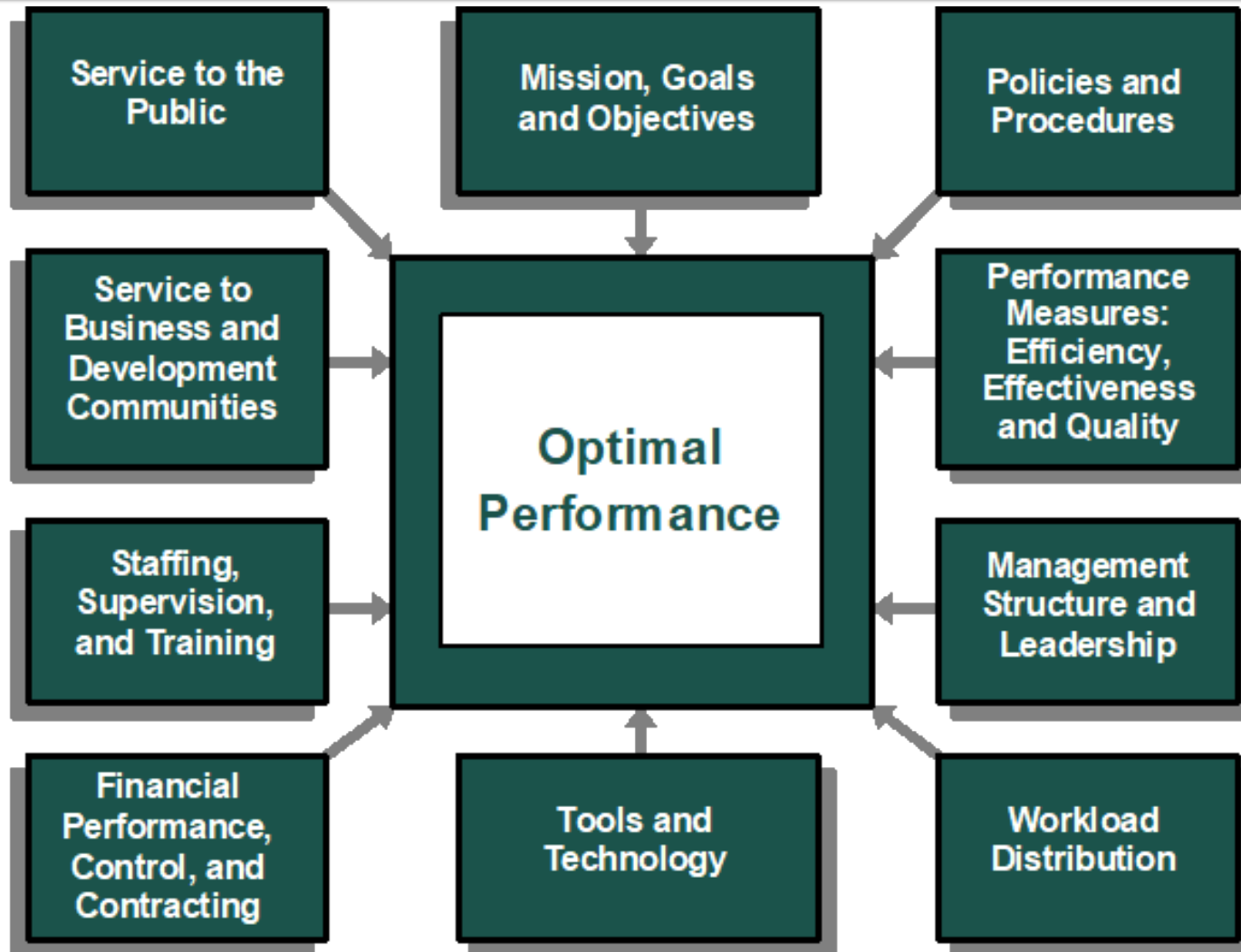
Presented on June 20, 2017



Organizational Assessment of the Planning and Environmental Review Department

- We want to thank the dedicated, hard-working staff coping with a heavy load of work in the midst of significant organizational and leadership changes that have taken place over the course of this study
- Our recommendations have been crafted to allow the Department to:
 - Continue meeting the challenges of its current workload as a new Director arrives
 - Organize its work to accomplish the most urgent items while it adapts to the Department's anticipated future demands

Citygate's Profile of Assessment Factors



Citygate Assessment Process

- Requested and reviewed data submitted by City and PER Department
 - Included budgets, application forms, website review, and inspection and permit evaluation data
- Listened, interviewed, and conducted focus groups and employee survey
 - Included over 40 focus group participants, 36 people interviewed, and 10 contacts representing citizens, elected officials, appointed officials, permit applicants, and employees
- Five themes and nine recommendations emerged

Five Themes

- Theme One:** Goleta enjoys a healthy community identity separate from the City of Santa Barbara and other central coast cities
- Theme Two:** Goleta is in an enviable position to support community vitality by leveraging local, regional, and national economic development opportunities
- Theme Three:** Goleta is a young city that has pre-incorporation, legacy organizational systems that limit its efficiency and effectiveness
- Theme Four:** Goleta has a political history of shifting between growth-oriented and preservation-oriented development policies that requires the City's PER Department to be agile and adaptable
- Theme Five:** Goleta benefits from a strong, high-tech, educational and industrial economy

Nine Strategic Recommendations

- #1 Establish a direct link between the City's Strategic Plan and the day-to-day efforts of the PER Department to implement the General Plan. This will include linking mission, objectives, performance measures, goals, and expectations to achieve best-practice standards. – *Begin within 60 days*
- #2 Establish professional development plans and identify mentoring opportunities and support for all Department employees. – *Begin within 180 days of new PER Director tenure*

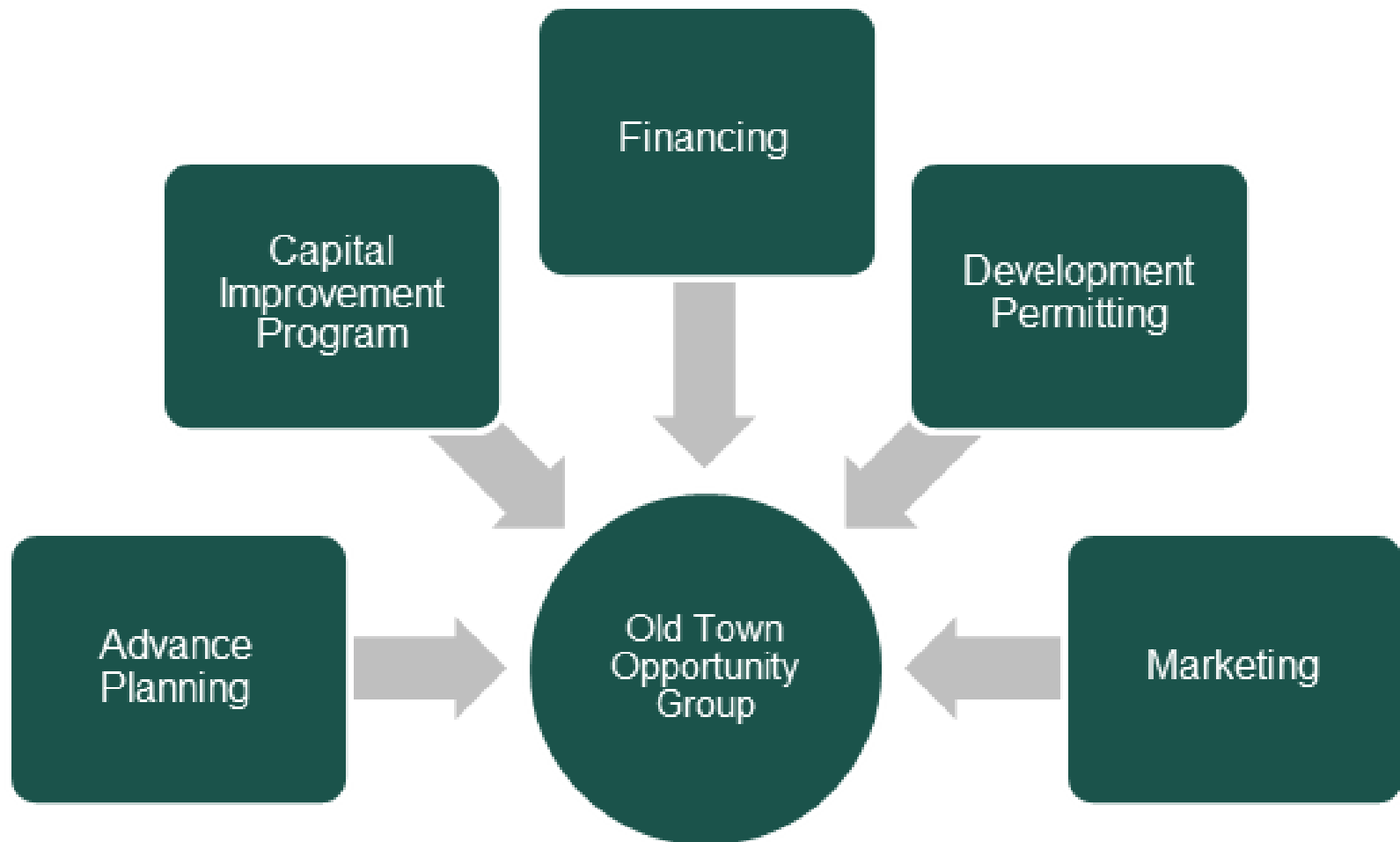
Nine Strategic Recommendations

- #3 Prioritize establishment of an electronic permit tracking system (EPTS) inclusive of building records once the new Zoning Code is adopted based on the timetable provided by the City Council. Continue to image records in accordance with the adopted Records Retention Schedule. – *Build on timeline direction from City Council on the Zoning Ordinance, permit tracking system to follow, and IT strategic plan findings. Report status 60 days into new fiscal year*
- #4 Improve communication with customers and community members by adding purpose, process, and project update pages to the PER Department website. – *Begin within 180 days of new PER Director tenure*

Nine Strategic Recommendations

- #5 Pursue customer service improvements that support economic vitality opportunities for local business expansion. – *Begin within 180 days of new fiscal year*
- #6 Pursue customer service improvements that support Old Town vitality. – *Begin within 180 days of new fiscal year*
- #7 Rebalance the planning skillsets and position allocations in the Department to improve organizational efficiency, enhance long-range environmental planning, and increase the effectiveness of the City's Old Town economic development program through increased collaboration with the Neighborhood Services Department. – *The City Manager shall establish a date within 90 days of the new PER Director's tenure for the Director to provide to the City Manager an initial assessment of the existing PER Department skillsets and position allocations.*

Nine Strategic Recommendations



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- #8 Continue the process of clarifying the policy-setting roles and duties of the City Attorney and City Councilmembers relative to the operational role of the Department. – *New Director continues efforts, able to address within 60 days of arrival*
- #9 Strengthen the development review committee (DRC) and make better use of cycle-time standards. – *Begin within 30 days of new fiscal year*

A brief note about the seven other recommendations...

Questions

