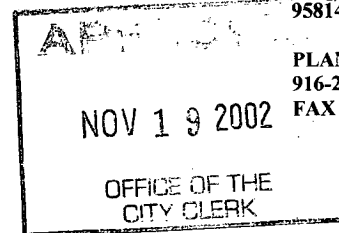**PLANNING AND BUILDING DEPARTMENT**

CITY OF SACRAMENTO
CALIFORNIA

1231 I STREET
ROOM 200
SACRAMENTO, CA
95814-2998

PLANNING
916-264-5381
FAX 916-264-5543

NOV 1 9 2002

OFFICE OF THE
CITY CLERK

November 13, 2002

City Council
Sacramento, California

Honorable Members in Session:

SUBJECT: RESOLUTION ACCEPTING THE DEVELOPMENT OVERSIGHT COMMISSION'S ANNUAL REPORT, APPROVING THE WORKPLAN DETAILED IN THE REPORT, APPROVING THE SHORT-TERM PROGRAM RECOMMENDATIONS FOR $801,000, AND AUGMENTING THE BUDGET OF THE DEVELOPMENT SERVICES FUND

LOCATION AND COUNCIL DISTRICT: Citywide

RECOMMENDATION: Adopt Resolution

CONTACT PERSON: Dennis Richardson, Chief Building Official, 264-5956
Kirsten Garrard, Planning Analyst 264-2986

FOR COUNCIL MEETING OF: November 19, 2002

SUMMARY: The Development Oversight Commission (DOC) and staff have been working to ensure implementation of the 1999 Mayor's Commission on Development (1999 Commission), provide a forum for development services related input and to recommend actions to streamline the City's development process. The DOC and staff have put together a work plan, and have made recommendations to immediately improve upon the current process with short-term solutions.

(1)

BACKGROUND:

The current Development Oversight Commission (DOC) was established as a result of the 1999 Mayor's Commission on Development recommendations.

During this past year, the DOC:

- ❑ Solicited public input through neighborhood meetings,
- ❑ Reviewed development processes, practices and procedures with staff,
- ❑ Reviewed the status of recommendations from the 1999 Mayor's Commission on Development, and
- ❑ Formulated ideas for additional improvement.

On September 19, 2002, the DOC presented a draft of its recommendation to Council. At that meeting, Council provided feedback, and directed staff to present their findings, which are included as attachments to this report:

- ❑ Development Oversight Commission and Staff Work Plan Recommendations – see DOC Annual Report, attachment A,
- ❑ Prioritization of the top four programs totaling $801,000, which will provide short-term customer service improvements. These short-term solutions are intended to be one-time costs to improve specific services through this fiscal year. Resolution of short-term work volume issues and long-term recommendations of the DOC will be evaluated as part of the midyear budget and FY04 budget development process. These programs will be managed by the Planning and Building Department– see attachment B, and,
- ❑ Chart of the current development process – see attachment C.

There has been a significant increase in construction activity and valuation over the past few years with new highs being set monthly – see attachment D. The information about the fees charged for this activity, and the applicant's building permit fee estimate worksheet are in attachment E.

FINANCIAL CONSIDERATIONS:

There will be no General Fund impact from these recommendations. The $801,000 in short-term recommendations will be funded by the Development Services Fund, which has sufficient resources for this purpose.

POLICY CONSIDERATIONS:

The recommendations reflect the strategic plan goals, and the newly adopted Infill Policy, of the City.

ENVIRONMENTAL CONSIDERATIONS:

There are no environmental considerations associated with this report.

ESBD EFFORTS:

Not applicable

Respectfully Submitted,

DENNIS RICHARDSON
Chief Building Official
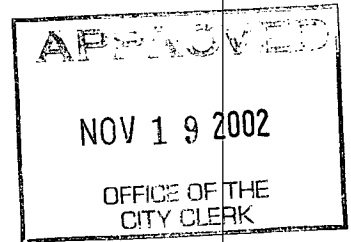
RECOMMENDATION APPROVED BY:

ROBERT P. THOMAS
City Manager

RESOLUTION NO. 2002-766

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

RESOLUTION ACCEPTING THE DEVELOPMENT OVERSIGHT COMMISSION'S ANNUAL REPORT, APPROVING THE WORKPLAN DETAILED IN THE REPORT, APPROVING THE SHORT-TERM PROGRAM RECOMMENDATIONS FOR $801,000, AND AUGMENTING THE BUDGET OF THE DEVELOPMENT SERVICES FUND

BE IT RESOLVED BY THE SACRAMENTO CITY COUNCIL THAT:

The City Council accepts the Development Oversight Commission's Annual Report, approves the work plan detailed in the report, approves the short-term program recommendations for $801,000, which will be managed by the Planning and Building Department, and augments the budget of the Development Services Fund by $801,000.

_____
MAYOR

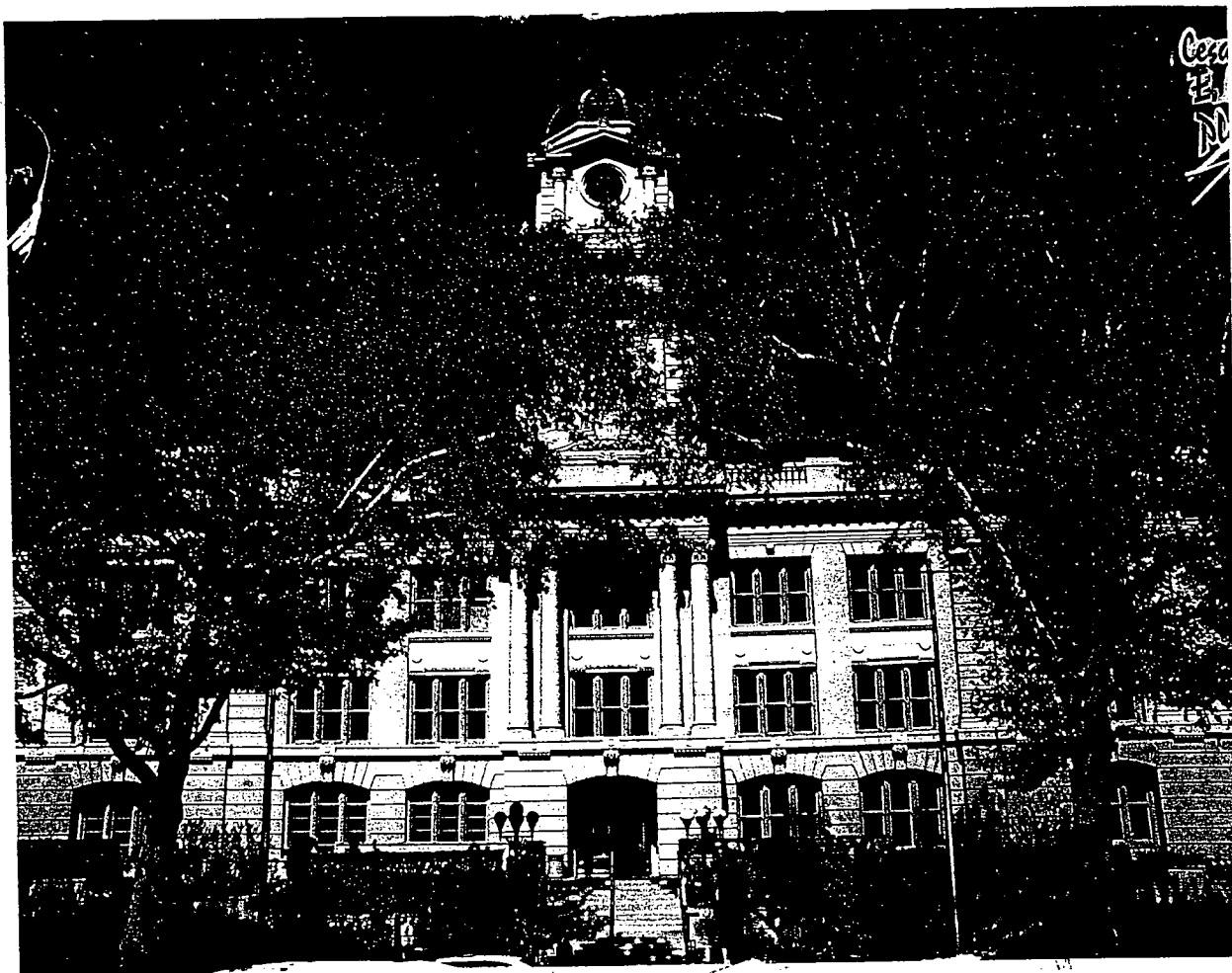ATTEST:

_____
CITY CLERK

FOR CITY CLERK USE ONLY

RESOLUTION NO.:

DATE ADOPTED:

④

Development Oversight Commission Annual Report 2002

Development Oversight Commission
Annual Report
November 19, 2002

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(6)

Development Oversight Commission
Commissioners

James Gately, Chair
    Building Industry Professionals Appointee

Mark Abrahams, Innovation Subcommittee-Chair
    Building Industry Professionals Appointee

Alberto Esquivel
    Public At Large Appointee

Brian Holloway, Monitoring Subcommittee-Chair
    Building Industry Professionals Appointee

Michael Justice
    Building Industry Trade Organization Appointee

Daniel Larkin
    Public At Large Appointee

Michael Malinowski, AIA Communication Subcommittee-Chair
    Building Industry Trade Organization Appointee

Johan Otto, Vice Chair and Infill Subcommittee-Chair
    Building Industry Professionals Appointee

Bruce Starkweather, AIA
    Building Industry Professionals Appointee

Development Oversight Commission
Staff Development Process Team

Gary Alm
Public Works Department

Dave Brent
Utilities Department

Kirsten Garrard
Planning Division

Art Gee
Planning Division

Thomas Lee
Office of the City Manager

Troy Malispino
Fire Department

Dennis Richardson
Building Division

Gary Stonehouse
Planning Division

CITY OF SACRAMENTO
CALIFORNIA

November 19, 2002

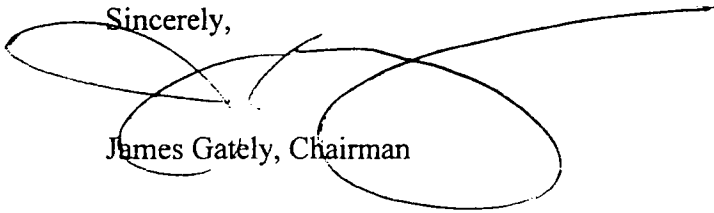Honorable Mayor Fargo and City Council of the City of Sacramento;

The Development Oversight Commission (DOC) is pleased to present our first annual report and recommendations to the Mayor and City Council. We would like to thank you for allowing us the time to review our draft report with you on September 24, 2002. Your positive comments and feedback were insightful and have been addressed in our final report. With this input and direction we've made some significant modifications to our report, which now includes ten recommendations. Additionally, at the request of the City Manager and with concurrence of the Council, we've prioritized five short term recommendations that will bring an immediate, positive and significant impact to the development process. We strongly urge the Council to adopt, fund and implement these five items now.

As you review this report, please note that some recommendations will certainly require the expenditure of City funds. The Commission is cognizant that the City is in a tight financial position, but believes additional expenditures are necessary to provide the level of service required to promote quality development. The City must be able to positively and swiftly react to highly desired proposals that may require fast track development such as a Central Business District high rise building, a much needed neighborhood retail center or a distribution facility in Natomas. Our commission was established last year for the following purposes:

A.   To assure the proper implementation of recommendations from the Mayor's Commission On Development that were approved by the City Council on July 20, 1999;

B.   To provide a forum that enables the public to introduce and discuss suggestions, comments, and concerns regarding the procedures and processes of the City's development services function; and

C.   To modify, enhance, and create new recommendations that will streamline the process of developing in the City of Sacramento.

This is our first annual report to the Mayor and City Council. Thank you for your time and allowing us to help make a difference.

Sincerely,

James Gately, Chairman

(9)
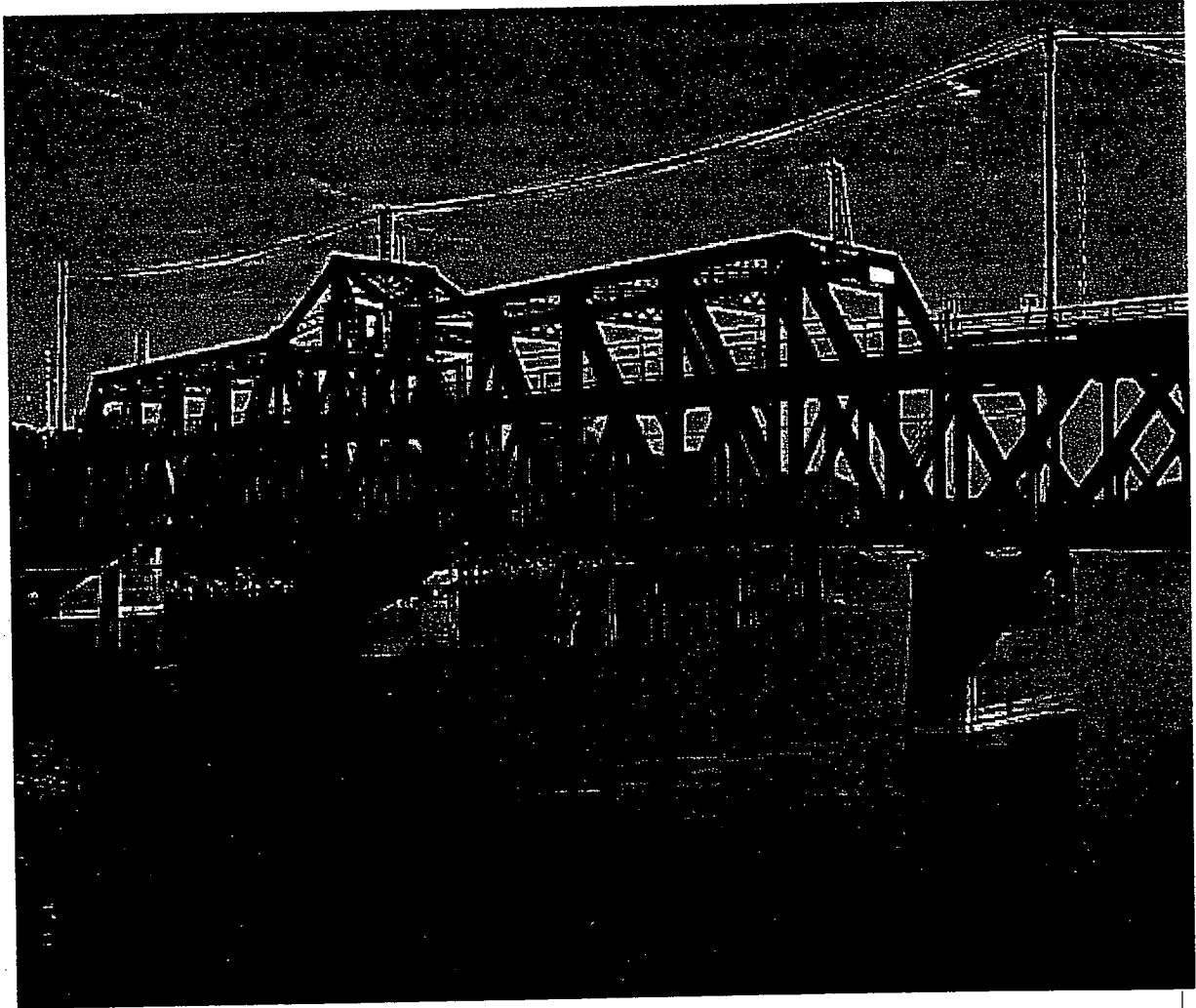
DOC
SHORT TERM
RECOMMENDATIONS

10

Development Oversight Commission
Short-Term Program Recommendations

These four programs are recommended by the DOC and staff to provide immediate customer service and improvement. They are intended to be one-time costs to improve specific services through this fiscal year:

I Customer Interface
   a. Customer Service Outreach/Progress Measurements – Provide a direct link between the DOC and customer(s)/applicant(s). The customer service outreach portion includes expanding channels of communication for users of the development processing system and the general public to provide comments and suggestions to the DOC and City staff. Tools that will be used to accomplish this include e-mail, fax, phone, and post office box contacts, a speaker's bureau of DOC members, increased public outreach, web information and customer feedback. The progress measurement portion measures, monitors, and evaluates implementation of the 1999 Commission recommendations, the current commission's recommendations, and the staff work plan prioritized for realistic implementation. Methods to be used include focused customer service surveys and feedback forms, periodic surveys, statistical reports, regular feedback from applicants and personal interviews. This program will be implemented by the DOC. Cost - $45K direct, $30K consultant backfill for 500 hours..
   b. Brochures – Develop, publish and distribute 20 brochures on the City's development process. Input from employees and applicants involved in the development process will be used to determine content of the most helpful brochures. These brochures, once produced, will be available at the permit counters and on-line. Cost - $20K direct, $24K consultant backfill for 400 hours.
   c. 13th & I Improvements – Improve the appearance and assistance available at the 13th & I offices by painting the public areas, purchasing updated furniture for the counter waiting area, installing and filling brochure/application information racks and contracting with a vendor for beverage concessions. Cost - $50K direct, $48K consultant backfill for 800 hours.

II Ombudsman/Helpline
   Staff a helpline to provide a single point of contact for customers to resolve service issues throughout the development process. Experienced staff will be assigned to the helpline and backfilled with consultant resources. Assigned staff will be available by phone or e-mail to resolve customer concerns or provide a referral to the ombudsman if a problem persists. Cost - $200K direct, $24K consultant backfill for 400 hours.

III Prequalification Program
   Work with design professionals to establish a City prequalification program for development professionals. This item will implement a program for

qualifying design professionals that will identify the scope and parameter of a program where successful enrolled participants can certify and pre-review their plans, resulting in expedited review and approval by the City depending on level of risk, degree of complexity and frequency of submissions. Cost - $20K direct, $60K consultant backfill for 1,000 hours.

IV   Inter-departmental Team Building

Conduct interdepartmental workshops to promote solution-oriented teamwork among Development Services employees and provide an opportunity for discussion and input by staff of ways to improve the development system. The workshops will emphasize that efficient and timely completion of successful projects is the goal for all departments. This includes two 8-hour workshops for each of the 200 development services-related employees. Cost - $40K direct, $240K consultant backfill for 4,000 hours.

OVERVIEW OF FIRST YEAR

Overview of the First Year

During our first year the Commission met monthly and solicited public input, reviewed development processes, practices and procedures with staff, reviewed progress on implementation of the recommendations from the 1999 Mayor's Commission on Development (1999 Commission), and formulated ideas for additional improvements. Highlights from this first year were:

1. **Public Outreach and Input:** The Commission conducted extensive public outreach regarding it's meetings and activities. Even with this outreach effort, initial public comment was substantially less in comparison to the 1999 Commission. Individual commissioners received personal feedback but public input was minimal at our regularly scheduled meetings.

In response to Council direction, the Commission sent representatives out to community meetings in the four Neighborhood Service Areas, the North Permit Center, the Planning Commission, Design Review Preservation Board and Sacramento Metro Chamber of Commerce. The concerns and comments expressed to us at these meetings are summarized in section eight of this report. We believe the recommendations contained in this report will address all significant issues and concerns brought up at these meetings.

2. **Staff Participation:** While reviewing processes and procedures with staff to determine areas of improvement, staff developed a set of recommendations to streamline, improve, and clarify the development process. After producing a significant set of recommendations on their own, City staff met with a subcommittee of the commission and further enhanced, modified, and prioritized their workplan. The key goals of the workplan are:

Goal I.	To establish and streamline process timeframes.
Goal II.	To reduce surprises and increase certainty.
Goal III.	To increase and improve communication.

The staff initiative to review processes and recommend improvements is clearly a step in the right direction. The workplan is endorsed by this Commission and will, if properly implemented, significantly improve the development process.

3. **Commission Recommendations:** In addition to our input into staff's workplan, the commission has developed a list of broader recommendations that in some instances exceeds the development services group's authority to implement. A majority of these recommendations require City Manager or City Council action. These recommendations have been reviewed by the neighborhood and business communities, appropriately modified and incorporated into our final report.

In summary, our recommendations are to:

- Develop a Common Vision and Mission Statement

- Create a Common Sense Ordinance

- Measure Progress

- Improve Human Resources Support

- Create a Best Practices Program

- Create City Prequalification Program

- Improve Leadership, Delegation and Customer Service

- Implement a Streamlined and Better Organized Citizen Participation Program

- Implement a Comprehensive Infill Policy

- Study Streamlining Planning Commission and Design Review Procedures

SECOND

YEAR PLAN

16

Second Year Plan

To progress into our second year and perform our appointed mission, the Chair has appointed the following five subcommittees:

1. **Monitoring Subcommittee- Chairman Brian Holloway**

2. **Innovation Subcommittee- Chairman Mark Abrahams**

3. **Communication Subcommittee- Chairman Michael Malinowski**

4. **Infill Subcommittee- Chairman Johan Otto**

5. **Study Subcommittee – Chairman James Gately**

Each subcommittee will meet during the year as necessary and update the full Commission semiannually . Subcommittees duties will be as follows:

Monitoring Subcommittee- Measure, monitor and evaluate implementation of the 1999 Commission recommendations, the current commission's recommendations, and the staff work plan prioritized for realistic implementation. Additionally, it will monitor the City's success in becoming a development friendly city with a streamlined, time certain development process. Methods to be used include periodic surveys, statistical reports, regular feedback from applicants and personal interviews.

Innovation Subcommittee- Operate as an additional conduit for new ideas by researching and proposing process and technological innovations potentially helpful to development services. To accomplish this task, subcommittee members will interact with other jurisdictions, the community, and City staff tocontinuously search for service improvement ideas.

Communication Subcommittee - Expand channels of communication for users of the development processing system and the general public to provide comments and suggestions to the DOC and City staff. Tools that will be used to accomplish this include e-mail, fax, phone, and post office box contacts that have already been established, a speakers bureau of DOC members, increased public outreach, web information, and customer feedback.

Infill Subcommittee- Monitor the City's progress in implementing the recently adopted Infill Strategy and report this progress to the DOC for inclusion in our annual report. This committee will work with the development services group to strategize expansion of the City's Infill Policy.

Study Subcommittee – Study requirements necessary for effectively implementing four Commission recommendations related to policy changes: 1.) Create a Best Practices Program; 2.) Create City Prequalification Program; 3.) Study Institution of a Streamlined and Better Organized Citizen Participation Program; and 4.) Study Streamlining Planning Commission and Design Review Procedures. This subcommittee will work with City commissions and staff during year two to study, develop and create recommendations for policy changes related to these four measures.

PROGRESS UPDATE ON THE 33 ISSUES/RECOMMENDATIONS FROM THE 1999 MAYOR'S COMMISSION ON DEVELOPMENT

PROGRESS UPDATE
ON THE ORIGINAL 33 ISSUES/RECOMMENDATIONS
FROM THE MAYOR'S COMMISSION ON DEVELOPMENT (1999)

BACKGROUND

From *Report to the Mayor, City Council, and City Manager*, July 20, 1999.

The Mayor's Commission on Development ("1999 Commission") was established in December 1998 in response to numerous media and public complaints that the City's processes and procedures were cumbersome, lengthy and not responsive to the public. The public perception was that the City's processes and procedures were designed and/or managed to hinder and delay, rather than to facilitate development. This perception was in direct conflict with the City's desire and efforts to encourage economic development to ensure a financially viable City. The 1999 Commission conducted an investigation and fact-finding to establish the status quo and to provide a base for recommendations, evaluated the information gathered, established a vision for the City's development services processes and procedures, and formulated recommendations for improvement.

The 1999 Commission determined that the City's processes and procedures were inadequate to achieve the "Vision" of a City with a world-class development process. The City did not have a "Vision" or Mission Statement to guide the departments involved in the process. The departments involved were not coordinated, staffing and staff training was inadequate, the public and staff facilities were inadequate, formal oversight and a forum for public input did not exist, and fiscal accountability was lacking.

The 1999 Commission's final report contained thirty-three specific recommendations. (See attached) It is important to note here that over the past twenty-five years, at least four formal investigations and numerous internal studies have been conducted due to customer dissatisfaction. Though it would be impossible to measure the success and failures of these previous investigations, it can be assumed that many of the recommendations for change were not implemented or were abandoned for various reasons such as management changes, budget constraints, and departmental restructuring. The 1999 Commission was wise to include as one of its recommendations the creation of an Oversight Commission to report to the City Council its findings regarding the status of services provided, areas of concern, and recommendations for improvement.

EVALUATION

This in as update on the progress made towards completing the original thirty-three recommendations. As would be expected with any set of rigorous and comprehensive goals, some have been fully and successfully implemented, many are in progress, aiming towards completion, while others have been delayed, overlooked or need improvement. It is obvious, as indicated by the recommendations of the DOC, that many of the problems highlighted by the 1999 Commission remain. What might not be so obvious is the sustained effort by City staff to improve and upgrade its processes and procedures, to improve customer relations and to provide a high level of service by opening the new North Permit Center and finding ways to utilize new

technologies, all during a period of unprecedented growth where employees are stretched to their limits just attempting to complete their day-to-day responsibilities.

Successes

It could be said that the state of the development services in 1998 was a disaster. At least one major developer was threatening to stop building new projects in the City of Sacramento. Based on a customers' satisfaction survey, there was an extreme level of customer dissatisfaction and frustration with the City's development service process. Counter customers could be in line for hours, literally. Staff seemed poorly trained and generally reluctant to provide a high level of customer assistance. The use of new technologies seemed inadequate, compared to other jurisdictions. Decision-making between the major departments seemed divisive and uncooperative. The physical facilities at 13th Street were very customer unfriendly. Ideas for positive change were discarded or ignored. The number of people willing to publicly testify to the City's inadequacies was staggering. In short, doing business with this division of the City of Sacramento was challenging and very frustrating.

Development services has made a great turnaround since those dire times. An Ombudsman position was created to handle issues for customers needing interdepartmental resolutions. Customer friendly employees have been hired and trained. Based on the few responses the Commission has received from the public, the level of customer frustration and unhappiness has decreased greatly. Doing business at 13th Street is far easier, the counter process being much better organized with fairly short waiting times. The North Permit Center is open and has adopted many of the positive attributes successfully working at other jurisdictions. The major managers from Building, Planning, Utilities, Public Works, and Fire have established the Development Process Team and created a work plan for improving the Development system. The 3 major goals set out by this group are to:
1. Reduce surprises and increase certainty
2. Increase and improve communication
3. Establish and streamline process timeframes

Just the understanding of the need to create these goals, and the positive manner in which they were established, has helped in the early stages of a cultural change of thought and conduct in the development services process. A good start has been made towards the goal of becoming a world class, development friendly city.

Areas Needing Improvement

The DOC used the 1999 Commission report as a starting point for its discussions and investigations. By comparing the 1999 list with the most recent one, it is clear that many of the issues remain to be problem areas. For example, a Development Services Vision and Mission Statement has not been created. Process benchmarks to facilitate measurable success or feedback have not been produced, nor has much work been put forth developing a full disclosure permit process and procedure information system. Though lessened to a degree, inconsistencies in code interpretation remain between plan checkers as well as field inspectors. Consolidation of all development service fee collections to one location has not been facilitated. Disclosure of fee information, either in pamphlet form or on the web, is still non-existent. The "cubby hole" cabinet at 13th Street, designated as a self-help center containing information such as City of Sacramento code requirements and building practices, remains empty. Though there has been much discussion of creating a Project Manager position to assist applicants with complex or
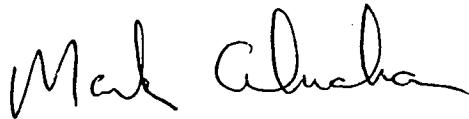
special projects, none has been hired. A south area customer service area, though potentially costly and possibly unneeded, has not been established, even on a trial basis. Customer service surveys have not been conducted annually to measure levels and trends of customer satisfaction. We should not wait for the next onslaught of complaining customers to be the impetus to take a survey. The DOC should be given the responsibility and budget to conduct annual customer satisfaction surveys.

As discussed in the Successes section above, great progress has been made, but much work remains. Most of the problem areas described above have been highlighted again during this round of discussions and recommendations. The DOC remains committed to and is focused on its "Vision", for Sacramento to become of a city with a world-class development process.

Mark Abrahams
Member, Development Oversight Commission, 2002
Member, Mayor's Commission on Development, 1999

Staff Work
Plan
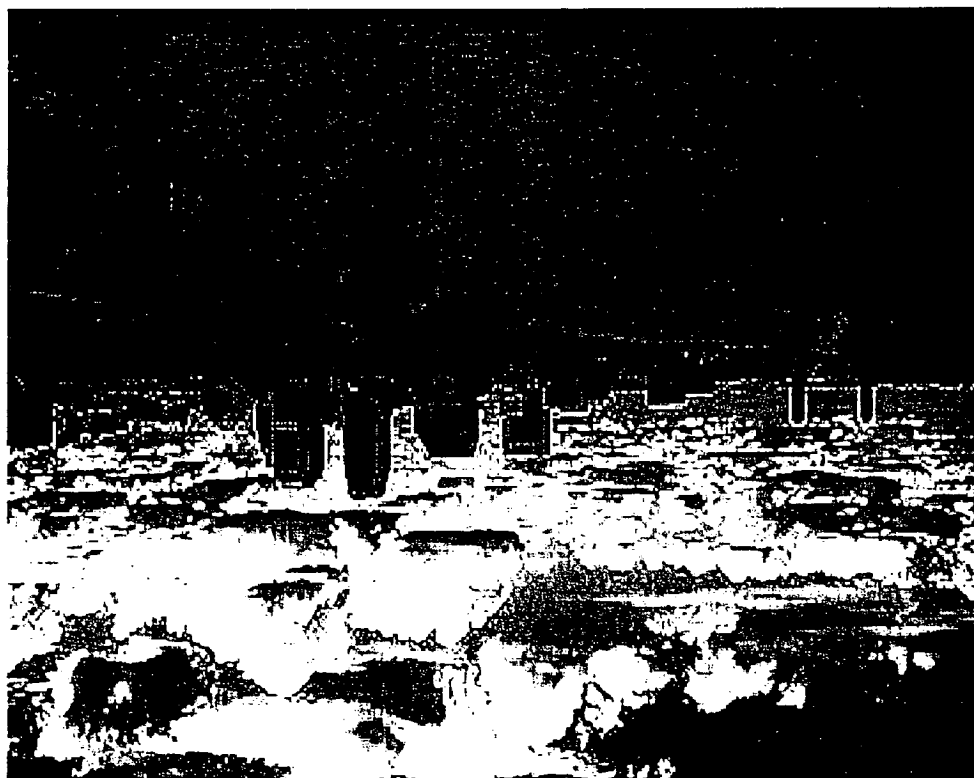
SUMMARY OF DEVELOPMENT PROCESS TEAM WORKPLAN ITEMS PRIORITIZED FOR ACTION DURING THE NEXT TWO YEARS

ESTABLISH AND STREAMLINE PROCESS TIMEFRAMES:

Establish benchmarks, timeframes, and framework for feedback / measurement:
> Feedback and early intervention when roadblocks exist and timeframes are not met.
> Analyze what policies and actions it will take to reduce project approval timeframes by 50%.

Process Improvements:
> Evaluate and prioritize existing processes for re-engineering.
> Implement teams for re-engineering efforts.
> Update technology to support re-engineered processes.
> Staff training and culture change to promote staff level project issue resolution, options development, negotiation and other behaviors to figure out ways to deliver projects in a timely manner.

System-wide project management framework and teams:
> Hire project management team.
> Create a pool of existing staff trained on project management framework.

Innovation Team and Efforts:
> Create teams to develop and test new processes.
> Clarify process for concurrent processing of entitlements and permits.
> Implement next-day and next week plan review process prototypes.
> Implement electronic submittal and plan review prototypes.

Implement incentives and special staff assistance for priority programs / projects:
> Infill
> Affordable Housing
> Economic Development
> Adaptive Reuse
> Commercial Corridors
> Historic Structures

Amend the zoning ordinance to allow more uses by right.

Expand the use of staff level approvals:
> Policy consistent entitlements with City Council call-up if needed.
> Reduce PUD detail, less amendments.
> Flexible interpretation of standards for infill.

Evaluate and Provide Needed Resources:
 Fill and upgrade existing positions.
 Develop strategies to fill gaps in resources with temporary resources.
 Perform workload analysis to determine resources for base workload.
 Implement system-wide budget process.
 Evaluate existing fees for cost recovery.
 Consider expansion of reserve funds to ensure long-term resource balance.

Develop and begin implementation of automation and technology strategic plan.
 Short-term document tracking and management solution.
 Short-term field inspection information data-entry solution.
 Geographic Information System (GIS) enhancements.
 Strategic planning and project definition for system wide internet based development system.

REDUCE SURPRISES AND INCREASE CERTAINTY:

System-wide application triage process.

Coordinated pre-submission process.

Resolve handoff issues through improved use of internal policy coordination meetings.

Update codes, ordinances, standards and policies:
 Design review
 Traffic level of service standard in target or infill areas.
 City street standards.
 Building and Fire Codes.
 Zoning Ordinance
 Common Sense Ordinance

INCREASE AND IMPROVE COMMUNICATION:

Establish system wide vision, mission statement, values and goals.

Improved customer education and outreach utilizing a city staff and industry development training academy, regular communication updates and DOC meetings.

Improve internal communications, handoffs and external communication standards: early complete information, access to information and decisions, project tracking improvements.

Provide improved neighborhood input and outreach assistance to applicants.

GOALS AND RECOMMENDATIONS
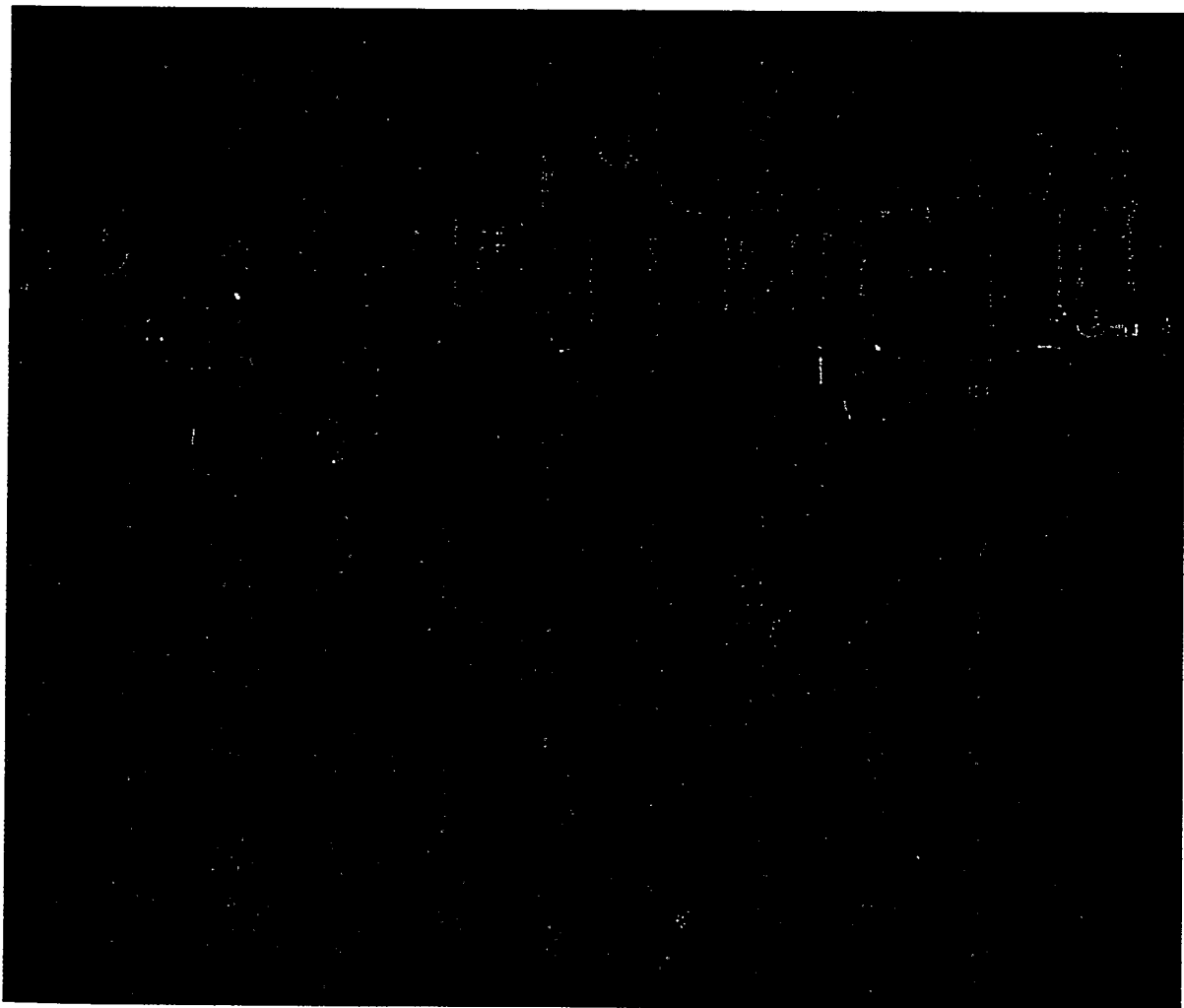
Development Oversight Commission
Goals and Recommendations

Overall Goal

Assist the City of Sacramento in becoming a development friendly city with a streamlined, time-certain development process that encourages and promotes quality, cost-effective and sensible development while creating jobs and revenue and sustaining our excellent quality of life.

Recommendations

1. Develop a Common Vision and Mission Statement

Create an interdepartmental mission statement reflecting a first class, well managed development services operation. The mission statement should emphasize that efficient and timely completion of successful projects is the goal for all departments.

2. Create a Common Sense Ordinance

Create a common sense ordinance which would provide the development services departments the latitude to allow projects to move forward swiftly despite the fact that all technical issues have not been finalized. Examples include the issuance of a partial building permit to start construction on a building while a street frontage encroachment bond is still pending or, as other jurisdictions do, if through proper project notification there are no requests for a public hearing, some projects can be approved at the staff level.

3. Measure Progress

The DOC and staff should continually monitor, review, modify and enhance the development services process. During our review, it became clear the City was not actively monitoring its' success in implementing all of the 1999 Commission's thirty-three recommendations. While some of the 1999 Commission's recommendations have been or are being implemented, others have not moved forward due to a lack of resources and/or focus.

Goals and recommendations should be communicated to all staff involved in the development process. Public input should be solicited through the use of such tools as surveys and suggestion boxes to ascertain improvement. Staff should monitor achievements made by the City and report to the DOC monitoring subcommittee on a quarterly basis.

4. Improve Human Resource Support

The city needs to maintain a full complement of qualified staff to achieve the level of service demanded by the development community. The Commission identified three areas for improvement related to human resources. These were: lack of effectiveness in filling critical vacancies, attraction and retention of quality employees and customer service training.

The Human Resources department needs to be proactive in assisting Development Services in successfully filling critical positions to achieve their goals. A significant obstacle to progress that we noted during our review was vacant staff positions and long lead times filling them. As quickly as possible, the city needs to fill the Project Manager positions and reappoint a permanent City Ombudsman. However, not all vacancies can be anticipated, therefore, more attention is needed to bring on consultants or other temporary resources when needed to maintain the quality and swiftness of services.

Additionally, staff attraction and retention of the most qualified personnel for vacancies appears to be a problem. Sacramento needs to be competitive not only with other municipalities but also with the private sector.

In addition to their technical expertise, existing employees and new hires should be reviewed for their ability and willingness to provide excellent customer service. Also, quality of customer service provided should be a significant factor in employee hiring and reviews and promotions

5. Create a Best Practices Program

All departments having a role in the issuance of entitlements and permits should adopt a Best Practices Program to communicate required information to applicants. Examples include samples of completed and acceptable project submission documents, copies of the plan check checklist used by staff, and ideal project formats.

6. Create City Prequalification Program

The development services staff should work with design professionals to establish a City prequalification program for development professionals. This item will implement a program for qualifying design professionals that will identify the scope and parameter of a program where successful enrolled participants can certify and prereview their plans, resulting in expedited review and approval by the City depending on level of risk, degree of complexity and frequency of submissions.

7. Improve Leadership, Delegation and Customer Service

The City Council needs to empower and encourage staff to make reasonable and intelligent decisions from the highest level to the lowest within the departments. The City Council and City Manager must take the leadership role in infusing a "Can Do" attitude throughout development services.

At times, staff simply act as a roadblock, listing numerous reasons why a good project or development cannot move forward, while not exploring or suggesting ways in which it can be completed successfully. Staff needs to help the client/applicant in achieving a workable solution for the city and the applicant. The development service process must be friendly not only to the development community, but to all customers from large developers to small builders, technically

and politically savvy or not.

8. Implement a Streamlined and Well Organized Citizen Participation Program

Sacramento has a rich history of active neighborhood groups participating in the development process. Organized community input is critical to all development decisions made by the City and it must be encouraged to the fullest. Implementing a streamlined and well organized citizen participation program by developing rules and timetables applicable to all recognized neighborhood organizations and kindred groups will foster citizen participation as early in the formal planning process as possible and help enhance the goals to reduce surprises, increase certainty and improve communication throughout the entire development process.

9. Implement a Comprehensive Infill Policy

The City's adopted infill strategy should take full advantage of the tools already available or proposed, including the Ombudsman, Project Management System, Common Sense Ordinance and Infill Coordinator. To make this strategy most effective, the Infill Coordinator should be given broad latitude to cross department lines in the interest of expediting resolution of the often tough and conflicting issues facing infill and adaptive reuse development.

The Infill subcommittee will explore initiatives and policy adjustments to expand the current Infill Strategy for broader use for the emerging citywide aging building stock that will require unique and innovative Development Services processes for their effective updating and reuse. This could include preentitled parcels in existing neighborhoods, fee waivers for upgrading buildings in blighted areas and flexible code interpretation for older structures.

10. Study Streamlining Planning Commission and Design Review Procedures

The City needs to take a fresh look at the functions of these two commissions and how they interrelate together, with the Council and with staff. We will explore issues such as consolidation of some activities, increased staff level approval thresholds and modifications of commission action timelines. When completed, we will formulate our recommendations to the City Council.
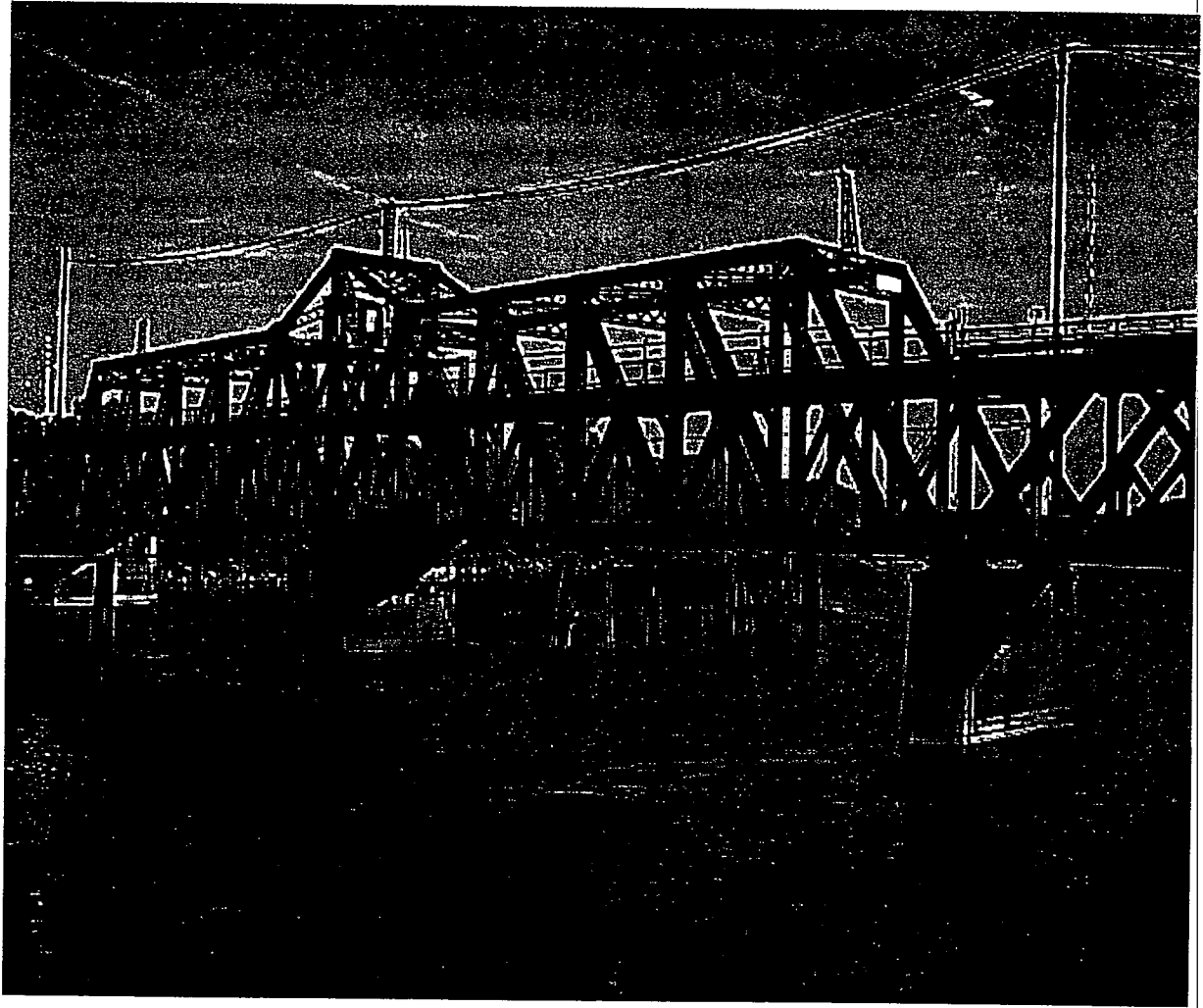
Public
Input Process

Development Oversight Commission
Annual Report and Recommendations 2002
Public Input Schedule

September 24, 2002: City Council Workshop
                     City Council Chambers
                     915 I Street, Sacramento

October 14, 2002: Neighborhood Services Area 4 Presentation
                   Robertson Community Center
                   3525 Norwood Avenue, Sacramento

October 21, 2002: Neighborhood Services Area 1 Presentation
                   The Hart Senior Center
                   915 27th Street, Sacramento

October 21, 2002: Neighborhood Services Area 2 Presentation
                   Pannell Meadowview Community Center
                   2450 Meadowview Road, Sacramento

October 24, 2002: Neighborhood Services Area 3 Presentation
                   Fruitridge Shopping Center
                   5625 Stockton Boulevard, Sacramento

October 30, 2002: North Permit Center Grand Opening Presentation
                   2101 Arena Boulevard, Sacramento

November 6, 2002: Design Review Preservation Board Presentation
                   Planning Commission Hearing Room
                   1231 I Street, Sacramento

November 7, 2002: Planning Commission Presentation
                   Planning Commission Hearing Room
                   1231 I Street, Sacramento

November 19, 2002: Final Recommendations Presented to City Council
                    City Council Chambers
                    915 I Street, Sacramento

Neighborhood Services Area Workshop

Presentations were made at each of the four Neighborhood Services Area Director's meetings. The reports were discussed and the attendees expressed their concerns and recommendations as follows:

Concerns

- Better code enforcement
- Blight
- Vacant lots
- Fear of retribution on complaints

Recommendations

- Promote infill projects
- Earlier and better project notification
- Expanded notification radius
- Keep open downtown permit center
- Open a south permit center
- More accessible project status
- Better follow up on complaints

North Permit Center Workshop

The presentation at the North Permit Center was held in conjunction with its Grand Opening. Attendees at the event were industry business members and a local community group. Input received at this meeting included:

Concerns

- Lax mitigation monitoring enforcement
- Increase in appeal fees

Recommendations

- More promotion of infill projects
- More consistency in code interpretations
- Institute early project meetings
- More definitive benchmarks

- ◆ Quicker, defined turnaround times
- ◆ More accessible project status updates
- ◆ Readily available fees and costs
- ◆ Promote trust and mutual goals
- ◆ Enable employees to create answers

Design Review Preservation Board Presentation

Our Draft Annual Report presentation to the DRBP was well received by the Board. Suggestions and comments received includes:

- ◆ Agreement in establishment of minimum requirements for neighborhood groups.
- ◆ Promotion and expansion of the infill policy
- ◆ Development of the Best Practices Program
- ◆ Promotion of good customer service to the public and internal City customers.
- ◆ Improve notification on projects
- ◆ Educate applicants on critical steps in the development process
- ◆ Coordinate the overlap between the Planning Commission and DRBP
- ◆ Concern that a City Certification program could be interpreted as protectionist
- ◆ Concern of conflict between code enforcement and historic preservation

Planning Commission Presentation

At the Planning Commission, our Draft Annual Report was received enthusiastically. Comments and suggestions were:

- ◆ Improve technology
- ◆ Encourage creativity
- ◆ Improve City pay and benefit schedules to retain and attract good City employees
- ◆ Empower the new Project Managers to push projects forward
- ◆ Obtain more customer service surveys
- ◆ Modify suburban standards, especially for infill
- ◆ Expedite and streamline the Infill Policy
- ◆ Consider the DRPB becoming advisory to the Planning Commission
- ◆ Preserve by right parameter for infill projects
- ◆ Concern that the City not create a "good old boys" network with the certification plan
- ◆ Institute penalties for applicants that do not meet schedules
- ◆ Specific recognition to designated community groups

Sacramento Metro Chamber of Commerce

Our final community presentation was done before the regulatory committee of the Chamber of Commerce. The Draft Annual Report was summarized for them and very well received. Comments were:

♦ Full support and agreement of cutting red tape in development services
♦ Would like to lend assistance in the implementation of our goals
♦ Would like to get involved in further streamlining the City development process

All in all, our outreach to the public, businesses, Commission and Board were very well received and we are excited about the comments and support while entering our second year.

Appendix A

1999 Mayor's Commission on Development
33 Issues and Recommendations

33 Issues/Recommendations from the Mayor's Commission on Development (1999)

	Implemented	Ongoing	Work Plan	Staff Comments
Sustain Current Effort				
1. **Fully implement the suggestions that have been initiated and continue the changes that were implemented**. The commission received testimony that past recommendations were either not implemented at all or initiated but not sustained. It is extremely important that progress to date continue.		X		➢ Fully implemented suggestions 1, 3-12. ➢ According to building permit indicators, the rate of workload has increased 100 percent compared to the time at which the report was conducted.
Develop a Vision and Mission Statement				
1. **Establish a "vision," mission statement, values and goals for the development process**. These provide direction for decision making at all levels within the organization and measure to evaluate the operations. The "vision" should provide a bold statement of purpose. The mission statement provides direction. The values guide staff in decision making. The goals provide measures to evaluate effectiveness. The commission received testimony that consistent direction and decision making was lacking.			X	➢ Individual departments, divisions and work units have visions and mission statements. ➢ Cooperative efforts have improved including consistency of direction. ➢ Additional work is needed to bring more alignment between various statements.
Improve Customer Service and Communications				
1. **Conduct annual customer satisfaction surveys**. The initial customer satisfaction survey presented to the commission indicated an extreme level of customer dissatisfaction and frustration with the City's development service process. The customers surveyed should include developers, builders and other industry participants as well as end users, occupants and homeowners. The City should set annual goals for improvement and utilize the customer satisfaction survey as a means to measure success and progress.		X		➢ Two annual surveys completed for building. Additional surveys of customers and city council completed as requested. ➢ Jenkinson building customer survey – 1999 & 2000 ➢ Targeted customer survey – 2001 ➢ City council and city manager's office interviews - 2002
2. **Establish benchmarks for the processes**. These permit constant and instant feedback about the success of the process and facilitate early intervention when problems or roadblocks exist and the goals are not being met. The			X	

Recommendation				Comments
commission received testimony that due to the lack of benchmarks, the problems that existed remained hidden for an extended period of time.				
3. **Develop a full disclosure permit process and procedure information system.** The commission received testimony that applicants were not fully informed early in the process regarding requirements, procedures and processes, the length of time the processes and procedures required and the total fees that were required. Numerous complaints were received that customers were quite unpleasantly surprised with additional requirements, fees and time delays.			X	
4. **Establish a City staff and industry staff information exchange forum.** The commission received testimony that an exchange of information regarding code interpretations, new standards, building techniques would result in a better relationship between the participants.			X	
5. **Develop a strategy to promote consistency for field inspections.** The commission received testimony that the field inspectors often were inconsistent in interpretation of the approved plans and code requirements.		X		➢ This is improving due to revised organization, recruitment of chief inspectors and additional training.
6. **Improve the information on the City's Web site.** The information on the Web site should include permit requirements, permit applications, frequently asked questions and responses, status of applications in progress, fee information, inspection scheduling, information handouts and informing applicants regarding the status of the projects.		X	X	➢ Planning applications are accessible via the Web site. ➢ Planning fee information and planning advisory agendas on the Web site. ➢ Zoning ordinances are also available.
7. **Establish scheduled appointments for office and field inspections.** The commission received testimony that customers were unable to schedule office and field inspections. This creates a hardship on the applicants, especially for a customer who had to take off from work and wait all day for an inspection. Testimony also indicated that inspections were cancelled or missed by field staff and the customer was not advised in advance.		X		➢ Appointment inspections are available when a residential home must be opened. ➢ Some appointments completed for plan review are planned. ➢ Early inspections and weekend inspections have been implemented.

#					
8.	**Permit direct communication with plan checkers and inspectors.**		X		➢ Inspectors call before inspection and plan checkers give out desk phone number.
9.	**Utilize operators to answer the customers' inquiries and schedule inspections rather than voice mail.**		X		➢ Voice mail is still used but customer has the option to speak to an operator. ➢ IVRS system proposed with operator backup.
10.	**Require knowledgeable, responsive and trained staff to be an information and education resource for the industry and all customers.** The commission received testimony that staff was poorly trained and generally reluctant to provide assistance. Staff serving as a resource will improve customer relations and should result in providing faster service through increased customer knowledge and awareness of requirements.	X	X		➢ Counter now staffed with knowledgeable, experienced staff. ➢ Two more vacancies are pending to be filled at counter.
11.	**Extend hours of operation and consider weekend hours.** The commission received testimony indicating that the current public counter hours (9 a.m. to 4:30 p.m., Monday through Friday) create a hardship for commercial and residential permit applicants. Homeowners are especially impacted by the current hours.		X		➢ Hours at the counter are the same. ➢ Two counters are now open. ➢ Extended counter hours are planned with south permit center.
12.	**Increase over-the-counter plan check reviews.** The commission received testimony and observed that successful cities stressed over the counter reviews rather than the City's practice of requiring the applicant submit projects for later back room reviews.	X	X		➢ The majority of permits are conducted over the counter. ➢ Opening of north permit center and organization of staff into teams is intended to increase the number of over the counter and appointment plan checks.
13.	**Establish a pre-submission project review process.** The commission received testimony that successful cities allowed an applicant to request a pre-submission review. This allows an applicant to modify the application in the preliminary design process and saves costly revisions during the formal plan check and review process.			X	➢ The pre-submission process is ad hoc. ➢ Multi-department, system-wide process/template will be created by project management unit.
14.	**Minimize the use of the premium plan check review program.** The commission received testimony that the premium plan check review process had the potential for staff abuse and was only extensively due to the inefficient regular plan checking review process. The premium plan check review process should be available in special circumstances, but should not be a common occurrence.	Yes	X	X	➢ Premium plan check (overtime only) is not being used. ➢ A number of consultants have been hired and the process is being re-engineered to provide a menu of different processes/alternatives.

#	Recommendation				Status
15.	**Limit plan check review comments and field inspection comments to code requirements.** The commission received testimony that plan check and field inspection comments often reflected the individual preference of the plan checker or field inspector rather than code requirements.		X	X	➢ Progress is being made and more work is needed in this area.
16.	**Restrict review of plans resubmitted with City-requested corrections unless a life safety issue is detected.** The commission received testimony that the staff involved in the plan check process often conducted a complete review of plans resubmitted. This resulted in delays and new requirements on plan items previously approved.		X	X	➢ Progress is being made and more work is needed in this area.
17.	**Pursue a regional development services process.** The commission reviewed the SMART permit process that was implemented in the south San Francisco Bay Area. Initially, 29 local agencies were able to adopt common building standards. This assists development in the region by eliminating local exceptions. Currently, more than 100 local agencies have joined this program. This results in efficiencies for the applicants and local agencies involved.		X		➢ Internal discussions about common amendments are underway for building. ➢ Common fire code amendments are being formalized with adoption scheduled for November 2002.
18.	**Develop consistent and clear design review standards.** The commission received testimony that design review standards were not consistent or clear. The testimony indicated that staff applied different standards to projects. In addition, testimony indicated that the standards were not clear or easy to understand.		X	X	➢ Planning has adopted multi-family design review standards; single family standards are in progress.
19.	**Consolidate all development service fee collections and provide comprehensive fee information on the City Web site and in pamphlet form.** The commission received testimony that customers had to pay fees in several locations and that comprehensive fee information was not available.			X	➢ More work is needed. ➢ City is presently trying to recruit an accounting manager and Program Manager
20.	**Expand the use of technology.** The City has begun to utilize technology to assist in the processing of applications. However, the use is limited internally and all the staff involved in the process are not participants. A pilot SMART	Yes	X	X	➢ Building issues: ✓ Firewall issues with internet permit tracking. ✓ Long term focus is on further developing IVRS, electronic permit applications, CAD permit applications and scanned

program is being developed to allow plan check review via the Internet using computer-assisted drawing (CAD) technology. The City should consider developing a pilot CAD plan to check review program via the Internet in partnership with a local architectural firm. The City should strive to utilize technology interaction with customers and the public.				➢ issued permits. ➢ Planning issues: ✓ Permits are on the Web. ✓ Ordinances and standards are partially on the Web. ✓ Utilizing automate permit system.
21. **Establish a historic and vintage structure team.** Remodeling and renovation of older structures often presents unique challenges and requires thinking outside the box to achieve the applicant's goals and still meet the building and safety codes. A dedicated City staff team given training in the technical building and safety codes and design requirements for this type of construction could facilitate meeting the applicant's and City's goals.			X	➢ Positions to staff this function are vacant. ➢ Historical structures now addressed through existing management.

Formalize the Development Services Process				
1. **Establish a development services cabinet composed of all the managers of the disciplines involved in the development process.** The cabinet should meet periodically to discuss the status of projects, potential new projects and any issues of concern. The commission received testimony that the relationships and cooperation among the divisions and departments involved in the process often was lacking.	Yes			➢ Cabinet has been formed, however; due to its size a number of smaller meetings take place. Interdepartmental coordination meetings include: ✓ Planning/Building/Utililities/Fire – development process team ✓ Public Works/Planning – policy and project ✓ fire review policy ✓ Building/Fire/Public Works – project delivery coordination meetings ✓ Building/Public Works/Utilities – plan check/inspector consistency meetings ➢ Need to focus on recording and sharing the info.
2. **Implement the formalized operational agreements.** The staff involved in the daily development service process should receive direction from the development services manager regarding processing priorities and scheduling. The department managers assigning operational staff to the development services department retain full responsibility for professional supervision and selection of staff.	Partial	X		➢ Operational agreements with utilities. ➢ Agreements needed for fire and housing and dangerous buildings.
3. **Assign responsibility for project monitoring to the public counter manager.** The commission observed the success of the project monitoring management in the City of Fremont, Calif, in keeping projects on schedule and intervening in a pro-active manner when problems were evident.	Yes			
4. **Create special project managers for complex projects.** These special project managers would assist the applicant through the process. The special project managers would create a team of appropriate City staff to work with the applicant to establish a mutual understanding of the City's and applicant's requirements, timelines, and deliverables. The role would be as a facilitator, not a project advocate. The commission received testimony that the City of San Diego was very successful with complex projects utilizing special project managers.			X	➢ Project management team has been approved and is currently being recruited.
5. **Include all disciplines in the field inspection process.** The commission received testimony that special conditions imposed in the planning process were frequently overlooked in the field inspection process. This results in incomplete or unacceptable project situations that create customer and citizen complaints.			X	➢ Proposal for site conditions inspections has been approved. Fee and recruitment needed.

Improve the Physical Facilities				
1. **Develop a plan to provide for future adequate facilities.** The initial step is to consider low budget improvements to the present facility. This could include moving nonessential staff to other locations and relocation of the public counter to the first floor. The next step is to relocate into a new facility. The facility should be centrally located, near a freeway with good access, and feature free public street parking designed for contractor vehicles.	Yes	X		➢ North permit center open and 90 percent complete. ➢ Revisions/relocations at 1231 I Street underway. ➢ Floor plan/layout for new city hall annex is complete.
2. **Establish neighborhood customer service centers in the north and south areas of the City.** These centers will reduce travel requirements for the customers and help reduce traffic congestion in the downtown area.	Yes		X	➢ North permit center open and 90 percent complete. ➢ South permit center pending budget considerations.
Create a Mayor/City Council Appointed Oversight Commission				
1. **Establish an oversight commission to create a formal review and oversight process involving members of the public, industry representatives and customers.** This will promote accountability and establish a forum for external input regarding the procedures and processes. The oversight commission should meet bi-annually to receive a report by the development services cabinet regarding the status of the services provided, areas of concern and recommendations for improvement. The oversight commission should also receive testimony from the industry and the public regarding the development services process. Following the meeting, the oversight commission should forward a report to the city council summarizing its findings.	Yes	X		

Establish a Development Service Enterprise Fund				
1. **Establish a full enterprise accounting system for the fees and costs related to development services**. The partial enterprise accounting system approved by the city council on March 9, 1999, does no fully address the need to associate fees with expenditures. The commission received testimony that development services fees should cover all the costs of providing the service.	Yes		X	➢ Building permit reserve fund established and healthy. ➢ Structural issues remain to be resolved with staffing agreements and indirect plan. ➢ Evaluating feasibility for other development functions to create reserve funds.
2. **Staff for normal operations**. The commission received testimony that the City's staffing patterns lagged behind the construction cycle. This resulted in under staffing during boom periods and over staffing during downturns. Staffing for normal operations and the utilization of overtime, limited term employees and/or contract consultants for peak periods would lessen the impact of the construction cycle on ongoing operations.	Yes	X		➢ With the expansion of Natomas, it is not clear what is normal and what is peak. ➢ Approved positions are not all filled. ➢ Consultant resources being utilized for Building/Public Works/Utilities. ➢ Overtime and limited term employees utilized by all departments.

Appendix B

Development Process Team
Proposed Workplan for Improving the Development System

Goal I: To Establish and Streamline Process Timeframes.

OBJECTIVE (LETTER)/ACTION ITEM (NUMBER)	PRIORITY	PROCESS	STATUS	DEPENDENCIES	ACTION REQUIRED
A. **Establish benchmarks for the processes (MC) to permit constant and timely improvements, facilitate early intervention when roadblocks exist and goals are not met.**	1				
1. Develop and implement customer service surveys, a point of transaction survey, an annual applicant survey and an annual telephone survey on performance, and install suggestion boxes at both permit counters.		All	Initiated		
2. Solicit outside agencies as benchmark partners and determine who competition is locally and nationally.		All		Staff	
3. Implement methods for benchmarks for different categories of projects.		All		Staff	
Implement a framework to measure progress against benchmarks.		All		Staff	
5. Analyze what policies and actions it take to reduce project approval times by 50%.				Council	
B. **Amend zoning ordinance to allow more uses by right.**	2	Planning			
1. Identify projects that are routinely approved by planning commission and develop appropriate standards.		Planning		Staff	
2. Amend zoning ordinances accordingly.		Planning		Council	

"Priority" column key: 0 = Implementation Started
                                      1 = Highest Priority for Implementation
                                      2 = Second Highest Priority
                                      3 = Third Priority
                                      4 = Fourth Priority
                                      5 = Fifth Priority

	Priority				
C. Expand use of staff-level approvals.	1	Planning	Proposed	New policy	
1. Implement policies that allow staff approval of certain entitlements for projects that are consistent with city policy, with provisions, for council call up.		All		Council	
2. Modify requirements to permit less detail in Plan Unit Development (PUD) schematic plans to reduce need for amendments.		Planning		Staff	
3. Flexibly interpret standards to encourage infill development.					
D. Create a streamlining guide for developers.	4	All	Proposed		
1. Identify factors that typically delay projects for developers and develop recommendations.		All		Staff	
2. Publish streamlining guide.		All		Staff	
3. Develop criteria for concurrent processes. Develop an owner risk waiver agreement to expedite design and plan review prior to planning commission/city council approval.				CMO	
E. Implement system-wide project management framework.	1	All	Initiated		
1. *Hire project managers to facilitate projects through the development review process.*		All		CMO	
2. Provide the training to create a pool of project managers and develop standard framework for project management.		All		Staff	

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"Priority" column key: 0 = Implementation Started
1 = Highest Priority for Implementation
2 = Second Highest Priority
3 = Third Priority
4 = Fourth Priority
5 = Fifth Priority

	Priority				
3. Assign a project manager and create a team for complex or special projects.		All		Staff	
4. Designate staff for less complex projects.		All		Staff	
F. _Establish a full enterprise accounting system for the fees and costs related to development services (MC)._ Include budget, staff and consulting resources approach.	2	All	Propos ed		
1. Streamline consultant hiring process.		All		Council	
2. Add additional staff or outside resources in key areas (clerical, administration, design review and inspectors).		All		Council	
3. Reevaluate the current fees for cost recovery.		All		Council	
4. Revise fees and implement funds.		All		Council	
Identify functions that can be covered under enterprise funds.				CMO	
G. Implement incentives and special staff assistance for priority programs and projects.	2	All	Propos ed		
1. Identify and develop incentives for priority programs.		All		Council	
2. Implement infill policies adopted by the city council.		All		Council	
3. Implement affordable housing program.		All		Staff	
4. Develop adaptive reuse assessment program.		All		Council	

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"Priority" column key: 0 = Implementation Started
      1 = Highest Priority for Implementation
      2 = Second-Highest-Priority
      3 = Third Priority
      4 = Fourth Priority
      5 = Fifth Priority

	Priority				
5. *Establish a historic and vintage structure team.*		Planning and Building		Staff	
6. Develop incentives for commercial corridors.		All		Council	
H. Focus review process on timely project delivery.	1	All	Proposed		
1. Create culture change to develop and enhance behaviors reflecting the importance of timely project delivery.				Staff	
2. Consider options and figure out ways to complete process in a timely manner. This includes negotiation training for staff.				Staff	
3. Infuse into the culture that staff is encouraged and empowered to solve project problems.				Staff	
Establish neighborhood customer service center in south area of the city (MC).	3	All	Proposed	Council	
J. Evaluate and improve process mechanics.	0	All			
1. Create flow charts of all processes.		All		Staff	
2. Prioritize process candidates for reengineering.		All		Staff	
3. Implement teams and reengineering efforts to improve process mechanics.		All		Staff	
4. Update technology to incorporate revised process mechanics.		All		Council	

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K. Evaluate and provide needed resources.	1	All	Propos ed		
1. Fill and upgrade positions as required to meet organizational objectives.		All		CMO	
2. Develop strategies to fill gaps in resources.		All		CMO	
3. Perform workload analysis and determine staff level required for base workload and improvements of processes.		All		Staff	
4. Streamline the staff and consultant hiring processes.		All		CMO	
5. Develop system-wide budget process.		All		CMO	
L. Include all disciplines in field inspection process (MC).	0	All	Propos ed		
1. Evaluate what disciplines need to be included in the process.		All		Staff	
2. Identify and secure resources.		All		CMO	
3. Clarify communication expectations between plan review and inspection to include special conditions and the basis for approval.		All		Staff	
M. Establish an innovation team comprised of the DOC subcommittee and city staff.	0	All			

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4 = Fourth Priority
5 = Fifth Priority

	Priority					
1. Create teams to develop and test new processes and methods.			All		Staff	
2. Conduct research on successful processes and methods in other local and/or equivalent jurisdictions.			All		Staff	
3. Implement next day permit review.			Building		Staff	
4. Create standards to provide for "hyper-express" plan checking.					Staff	
N. Improve and develop technology systems to facilitate development processes.	3		All			
1. Initiate pilot project- electronic plan check option..			All		Staff	
2. Enable applicants to apply and monitor projects on Web site.			All		Council	
3. Coordinate with overall city IT strategy for communication.					Staff	
4. Implement system-wide document and project management system that is Internet accessible.			All		Council	
5. Geographic Information System (GIS) and property database enhancements.			All		Council	

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1 = Highest Priority for Implementation
2 = Second Highest Priority
3 = Third Priority
4 = Fourth Priority
5 = Fifth Priority

City of Sacramento
Development Process Team – Proposed Work Plan for Improving the Development System
Goals and Objectives
Updated August 28, 2002

Goal II: To Reduce Surprises and Increase Certainty.

Objective (Letter)/Action Item (Number)	Priority	Process	Status/ Time Frame	Decision Level	Action Required
A. At application intake points, implement system-wide triage process to identify when special handling is needed.	1	All		City Council	
1. Develop guidelines that will determine when special handling is needed.		All		Council	
2. Establish an experienced triage coordinator who will assign special projects to project managers.		All		Council	
3. Establish a multi-department triage team that will review plans upon submission.		All		Council	
B. *Establish a pre-submission project review process* (MC) with experienced city staff and applicant.	2	All		Staff	
1. Develop coordinated, documented pre-submission meetings and focused follow-up.		All		Staff	
C. Improve the use of internal policy coordination meetings.	0	All	Initiated	Staff	

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"Priority" column key: 0 = Implementation Started
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2 = Second-Highest Priority
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1. Include more departments in meetings. (Public Works, Planning, Building, Utilities, Fire, Parks, Police and city attorney.)		All		Staff
2. Develop follow-up documents.		All		Staff
3. Publish policies for public information as applicable.		All		Staff
D. Revise and update policies and standards (city council resolutions).	2	All		Council
1. *Develop consistent and clear architectural design review standards.*		Planning		Council
2. Change the traffic "level of service" standard for streets to facilitate development in target areas.		Planning/ Public Works		Council
3. Establish and publish policy manuals for all elements of the development system.		All		Staff
4. Revise and update city street standards.		Public Works		Council
E. Revise and update ordinances and codes (federal, state and local regulations).	1	All		
1. Update zoning ordinance for applicability to both new and older areas.		Planning		Council

2
-
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-

"Priority" column key: 0 = Implementation Started
1 = Highest Priority for Implementation
2 = Second Highest Priority
3 = Third Priority
4 = Fourth Priority
5 = Fifth Priority

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Goal III: To Increase/Improve Communication.

OBJECTIVE (LETTER)/ACTION ITEM (NUMBER)	PRIORITY	PROCESS	STATUS	DEPENDENCIES	ACTION REQUIRED
A. Develop and implement clear and consistent internal communication standards.	1	All			
1. Define a process and hierarchy for internal decision making involving technical issues that are consistent and timely. And publish a decision matrix of how decisions are made.		All		Staff	
2. Expand use of email to keep everyone in the loop; develop and use templates.		All		Staff	
3. Provide feedback loop to review, clarify and enhance future project conditions.		All		Staff	
4. Increase coordination and communication for inspectors.				Staff	
B. Improve the system of hand-off between the three processes of the development system.	2	All			
1. Develop a Web-based document tracking system.		All		CMO (resources)	
2. Devise system in which internal project teams are notified of project milestones.		All		Staff	
3. Assure design consultant receives written notification of conditions of approval and agreements.		All		Staff	
4. Develop a system that more clearly tracks and schedules projects throughout the system.		All	.	Council	

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4 = Fourth Priority
5 = Fifth Priority

	Priority				
C. Develop and implement clear and consistent external communication standards.	2	All	Proposed		
1. Define the expected communication standards between staff and applicants.		All		Staff	
2. Develop an *advise owner program* to provide project owners with ongoing review status and issue updates.		All		Staff	
3. Review and clarify any interpretations of project conditions with developer/consultant.		Public Improvements		Staff	
4. Continually update stakeholder database of key customers.		All		Staff	
5. Hold bi-annual DOC meetings.		All		Staff	
6. Continually update media contacts about key decisions, progress and upcoming public meetings.		All		Staff	
7. Create a speakers bureau to discuss development related issues.		All		Staff	
8. Develop an external communication plan.		All		Staff	
9. Provide regular customer service training of reception staff.				Staff	
D. Provide improved neighborhood input/outreach assistance to applicants.	1	Planning	Proposed		
1. Assist applicants with determining target audiences and timeframes to get more effective input from community groups.		Planning		Staff	

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"Priority" column key: 0 = Implementation Started
1 = Highest Priority for Implementation
2 = Second Highest Priority
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5 = Fifth Priority

	Priority				
2. Study the concept of forming formal Community Advisory Councils to determine if this level of participation could provide more effective neighborhood input into the formal planning process.				Council	
E. **Develop informational pamphlets and handouts (education materials) (MC). Materials should cover all three phases of the development process.**	5	All			
1. Develop and implement a plan for producing and distributing educational materials.		All		Staff	
F. **Expand the use of technology (MC).**	3	All			
1. Develop Web site interactions with tracking system.		All		Council	
2. Make applications available on Web site.		All		Staff	
3. Regular progress updates via e-mail to city council, managers, key staff, DOC members and stakeholder organizations and individuals.		All		Staff	
4. Include staff and DOC Commissioner names, addresses and phone numbers on website.				Staff	
G. **Establish a city staff and industry information exchange forum (MC).**	2	All	Proposed		
1. Create development academy training seminars to educate applicants, consultants, public and staff.		All		Staff	
2. Regular communication updates from city to key trade industry organizations.		All		Staff	

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2 = Second Highest Priority
3 = Third Priority
4 = Fourth Priority
5 = Fifth Priority

Description	Priority				
2. Adopt and amend building and fire codes.		Building		Council	
3. Expand and clarify planning director's authority to modify plans and conditions of approval by planning commission and design review board.		Planning		Council	
4. Make common sense changes to existing ordinances.		All		Council	
F. **Revise, update and publish procedures and guidelines.**	3	All			
1. Revise, update and consolidate design, procedures and interpretation manuals.		All			
2. *Limit plan check review comments and field inspection comments to code requirements.*		Building		Staff	
3. Upgrade and make available application submittal checklist.		All		Staff	
4. Assign one inspector from each discipline, where feasible, for entire project.				Staff	
5. Expand the use of an "at large" inspector so daily problems can be handled more efficiently.				Staff	
6. Expand the use of combination inspectors on commercial projects.				Staff	
7. Require, through management and training, more consistent rulings by plan checkers and building inspectors.				Staff	
8. Develop a more realistic and open attitude regarding the interplay between the most current building codes and how they apply to homes in the older neighborhoods of Sacramento.				Staff	

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"Priority" column key:
0 = Implementation Started
1 = Highest Priority for Implementation
2 = Second Highest Priority
3 = Third Priority
4 = Fourth Priority
5 = Fifth Priority

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G. Develop a full disclosure permit process and procedure information system (MC); create and publish process road maps for development system that include menus of various processes.	3	All	Proposed		
1. Provide project-specific process flow chart, target timeframes, plan submittal checklist and communication about timeframe updates and changes.		AllAll		CMO (resources)	
2. Provide written documentation of project required studies 14 days after technical review committee (TRC) meeting and refined timeframes.		AllPlanning		Staff	
3. Provide final project conditions to applican 14 days prior to city planning commission (CPC) hearing.		Planning		Staff	
4. Update public improvement agreement (PIA) requirements.		Public Works		CMO	
I. Consolidate all development service fee collection locations and provide comprehensive fee information on the Web and in pamphlet form (MC).	4	All	Proposed	•	•
1. Develop process for purchasing water meters and fire key boxes.		Building		CMO (resources)	
2. Develop process with internal and external development-related agencies for single source payment.		All		Council	
3. Consolidate all fee schedules and post them on the city's Web sit, in a brochure and at the public counters.		All		Staff	

"Priority" column key: 0 = Implementation Started
1 = Highest Priority for Implementation
2 = Second Highest Priority
3 = Third Priority
4 = Fourth Priority
5 = Fifth Priority

4. Develop a Web-based fee estimating system.		All		Council	
5. Public improvement process should attempt to lower costs for small projects and/or minimize processing fees for small projects.				Staff	
6. Equalize the Planning Commission appeal fee for both applicants and neighbors.				Council	

"Priority" column key: 0 = Implementation Started
                               1 = Highest Priority for Implementation
                               2 = Second Highest Priority
                               3 = Third Priority
                               4 = Fourth Priority
                               5 = Fifth Priority

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3. Twice per year meeting of the Monitoring and Communication DOC subcommittees to discuss findings and report to the DOC.				Staff	
H. Establish a vision, mission statement, values and goals for the development process (MC).	1	All	Propos ed	CMO.	

"Priority" column key: 0 = Implementation Started
                         1 = Highest Priority for Implementation
                         2 = Second-Highest-Priority
                         3 = Third Priority
                         4 = Fourth Priority
                         5 = Fifth Priority

Development Oversight Commission
Short-Term Program Recommendations

qualifying design professionals that will identify the scope and parameter of a program where successful enrolled participants can certify and pre-review their plans, resulting in expedited review and approval by the City depending on level of risk, degree of complexity and frequency of submissions. Cost - $20K direct, $60K consultant backfill for 1,000 hours.

IV   Inter-departmental Team Building

Conduct interdepartmental workshops to promote solution-oriented teamwork among Development Services employees and provide an opportunity for discussion and input by staff of ways to improve the development system. The workshops will emphasize that efficient and timely completion of successful projects is the goal for all departments. This includes two 8-hour workshops for each of the 200 development services-related employees. Cost - $40K direct, $240K consultant backfill for 4,000 hours.

CITY OF SACRAMENTO

CITY DEVELOPMENT REVIEW PROCESS

Time Estimates
CURRENT TIME FRAME

OTHER DEPARTMENTS

2 months | 5-6 months | 1 mo??

APPLICANT

PROJECT SUBMITTAL — MEETING WITH APPLICANT — PROJECT REVISIONS

PRELIMINARY SUBMITTAL — COMMENTS RETURNED TO APPLICANT — SUBMIT APPLICATION

PROJECT REVISED BY APPLICANT — REVISIONS BY APPLICANT IF NEEDED

PLANNING PERMITS

LOG IN INITIAL REVIEW — PROJECT REVIEW MEETING — STAFF PREPARES REPORT — HEARING

PRELIMINARY REVIEW OF PROJECT CONCEPT

APPLICATION LOGGED INTO PROJECT INFO SYSTEM (APS) — PROJECT ASSIGNED — ROUTED FOR TECHNICAL REVIEW — TECHNICAL REVIEW COMMITTEE MEETS

REVISED PROJECT — SUBDIVISION REVIEW COMMITTEE IF NEEDED — PROJECT REVIEW COMPLETE HEARINGS SCHEDULED — HEARINGS — APPEALS TO COUNCIL — NOTICE OF DETERMINATION / CONDITIONS OF APPROVAL

ENVIRONMENTAL DOCUMENTS CIRCULATED

OTHER DEPARTMENT COMMENTS

ENVIRONMENTAL DOCUMENTS CREATED

LEGAL NOTICING AND HEARING PREPARATION

NO APPEALS

MAPS FORWARDED TO GIS

TO IMPROVEMENT DESIGN
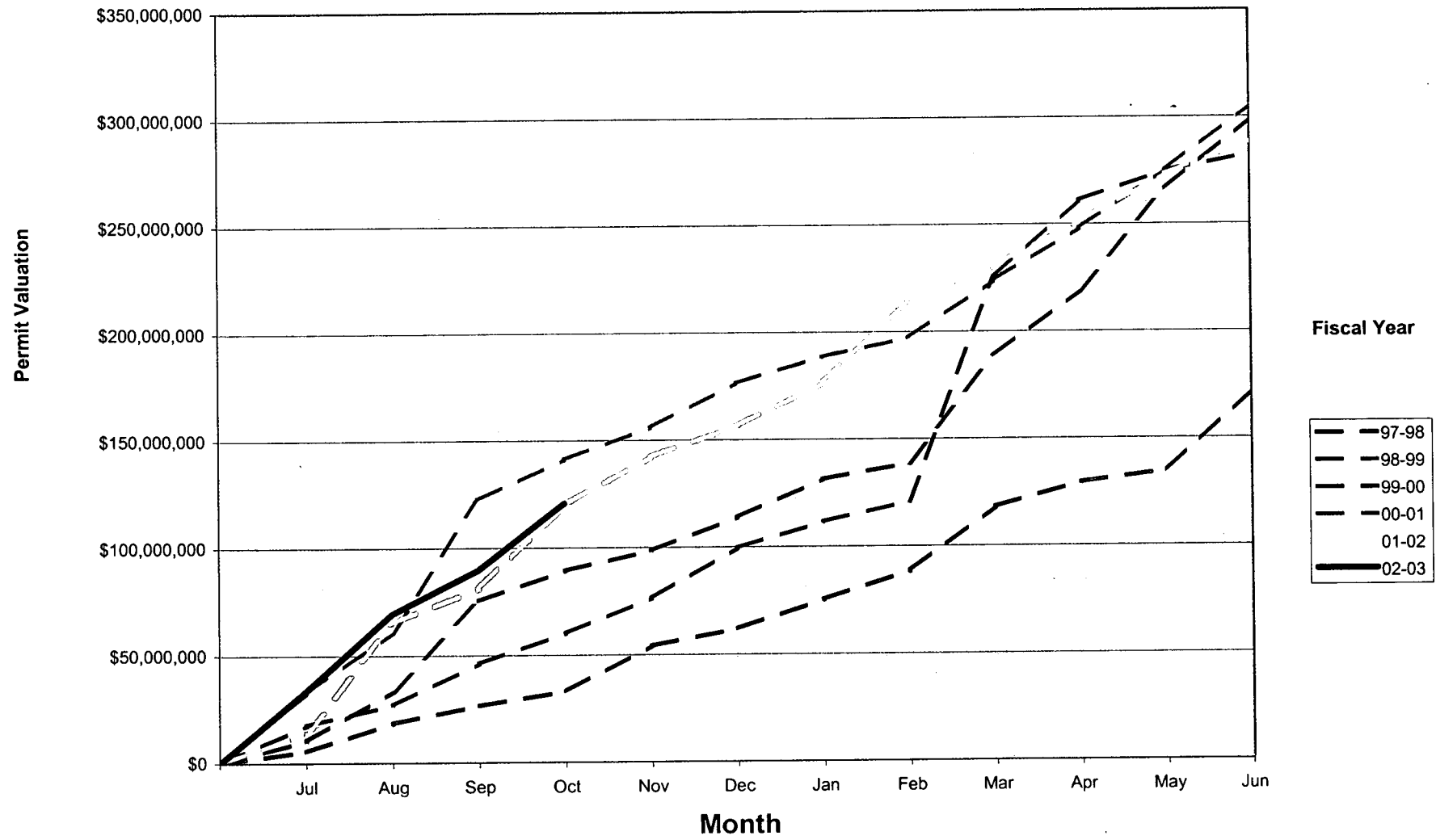
TO PRELIMINARY DRAWINGS & DUE DILIGENCE

PLANNING REQUESTS COMMENTS FROM OTHER DEPARTMENTS / AGENCIES

DETAILED REVIEW CONTINUES — SRC TECHNICAL REVIEW

RELEASE ENVIRONMENTAL DOCUMENTS

PUBLIC/NEIGHBORHOOD AND BUSINESS ASSOCIATIONS

NOTICE OF HEARING

PRELIMINARY REVIEW WITH COMMUNITY

EARLY NOTIFICATION TO COMMUNITY GROUPS

COMMENTS FROM COMMUNITY GROUPS

NOTIFY COMMUNITY GROUPS

APPLICANT

1-4 months | 0-1.2 months | Applicant Time

PUBLIC IMPROVEMENTS

IMPROVEMENT DESIGN — PLAN SUBMITTAL

PRE-DESIGN MEETING

PLANS (SINGLE CHECK)

CITY REVIEW AND COMMENT

APPROVE PLANS & ISSUE NTP — PRE-CONSTRUCTION MEETING — CONSTRUCTION OF IMPROVEMENTS

COMPLETION & ACCEPTANCE OF IMPROVEMENTS — 1 YEAR WARRANTY PERIOD

APPROVED PLANS SENT TO GIS

DEVELOP & EXECUTE PUBLIC IMPROVEMENT AGREEMENT

APPLICANT

Applicant Time | Time?? | Time?? | Time??

BUILDING PERMITS

PRELIMINARY DRAWINGS & DUE DILIGENCE — CONSTRUCTION PLANNING / DRAWINGS — CONSTRUCTION DRAWINGS

REVISION OF PLANS

ON-SITE CONSTRUCTION — FINISHED BUILDING

APPLICANT / CITY PRE-DESIGN MEETING

APPLICATION INITIATION (APSTI)

PLANS (SINGLE CHECK)

PLANS READY FOR PARTIAL?

ISSUE PARTIAL BUILDING PERMITS

CERTIFICATES OF OCCUPANCY AND COMPLETION

PLANS REVIEWED BY VARIOUS DISCIPLINES

PLANS READY?

ISSUE BUILDING PERMITS

TEMPORARY CERTIFICATE OF OCCUPANCY

Total Valuation

Chart: X-axis "Month" (Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr, May, Jun); Y-axis "Permit Valuation" ($0 to $800,000,000 in $100,000,000 increments).

Legend — Fiscal Year:
- 97-98
- 98-99
- 99-00
- 00-01
- 01-02
- 02-03

Total Residential Valuation
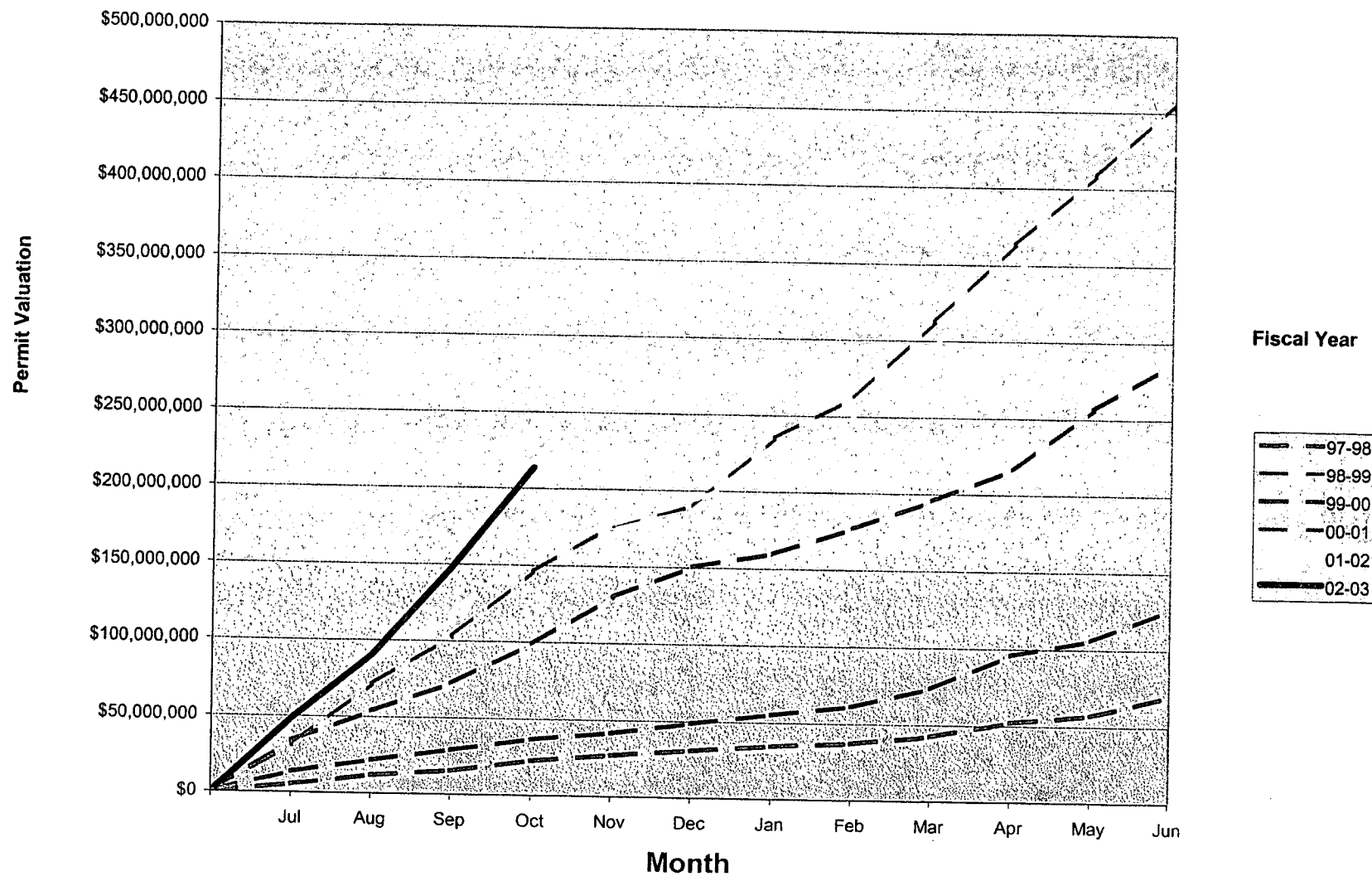
Total Commercial Valuation

Permit Valuation (y-axis)

Month (x-axis)

Fiscal Year

- 97-98
- 98-99
- 99-00
- 00-01
- 01-02
- 02-03

Planning Commission Applications Submitted

Chart showing Applications Submitted (y-axis, 0 to 200) by month (x-axis, Jul through Jun) for fiscal years 99-00, 00-01, 01-02, and 02-03.

Legend:
- 99-00
- 00-01
- 01-02
- 02-03
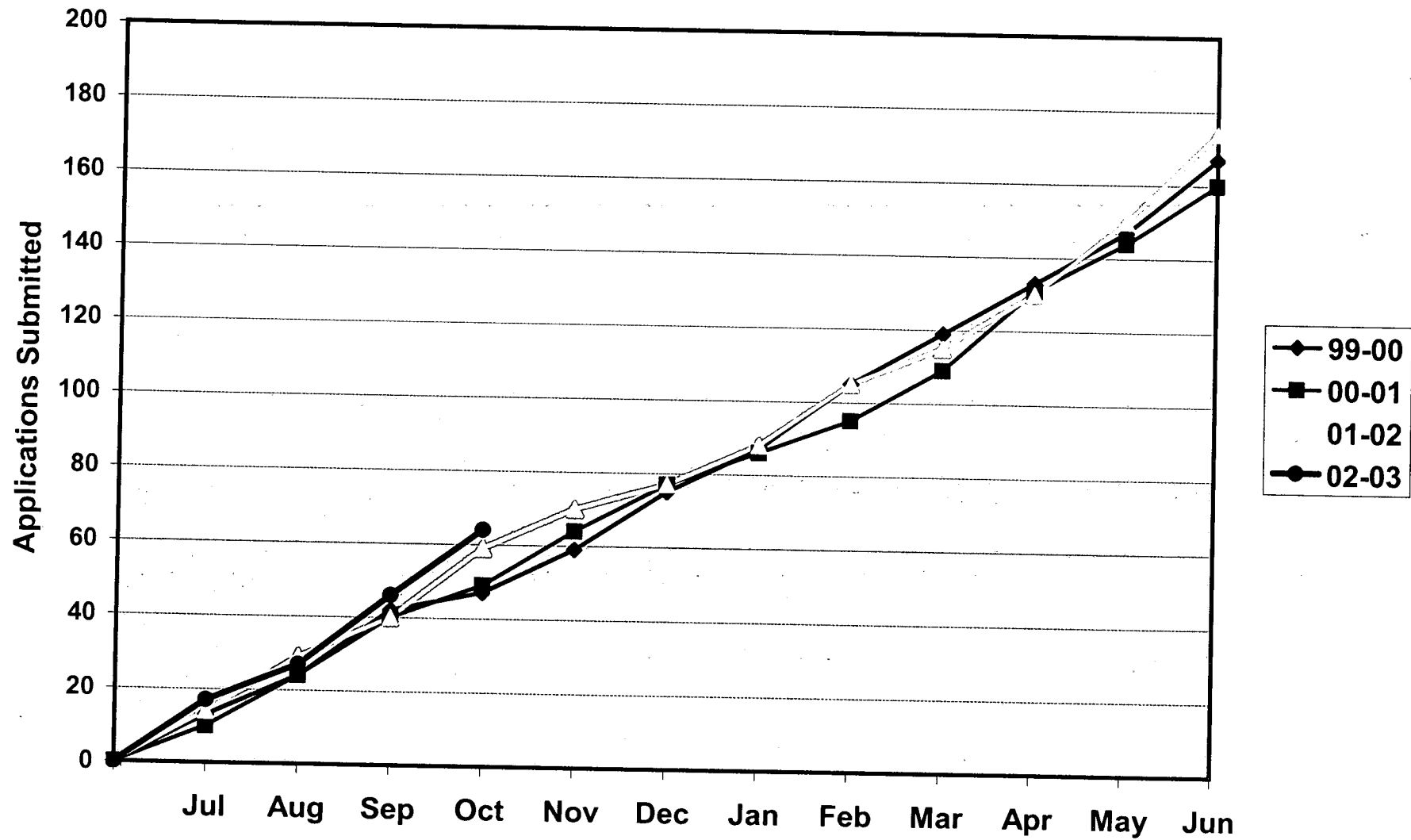
Zoning Administrator Applications Submitted

Chart plotting Applications Submitted (y-axis, 0 to 300) against months (x-axis, Jul through Jun) for four series: 99-00, 00-01, 01-02, and 02-03.
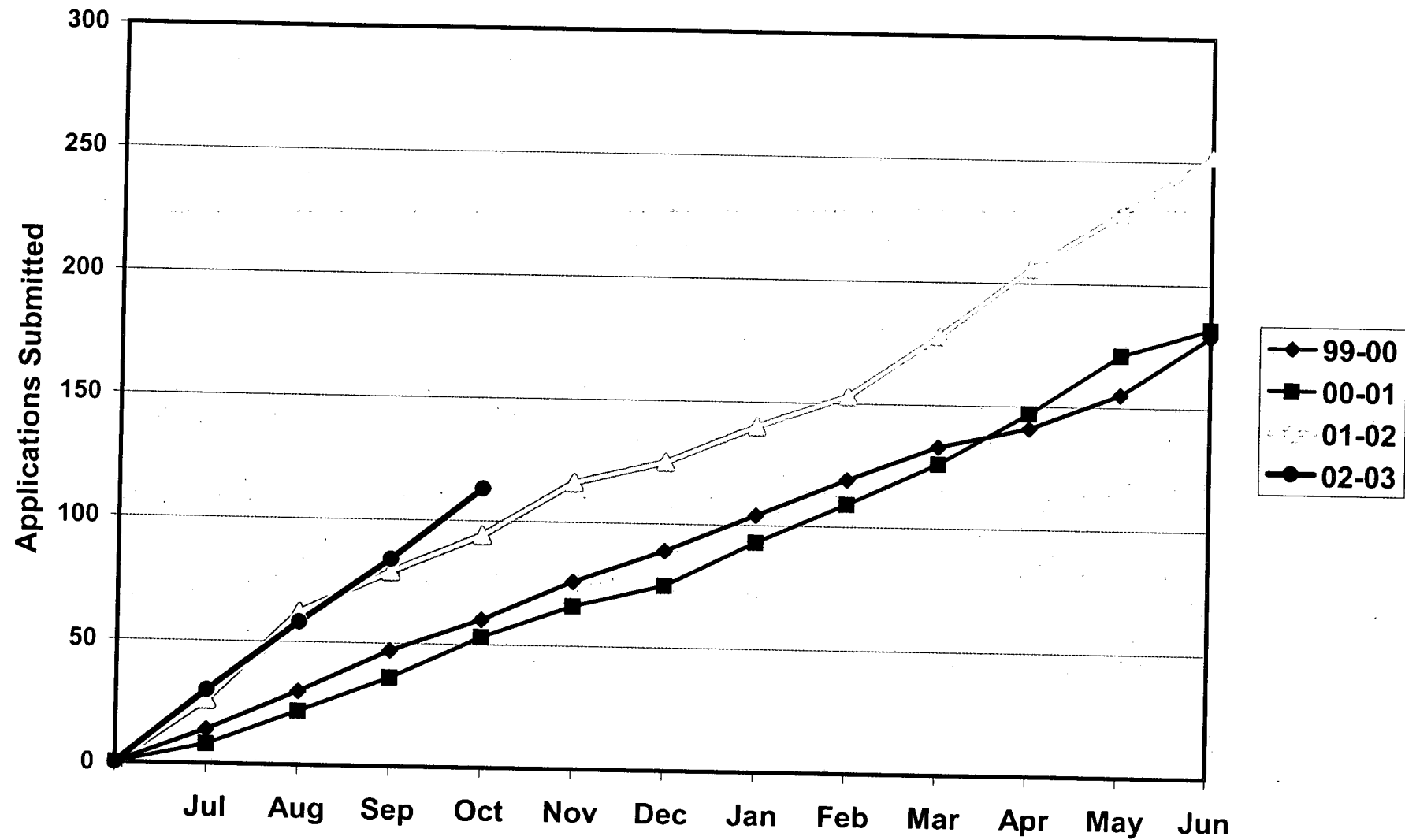
Design Review Applications Submitted

Expanded Review Applications Submitted

Chart: "Expanded Review Applications Submitted" — Applications Submitted (y-axis, 0 to 120) vs. months (Jul through Jun). Three series: 00-01, 01-02, 02-03.
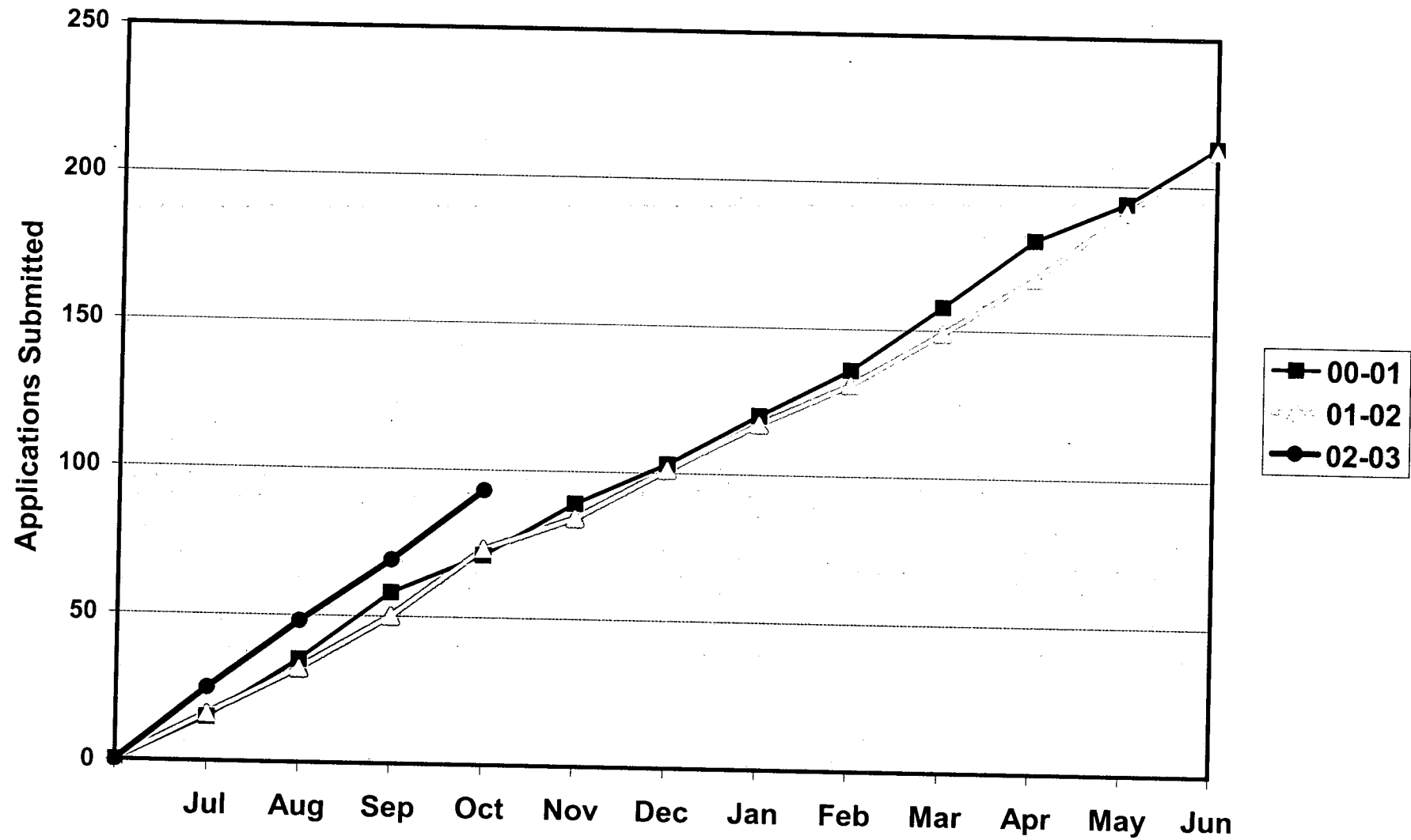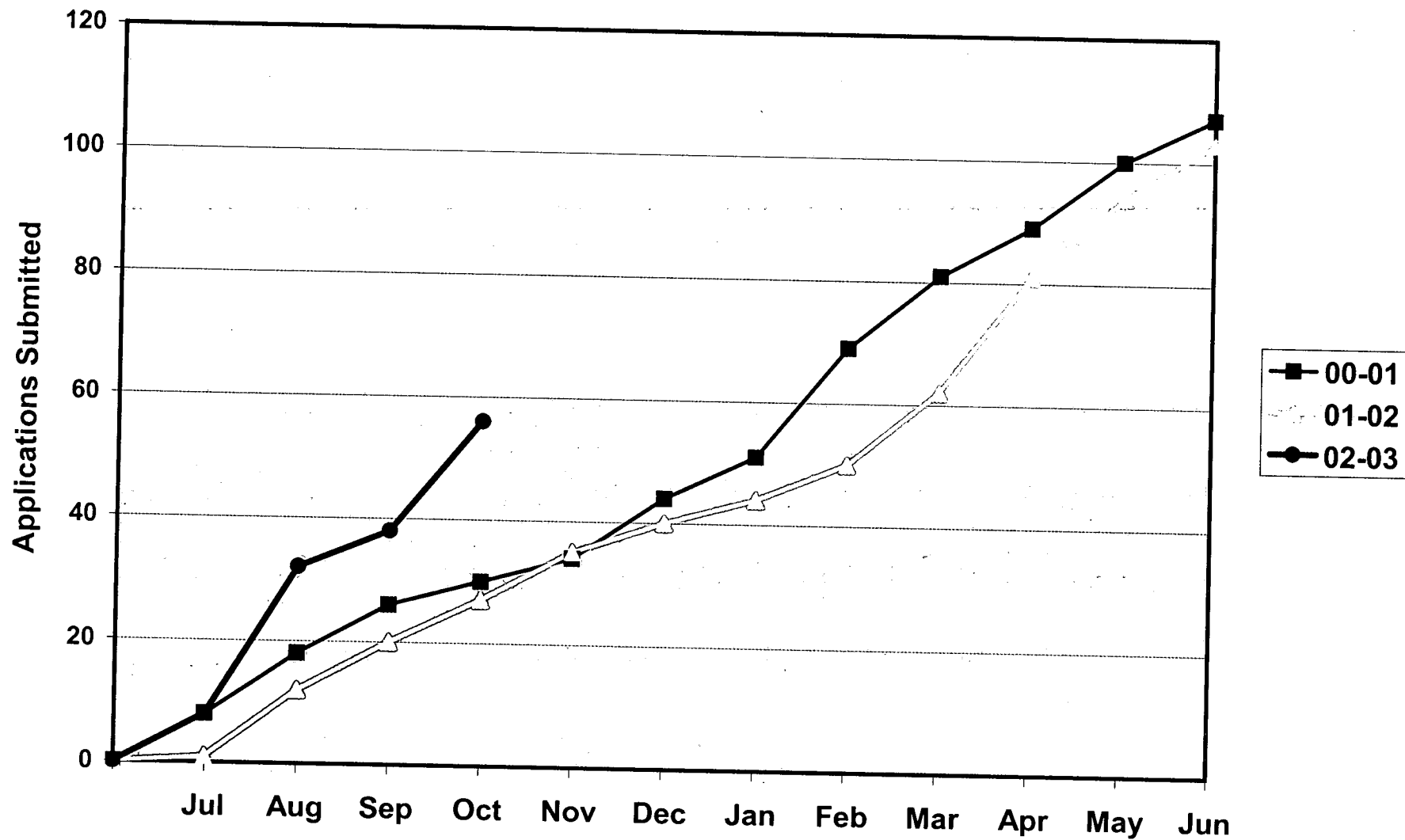
Preservation Applications Submitted
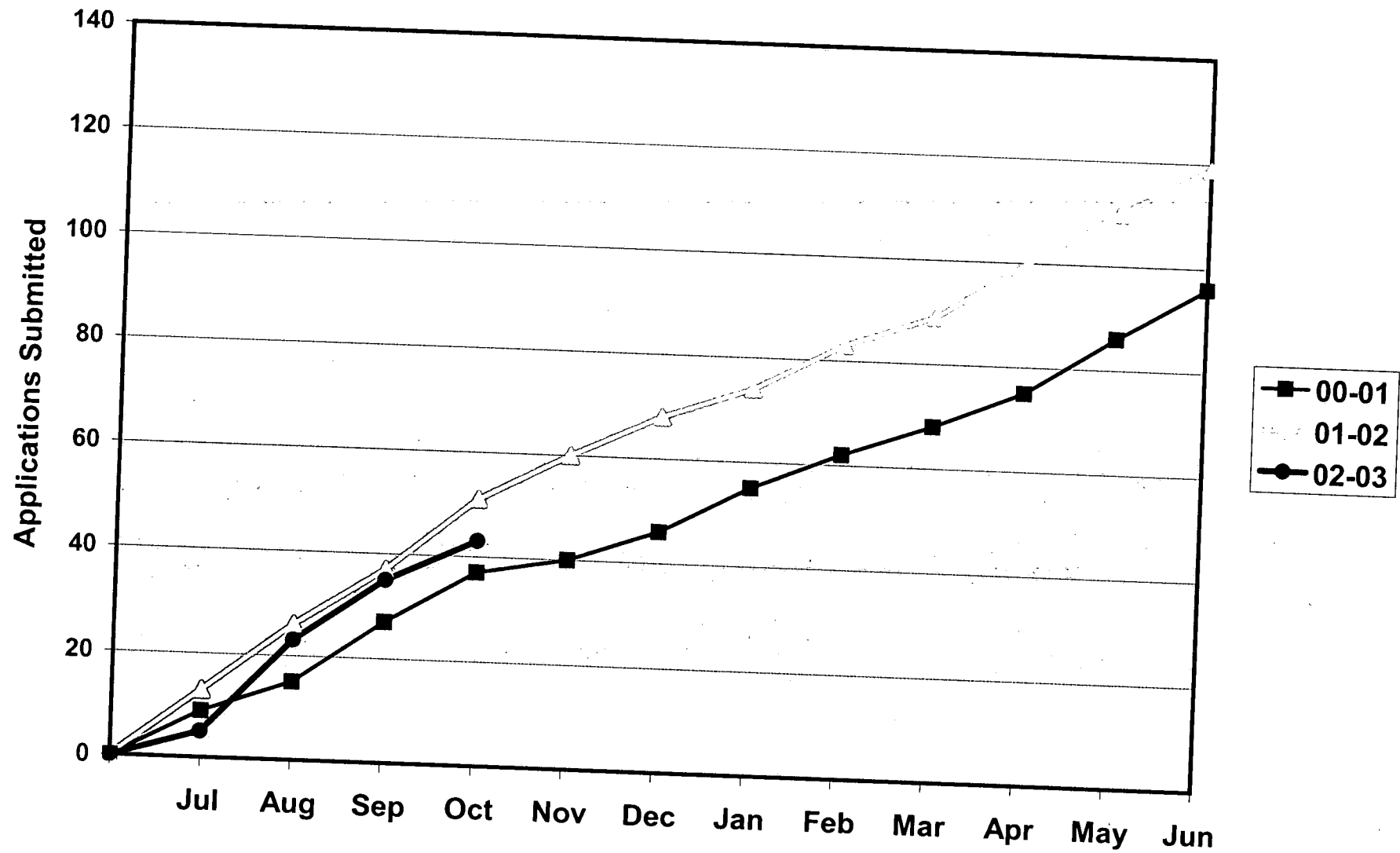
APPLICANT'S BUILDING PERMIT FEE ESTIMATE WORKSHEET

NOTE: THE FEE AMOUNTS PROVIDED BY EACH AGENCY ARE NOT BINDING COMMITMENTS BY THE CITY. FEE AMOUNTS LEFT BLANK ARE INCOMPLETE, AND INDICATE NEITHER EXEMPTION NOR OMISSION OF FEE AMOUNTS.

INSTRUCTIONS TO THE APPLICANT: COMPLETE SECTIONS I & II OF THE WORKSHEET. CONTACT EACH OF THE AGENCIES LISTED IN SECTION III, AS WELL AS ALL OTHER AGENCIES REGULATING OR IMPACTED BY THE SPECIFIC LOCATION OF PROPOSED CONSTRUCTION. REQUEST BUILDING INSPECTION DIVISION (BID) TO PROVIDE/INITIAL/DATE THE TOTAL BUILDING VALUATION, IN SECTION III. REQUEST EACH AGENCY REPRESENTATIVE TO PROVIDE HIS OR HER RESPECTIVE FEE AMOUNT AND INITIAL/DATE SECTION III OF THE WORKSHEET. NOTE: EACH PROPOSED BUILDING OR TENANT SPACE REQUIRES A SEPARATE WORKSHEET. FAX BACK THE COMPLETED FORM TO **(916) 808-8370**

SECTION I — APPLICANT

APPLICANT: _____ PHONE: _____

ADDRESS: _____ FAX: _____

CITY/STATE/ZIP: _____

SECTION II — APPLICANT'S PROJECT ASSUMPTIONS

ADDRESS/LOCATION: _____ DESCRIPTION: _____

PARCEL NUMBER: _____ PARCEL ZONING: _____ PROPOSED BUILDING USE: _____

EXISTING BUILDING USE: _____ NO. NUMBER OF STORIES: _____ MASONRY/CONCRETE BUILDING: ☐ YES ☐ NO

OCCUPANCY GROUP(1ST): _____ CONSTRUCTION TYPE: _____ AREA: _____ S.F FIRE SPRINKLERS: ☐ YES ☐ NO
AIR CONDITIONED: ☐ YES ☐ NO

OCCUPANCY GROUP(2ND): _____ CONSTRUCTION TYPE: _____ AREA: _____ S.F. FIRE SPRINKLERS: ☐ YES ☐ NO
AIR CONDITIONED: ☐ YES ☐ NO

OCCUPANCY GROUP(3RD): _____ CONSTRUCTION TYPE: _____ AREA: _____ S.F. FIRE SPRINKLERS: ☐ YES ☐ NO
AIR CONDITIONED: ☐ YES ☐ NO

Sewer Pipe Size____ Domestic Water Pipe Size___ Irrigation Pipe Size___ Estimated Job Valuation: $_____

SECTION III — TOTAL BUILDING VALUATION/SUMMARY OF FEES

BID Total Building Permit Valuation/Calculated by/Date: _____ $_____ .00 _____ / _____ / _____

Summary of Fees

TYPE OF FEE*	FEE AMOUNT	AGENCY	CALCULATED BY INITIAL/DATE	PHONE
Bldg. Plan Check (PC)	$	BID		(916) 808-2534
Building Permit	$	BID		(916) 808-25634
Strong Motion	$	BID		(916) 808-2534
Technology Fee	$	BID		(916) 808-2534
City Bus Operation Tax	$	BID		(916) 808-2534
Water,Strom Drain,Sewer Taps	$	Utility Dept..		(916) 264-5371
Water Development Fee	$	Utility Dept.		(916) 264-5371
Utility Div Plan √ Deposit	$	Utility Dept.		(916) 808-7492
Construction Excise Tax	$	Public Works		(916) 264-7995
On-Site Review	$	Public Works		(916) 264-7995
PW Eng. Plan Check Deposit	$	Public Works		(916) 264-7995
Encroachment Permit	$	Public Works		(916) 264-7995
Revocable Permit	$	Public Works		(916) 264-7995
Driveway Permit	$	Public Works		(916) 264-7995
Sac Area Flood Control Agency	$	Sac City/County		(916) 874-7606
Sac County Health Dept. Fee	$	County of Sacto.		(916) 874-6428
Sac County Regional Sanitation	$	County of Sacto.		(916) 876-6100
Sac City Fire Dept.	$	City of Sacto.		(916) 264-5266
North Natomas Dev. Fee	$	City of Sacto.		(916)264-2680
North Natomas Habit Conservation	$	City of Sacto.		(916) 264-8970
Planning entitlement Fee	$	City of Sacto.		(916) 264-5381
Housing Trust Fund Fee	$	City of Sacto.		(916) 264-5381
TOTAL ESTIMATE				

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* Bldg. Plan Check and Zone Check fees are due upon submittal to Building Inspection Division (BID). Remainder of fees is due prior to issuance of the building permit. If applicable, plans must be acceptable to Environmental Health before submittal to BID. Additional fees may be required to obtain a variance, lot line adjustments, environmental review, minimum floor elevation certification or zoning entitlements, among others.
The total valuation & fee amounts have been based on the applicants assumptions shown above. These fee amounts are currently in effect.

(69)
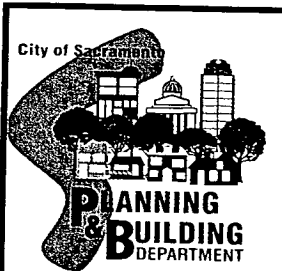
		PERMIT OFFICES
City of Sacramento logo **PLANNING & BUILDING DEPARTMENT**	**City of Sacramento** Building Inspection Division *cityofsacrament.org*	**DOWNTOWN** 1231 I Street, Rm. # 200 Sacramento, 95814 **NATOMAS** 2101 Arena Blvd. Rm. # 200 Sacramento, 95834

IMPACT FEES

WHAT YOU SHOULD KNOW ABOUT IMPACT FEES AND CHARGES COLLECTED ON NON-RESIDENTIAL BUILDING PERMITS

THE FOLLOWING FEES ARE CALCULATED AND APPLIED TO THE PROJECT AS PART OF THE PLAN REVIEW PROCESS. THE IMPACT FEES ARE DUE AND COLLECTED BY THE BUILDING INSPECTION DIVISION AT THE TIME OF ISSUANCE

BUILDING PERMIT FEES:
THIS FEE IS CHARGED ON ALL PERMITS WHICH REQUIRE INSPECTIONS TO BE PERFORMED BY THE BUILDING INSPECTION DIVISION.
NOTE: CERTAIN SHRA FUNDED PROJECTS MAY BE EXEMPT FROM BUILDING PERMIT FEES.

PLAN CHECK FEES:
THIS FEE IS CHARGED ANY TIME A PLAN CHECK IS PERFORMED OR SUBSTANTIAL TIME IS SPENT PLAN REVIEWING.
THE FEES ARE CALCULATED IN ACCORDANCE WITH THE CURRENT BUILDING INSPECTION DIVISION FEE SCHEDULE ADOPTED BY THE CITY COUNCIL. THE CALCULATIONS ARE BASED ON THE VALUATION OF THE PROJECT. PLAN CHECK FEES ARE ALSO COLLECTED BASED ON AN HOURLY RATE FOR TIME SPENT PLAN CHECKING REVISIONS NOT PERFORMED AS APART OF THE INITIAL PLAN CHECK.

P&BD#0309 (Rev9/00) cjh

STRONG MOTION FEE:
THIS FEE IS COLLECTED ONLY WHEN ACTUAL BUILDING CONSTRUCTION
OR RECONSTRUCTION IS TAKING PLACE. THE MINIMUM CHARGE IS. **50**
FOR COMMERCIAL PROJECTS STRONG MOTION FEE IS EQUAL TO **.00021**
TIMES THE PROJECT VALUATION. FOR APARTMENTS, CONDOMINIUMS,
SINGLE FAMILY RESIDENCES, AND DUPLEXES THE FEE IS EQUAL TO .00010
TIMES THE PROJECT VALUATION. STRONG MOTION FEES ARE APPLIED
TOWARDS SEISMIC RESEARCH. THE RESPONSIBLE AGENCY IS THE STATE
OF CALIFORNIA, RESOURCES AGENCY, DEPARTMENT OF CONSERVATION,
AND DIVISION OF MINES AND GEOLOGY.

TECHNOLOGY FEE:
THIS FEE IS CALCULATED IN ACCORDANCE WITH THE CURRENT BUILDING
INSPECTION DIVISION FEE SCHEDULE ADOPTED BY THE CITY COUNCIL
FOR COMMERCIAL BUILDING PERMITS. THIS IS CURRENTLY **4%** OF THE
PLAN REVIEW FEE AND BUILDING PERMIT FEE. WHEN A PLAN CHECK FEE
IS NOT CHARGED THE FEE WILL BE **4%** OF THE PERMIT PROCESSING FEE
AND THE BUILDING PERMIT FEE. RESPONSIBLE AGENCY IS CITY OF
SACRAMNETO BUILDING INSPECTION DIVISION.

CITY BUINESS TAX:
THIS TAX IS A PAY AS YOU GO TAX FOR LICENSED CONTRACTORS. OWNER
BUILDERS ARE EXEMPT FROM THIS TAX. THIS TAX IS COLLECTED EACH TIME A
BUILDING PERMIT IS ISSUUED TO A CONTRACTOR. THE BUSINESS TAX IS EQUAL
TO .0004 TIMES THE PROJECT VALUATION. IT HAS A MAXIMUM LIMIT OF $5000.00
PER CALENDER YEAR. CONTRACTORS MUST RETAIN RECEIPTS AS PROOF OF
PAYMENT TO THE CITY FOR EXEMPTION FROM THIS TAX. THE BUSINESS
OPERATION TAX RECEIPTS ARE DEPOSITED INTO THE CITY'S GENERAL FUND.
RESPONSIBLE AGENCY: REVENUE DIVISION OF THE CITY OF SACRAMNETO
FINANCE DEPARTMENT.

CONSTRUCTION EXCISE TAX:
THIS IS A TAX ON ALL NEW CONSTRUCTION, INCLUDING SHELL BUILDINGS FIRE
SPRINKLER SYSTEM INSTALLATIONS AND ADDITIONS. THIS TAX DOES NOT APPLY
TO RECONSTRUCTION OR REPAIR OF ANY BUILDING OR STRUCTURE WHICH WAS
DAMAGED OR DESTROYED BY EARTHQUAKE, FIRE, FLOOD OR OTHER CAUSE OVER
WHICH THE OWNER HAD NO CONTROL. HOWEVER RECONSTRUCTION OR REPAIR
MUST BE DONE UNDER A BUILDING PERMIT ~~ISSUE~~ WITHIN ONE YEAR AFTER THE
DAMAGE. THE TAX IS EQUAL TO **.008** TIMES THE PROJECT VALUATION FOR NEW
CONSTRUCTION. ON ADDITIONS IT IS EQUAL TO **.008** X VALUATION X NEW AREA
(NEW AREA + EXISTING AREA) THE COLLECTED TAX MAY BE EXPENDED FOR THE
ACQUISITION OF LAND AND INTEREST IN LAND FOR THE CONSTRUCTION,
RECONSTRUCTION, REPLACEMENT, MODIFICATION, AND ALTERATION, BUT NOT
FOR MAINTENANCE AND REPAIR OF EXISTING AND PROPOSED STREETS AND
ROADS IN THE CITY. ~~R.A. PUBLIC WORKS~~

HOUSING TRUST FUND FEE:
FEES ARE CHARGED TO ALL NEW CONSTRUCTION AND ADDITIONS. CHANGE
OF USE WHERE THE CHANGE OF USE IS TO A MORE INTENSIVE USE WILL BE
REQUIRED TO PAY HOUSING TRUST FEES ONLY IF HOUSING TRUST
FEES WERE COLLECTED ON THE SHELL OR IF THE CHANGE OF USE
REQUIRES ENTITLEMENT FROM THE PLANNING DIVISION.
THE HOUSING TRUST FEES ARE CALCULATED BY MULTIPLYING THE
SQUARE FOOTAGE OF THE BUILDING OR NEW AREA BY THE
PREDETERMINED AMOUNT BASED ON THE USE
RESPONSIBLE AGENCY CITY OF SACRAMNETO, PLANNING DIVISION.

FLOOD REVIEW FEE:
FEES ARE CHARGED ON EVERY PERMIT APPLICATION WHICH REQUIRES
SCREENING TO DETERMINE WHETHER OR NOT A PROJECT IS IN A FLOOD ZONE.
ANY APPLICATION WHICH CAN BE DETERMINED TO BE EXEMPT FROM FLOOD
ZONE REQUIREMENTS WITHOUT LOOKING AT A FLOOD ZONE
MAP IS EXEMPT FROM THESE FEES. THE FEES ARE CALCULATED IN
ACCORDANCE WITH THE CURRENT BUILDING INSPECTION DIVISION FEE
SCHEDULE ADOPTED BY THE CITY COUNCIL. RESPONSIBLE AGENCY CITY OF
SACRAMENTO BUILDING DEPT.

HAZARDOUS MATERIALS FEE:
THIS FEE IS CHARGED ON EVERY PERMIT, WHICH REQUIRES THE
COMPLETION OF A HAZARD MATERIALS FORM. THE FEES ARE CALCULATED
IN ACCORDANCE WITH THE CURRENT BUILDING INSPECTION DIVISION FEE
SCHEDULE ADOPTED BY THE CITY COUNCIL. THE FEE IS TO RECOVER
SCREENING COSTS INCURRED WHEN A PROJECT REQUIRES A HAZARDOUS
MATERIALS FORM.THE HAZARDOUS MATERIALS FEE IS COLLECTEDBY THE
BUILDING INSPECTION DIVISION AT THE TIME OF PERMIT ISSUANCE.
RESPONSIBLE AGENCY CITY OF SACRAMNETO BUILDING DEPT.

SCHOOL IMPACT FEES:
THIS FEE IS CHARGED ON EVERY PERMIT, WHICH REQUIRES THE
COMPLETION OF A SCHOOL IMPACT FORM. THE FEES ARE CALCULATED IN
ACCORDANCE WITH THE CURRENT BUILDING INSPECTION DIVISION FEE
SCHEDULE ADOPTED BY THE CITY COUNCIL. THE FEE IS TO RECOVER ANY
PROCESSING COSTS INCURRED WHEN A PROJECT REQUIRES SCHOOL IMPACT
FEES. THE APPLICANT IS TO PROVIDE THE APPROPRIATE SCHOOL DISTRICT
WITH THE COMPLETED FORM ALONG WITH PAYMENT OF THE FEE
THE APPLICANT IS TO PROVIDE RECEIPT OF PAYMENT TO THE BUILDING
DEPARTMENT PRIOR TO PERMIT ISSUANCE.

ADDRESS FEE:
THIS FEE IS CHARGED ON EVERY PERMIT WHICH REQUIRES AN ADDRESS
TO IS ASSIGNED, RESEARCHED, OR VERIFIED. THE FEES ARE CALCULATED
IN ACCORDANCE WITH THE CURRENT BUILDING INSPECTION DIVISION
FEE SCHEDULE ADOPTED BY THE CITY COUNCIL.
THE FEE IS TO COVER SCREENING AND PROCESSING COSTS INCURRED WHEN
A PROJECT REQUIRES ASSIGNMENT OR VERIFICATION. THE ADDRESS FEE IS
COLLECTED BY THE BUILDING INSPECTION DIVISION. RESPONSIBLE AGENCY
CITY OF SACRAMENTO, BUILDING INSPECTION DIVISION.

PERMIT PROCESSING FEE:
THIS FEE IS CHARGED WHEN PLAN CHECK FEES DO NOT APPLY. THE FEES ARE
CALCULATED IN ACCORDANCE WITH THE CURRENT BUILDING INSPECTION
DIVISION FEE SCHEDULE ADOPTED BY THE CITY COUNCIL FOR BOTH
RESIDENTIAL AAND COMMERCIAL BUILDING PERMITS. PERMIT PROCESSING
FEES RECOVER THE COSTS TO PROCESS BUILDING PERMITS. THIS INCLUDES
BUT NOT LIMITED TO COUNTER AND CASHIER TIME, MICROFILMING, FILLING,
DATA ENRTY, ETC. RESPONSIBLE AGENCY CITY OF SACRAMENTO, BUILDING
INSPECTION DIVISION.

PARTIAL PERMIT FEE:
THIS FEE IS ONLY CHARGED WHEN A BUILDING PERMIT IS ISSUED IN
MORE THAN ONE PHASE SUCH AS FOUNDATION, FRAME, AND SHELL.
THE FEES ARE CALCULATED IN ACCORDANCE WITH THE CURRENT BUILDING
INSPECTION DIVISION FEE SCHEDULE ADOPTED BY THE CITY COUNCIL FOR
COMMERCIAL BUILDING PERMITS. THE CALCULATION ARE BASED ON THE
VALUATION OF THE PARTIAL PERMIT. THESE FEES ARE TO OFF SET THE COST
OF ADDITIONAL PROCESSING TIME BY THE PERMIT SERVICES AND
COMMERCIAL PLAN CHECK STAFF. RESPOSIBLE AGENCY CITY OF
SACRAMENTO, BUILDING INSPECTION DIVISION.

ENGINEERING FEE:
PUBLIC WORKS
A $300.00 DEPOSIT FOR ON-SITE REVIEW AND PUBLIC IMPROVEMENT
DETERMINATION ("SITE REVIEW") IS REQUIRED AT THE TIME A BUILDING
PERMIT APPLICATION IS MADE. AT THE TIME OF BUILDING PERMIT ISSUANCE,
ADDITIONAL SITE REVIEW FEES MAY BE CHARGED AS NECESSARY TO COVER
ACTUAL CITY COSTS OF PROVIDING THE AFOREMENTIONED SERVICES.
BASED ON THE OUTCOME OF THE PUBLIC IMPROVEMENT DETERMINATION,
THE FOLLOWING FEES MAY APPLY (SEE PUBLIC WORKS FEE SCHEDULE FOR
ADDITIONAL DETAILS):

- NO PUBLIC IMPROVEMENTS NECESSARY - SITE REVIEW COSTS ONLY.

- ENCROACHMENT PERMIT (FOR MINOR FACILITIES OR PUBLIC IMPROVEMENTS) $300 PLUS AN ADDITIONAL $300 PER CITY BLOCK OF ENCROACHMENT).

- DRIVEWAY PERMIT - $175 TO $400 BASED ON DRIVEWAY TYPE AND SIZE

- PUBLIC IMPROVEMENT PLANS - DEPOSIT IS REQUIRED PER FEE SCHEDULE BASED ON THE VALUE OF PUBLIC IMPROVEMENTS. ULTIMATE FEE IS BASED ON ACTUAL CITY COSTS FOR PLAN CHECK, INSPECTION, AND MATERIAL TESTING.

TECHNOLOGY SURCHARGE:
THE FEES ARE CALCULATED IN ACCORDANCE WITH THE CURRENT BUILDING INSPECTION DIVISION FEE SCHEDULE ADOPTED BY THE CITY COUNCIL FOR COMMERCIAL BUILDING PERMITS. THIS IS CURRENTLY 4% OF THE PLAN CHECK AND BUILDING PERMIT FEE. WHEN A PLAN CHECK IS NOT CHARGED THE FEE WILL BE 4% OF THE PERMIT PROCESSING FEE AND THE BUILDING PERMIT FEE. THESE FEES ARE TO BE USED TO IMPLEMENT NEW TECHNOLOGY FOR CITY ACTIVITIES RELATED TO LAND USE AND CONSTRUCTION.
THESE FEES ARE COLLECTED BY THE BUILDING INSPECTION DIVISION AT THE TIME OF PERMIT ISSUANCE. RESPOSIBLE AGENCY CITY OF SACRAMENTO, BUILDING INSPECTIO DIVISION.

FIRE FEE:
THIS FEE IS REQUIRED ON BUILDING PERMITS FOR NEW BUILDINGS AND ADDITIONS WHICH HAVE A FIRE SPRINKLER SYSTEM, FIRE ALARM SYSTEM, OR MECHANICAL SMOKE CONTROL SYSTEM.
FIRE FEES ARE $.020/SQ. FT. FOR ALL STRUCTURES EXCEPT HIGH RISES AND MALLS WHICH WILL BE CALCULATED AT $.021/SQ. FT.
THESE FEES ARE USED TO OFFSET THE FIRE DEPARTMENT COSTS TO PLAN REVIEW AND SUPERVISE INSTALLATION OF, AND PERIODIC TESTING OF STATE MANDATED LIFE SAFETY SYSTEMS.
THESE FEES ARE COLLECTED BY THE BUILDING INSPECTION DIVISION AT THE TIME OF PERMIT ISSUANCE.

EXACTION AGREEMENT DEVELOPMENT FEE:
THIS FEE IS FOR SEVERAL DEVELOPMENTS LOCATED WITHIN THE NATOMAS AREA. THE DVELPOMENTS UNDER THIS AGREEMENT ARE 1) METROPOLITAIN CENTER 2) GATEWAY CENTER AND 3) NATOMAS CORPORATE CENTER. REFER TO THE DEVELOPMENT AGREEMENT ARE MAP FOR LOCATION OF THESE DEVELOPMENTS. THIS FEE APPLIES TO NEW CONSTRUCTION AND ADDITIONS. THSES FEES ARE CALCULATED FOR EACH AREA IN ACCORDANCE WITH THERE RESPECTIVE DEVELOPMENT AGREEMENTS. THE FEES ARE COLLECTED BY THE BUILDING INSPECTION DIVISION AT THE TIME OF PERMIT ISSUANCE.
RESPOSIBLE AGENCY CITY OF SACRAMENTO BUILDING AND PLANNING DEPT.

NORTH NATOMAS DEVELOPMENT FEES:

THESE FEES ARE COMPRISED OF THE NORTH NATOMAS PUBLIC FACILITIES FEE (PFF), TRANSIT FEE, DRAINAGE FEE, PUBIC LAND ACQUISITION FEE (LAP) AND REGIONAL PARK LAND ACQUISITION FEE (RPLAF). THE PFF, TRANSIT AND DRAINAGE FEES ARE BASED ON THE PLANNING DEPARTMENT'S LAND USE DESIGNATIONS. RESIDENTIAL IS DETERMINED ON A PER UNIT BASIS AND FOR NON-RESIDENTIAL ON A PER SQUARE FOOT BASIS. THE LAP AND RPLAP FEES ARE ON A FLAT FEE PER UNIT FOR RESIDENTIAL AND A FLAT FEE PER NET DEVELOPABLE ACRE FOR NON-RESIDENTIAL. RESPONSIBLE AGENCY IS THE DEPARTMENT OF PUBLIC WORKS. FOR MORE INFORMATION ON NORTH NATOMAS FEE CREDITS, CONTACT CLARK JOHNSON AT 264-2680.

SOUTH NATOMAS FACILITIES BENEFIT ASSESSMENT FEE:

THIS FEE APPLIES TO UNDEVELOPED OR UNDERDEVELOPED PARCEL IN THE SOUTH NATOMAS AREA. REFER TO THE FACILITIES BENEFIT ASSESSMENT MAP FOR BOUNDARY DEFINITION. PROJECTS LOCATED IN AN EXACTION AGREEMENT AREA ARE EXEMPT FROM F.B.A. FEES. F.B.A. FEES ARE $ 3.76 PER SQ. FT. FOR COMMERCIAL, $ 2230.00 PER UNIT FOR SINGLE FAMILY DWELLINGS, AND $ 1563.00 PER UNIT FOR MULTI-FAMILY DWELLINGS. F.B.A. FEES ARE USED TO FINANCE INFRASTRUCTURE FOR THE COMMUNITY OF SOUTH NATOMAS. THE FEES ARE COLLECTED BY THE BUILDING INSPECTION DIVISION AT THE TIME OF PERMIT ISSUANCE. RESPONSIBLE AGENCY CITY OF SACRAMENTO, DEPT. OF PUBLIC WORKS. CONTACT ED WILLIAMS @ 264-5440 FOR MORE INFORMATION

POCKET AREA BRIDGE FEE:

THIS FEE IS A FEE WHICH IS CHARGED TO CERTAIN PARCELS LOCATED WITHIN THE POCKET AREA AND APPLIES TO NEW CONSTRUCTION. THIS FEE IS NORMALLY COLLECTED AT THE FINAL MAP STAGE AND ARE DETERMINED BY THE DEPARTMENT OF PUBLIC WORKS, FOR MORE INFORMATION CONTACT BOB ROBINSON AT 264-8970.

NATOMAS BASIN HABITAT CONSERVATION PROGRAM FEES:

THESE FEES ADOPTED BY CITY COUNCIL ARE FOR THE PURCHASE OF HABITAT MITIGATION LAND FOR SPECIFIED ENDANGERED SPECIES. . FEES ARE TO BE PAID BEFORE YOU CAN GET A GRADING PERMIT ANY WHERE IN THE NATOMAS BASIN. THE DEPARTMENT OF PUBLIC WORKS, FOR MORE INFORMATION CONTACT BOB ROBINSON AT 264-8970.

QUIMBY PARK FEES:

THESE FEES ARE DETERMINED AND COLLECTED AT THE TIME OF FILING OF THE FINAL MAP, PARCEL MAP OR MASTER PARCEL MAP FOR RESIDENTIAL PROJECTS. THE DEPARTMENT OF PUBLIC WORKS – FOR MORE INFORMATION CONTACT BOB ROBINSON AT 264-8970.

RESIDENTIAL CONSTRUCTION TAX:

THIS IS A TAX BASED ON THE NUMBER OF BEDROOMS PER DWELLING UNIT. THIS TAX ONLY APPLIES TO NEW RESIDENTIAL DWELLINGS (APTS. CONDO'S DUPLEXES, HOUSES, ETC.)
THE TAX IS EQUAL TO: 1) $ 250.00 FOR ONE-BEDROOM UNITS
2.) $ 315.00 FOR TWO BEDROOM UNITS
3.) $ 385.00 FOR THREE BEDROOM UNITS
RESIDENTIAL CONSTRUCTION TAX FUNDS ARE DEPOSITED IN THE GENERAL FUND. THE FEES ARE COLLECTED BY THE BUILDING INSPECTION DIVISION AT THE TIME OF PEERMIT ISSUANCE.

CONSTRUCTION EXCISE TAX:
THIS IS A MAJOR STREET IMPROVEMENT TAX ON. THIS IS A TAX ON ALL NEW CONSTRUCTION (INCLUDING SHELL BUILDINGS, FIRST TIME TENANT IMPROVEMENTS IN SHELL BUILDINGS, FIRE SPRINKLERS SYSTEMS ETC.) AND ADDITIONS. THIS TAX DOES NOT APPLY TO ANY ONE PERSON WHO OBTAINS A BUILDING PEMIT FOR RECONSTRUCTION OR REPAIR OF ANY BUILDING OR STRUCTURE WHICH WAS DAMAGED OR DESTROYED BY EARTHQUAKE, FIRE FLOOD, OR OTHER CAUSE OVER WHICH THE OWNER HAD NO CONTROL. RECONSTRUCTION OR REPAIR MUST BE DONE UNDER A BUILDING PERMIT ISSUED WITHIN ONE YEAR AFTER THE DAMAGE. IT IS EQUAL TO .008 TIMES THE PROJECT VALUATION FOR NEW CONSTRUCTION. ON ADDITIONS IT IS EQUAL TO .008X VALUATIONX (NEW AREA/NEW AREA + EXISTING AREA). THE COLLECTED TAX MAY BE EXPENDED FOR THE ACQUISITION OF LAND AND INTEREST IN LAND AND FOR THE CONSTRUCTION, RECONSTRUCTION, REPLACEMENT, WIDENING, MODIFICATION, AND ALTERATION (BUT NOT FOR MAINTENANCE AND REPAIR) OF EXISTING AND PROPOSED STREETS ANDROADS IN THE CITY. THE FEES ARE COLLECTED BY THE BUILDING INSPECTION DIVISION AT THE TIME OF PERMIT ISSUANCE. RESPONSIBLE AGENCY CITY OF SACRAMNETO, DEPT. OF PUBLIC WORKS.

WATER DEVELOPMENT FEE:
THESE FEE APPLIES TO ALL PROJECTS WHICH REQUIRE A NEW WATER TAP OR INCREASE IN SIZE OF AN EXISTING TAP. THEY ARE BASED ON THE SIZE OF NEW WATER LINES AND, ON COMMERCIAL PROJECTS ACREAGE. FOR MORE INFORMATION CALL MARK DILLEY @ 264-7492 OR ROBERT THAUNG 264-8891 WATER DEVELOPMENT FEES ARE USED FOR DEVELOPMENT OF NEW WATER MAINS AND TREATMENT PLANTS.
THE FEES ARE COLLECTED BY THE BUILDING INSPECTION DIVISION AT THE TIME OF PERMIT ISSUANCE. RESPONSIBLE AGENCY CITY OF SACRAMNETO, DEPARTMENT OF PUBLIC WORKS.

SEWER DEVELOPMENT FEES:
THESE FEES APPLY TO ALL PROJECTS WHICH REQUIRE A NEW SEWER TAP OR INCREASE IN SIZE OF AN EXISTING TAP. THEY ARE BASED ON THE SIZE OF NEW SEWER LINES. FOR MORE INFORMATION CALL MARK DILLEY @ 264- 7492 OR ROBERT THAUNG @ 264-8891
SEWER DEVELOPMENT FEES ARE USED FOR DEVELOPMENT OF EXISTING SEWER MAINS. RESPOSIBLE AGENCY CITY OF SACRAMENTO, DEPT. OF PUBLIC WORKS.

HOUSING TRUST FUND FEES:
THESE FEES ARE CHARGED TO ALL NEW CONSTRUCTION AND ADDITIONS. CHANGE OF USE WHERE THE CHANGE OF USE IS TO A MORE INTENSIVE USE WILL BE REQUIRED TO PAY HOUSING TRUST FUND FEES ONLY IF HOUSING TRUST FUND FEES WERE COLLECTED ON THE SHELL OR IF THE CHANGE OF USE REQUIRES ENTITLEMENT FROM THE PLANNING DIVISION. THE HOUSING TRUST FUN FEES ARE CALCULATED BY MULTIPLYING THE SQUARE FOOTAGE OF THE BUILDING OR NEW AREA BY A PREDETERMINED AMOUNTS ARE GIVEN INCITY OF SACRAMENTO ORDINANCE 99-015 & 6-2-G. HOUSING TRUST FUND FEES ARE USED TO FINANCE HOUSING WITHIN THE CITY. THE FEES ARE COLLECTED BY THE BUILDING INSPECTION DIVISION AT THE TIME OF PERMIT ISSUANCE. RESPOSIBLE AGENCY CITY OF SACRAMENTO, PLANNING DIVISION. (.hhtp://ordlink.com/codes/sacramento/index.htm)

SACRAMENTO AREA FLOOD CONTROL AGENCY
(SACFCA) This Assessment district provides annual assessments which are levied pursuant to the provisions of the SAFCA Act. Established on June 15,1995, the SAFCA Board adopted its resolution No. 95-075 confirming the Engineer's report, ordering the recording of the final boundary map of the Assessment District. Also it orders the levy of assessment ,directing the recording of the Notice of Assessment, and orders the sale of bonds. Responsible Agency Sacramento Area Flood Control Agency.

DEPARTMENT DIRECTORY

BUILDING DIVISION PERMIT SERVICES: (264-7619)
PLAN REVIEW STATUS LINE

BUILDING INSPECTION REQUESTS: (264-5191)
FIELD INSPECTION INFORMATION.

PUBLIC WORKS ENGINEERING FEES: (264-7995)
FOR FURTHER INFORMATION CONTACT – KEVIN LOVE OR JOE CLEMENT
PUBLIC IMPROVEMENTS THAT MAY INCLUDE BUT NOT LIMITED TO:
STREETS, SIDEWALKS, CURBS, GUTTERS, DRIVEWAYS AND ALLEYWAYS.

PUBLIC WORKS NORTH NATOMAS DEV. FEES AND CREDITS: (264-2680)
FOR FURTHER INFORMATION CONTACT CLARK JOHNSON

PLANNING HISTORIC PRESERVATION AND DESIGN REVIEW: (264-5381)
FOR MORE INFORMATION.

PLANNING COMMUNITY AND NEIGHBORHOOD PLANNING (264-5052)
FOR MORE INFORMATION.

PLANNING ENTITLEMENTS FEES: (264-5381)
FOR MORE INFORMATION.

ENVIROMENTAL PLANNING FEES: (264-7037)
ENVIROMENTAL REVIEW FEES.

REGIONAL SANITATION FEES: (876-6100)
THESE FEES ARE CHARGED TO ALL NEW CONSTRUCTION, ADDITIONS, AND
CHANGES OF USE WHICH INCREASE THE IMPACT ON THE COUNTY SEWER SYSTEM.

SUBDIVISION MAP PROCESSING FEES: (264-7995)
SUBDIVISION MAP APPLICATION INFORMATION
FOR FURTHER INFORMATION CONTACT BOB ROBINSON OR JERRY LOVATO

UTILITY DEPARTMENT CUSTOMER SERVICE: (264-5371)
SEWER AND WATER MAINS, LINES, TAPS AND TREATMENT.

SCHOOL DISTRICT IMPACT FEES:
SCHOOL FEES ARE CHARGED TO ALL NEW CONSTRUCTION, ADDITIONS.
RESIDENTIAL ADDITIONS UNDER 500 SQ. FT ARE EXEMPTS .**Elk Grove(686-7711) x 7277**
San Juan (971-7258 Natomas (567-5484) Grant (286-4945) Robla (991-1728) x 502
SACRAMENTO AREA FLOOD CONTROL AGENCY: (874-7606)

PARK DEVELOPMENT FEE: (264-5200)   FIRE DISTRICT: (264-5266)

P&BD#0309 (Rev9/00) cjh

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