

PBCE Department Organization & Staffing

February 13, 2018
Item 3.5

It's Time to Address 3 Root Problems

#1 Planning the City— Insufficient mgmt. and staff capacity in “Citywide Planning” group, given scale of city and planned growth

#2 Expediting Projects— Insufficient alignment of services, staff capacity, and timeline across all departments involved in entitlement review

#3 Sustaining Leadership— Without shoring up current PBCE structure and support, next PBCE Director cannot be successful meeting expectations

#1 “Planning the City”: What Are We Talking About?

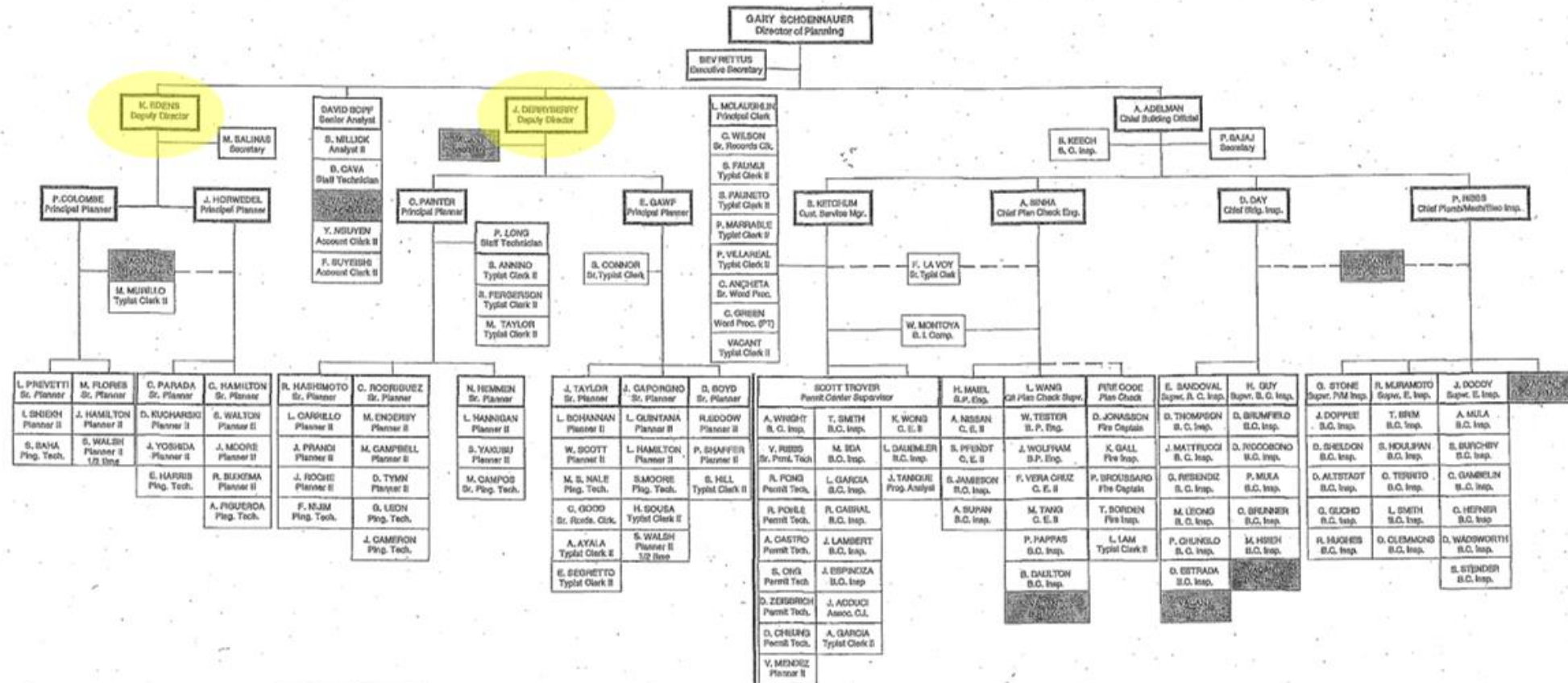
- General Plan (reviews, amendments, implementation)
- Urban Village planning and implementation
- Area Plans and Policies (e.g., North San Jose)
- Zoning Code Updates
- Ordinance Updates
- Urban Design Guidelines
- Development Finance Policy
- Historic Preservation
- GIS/Data Analytic Information
- Regional Policy

The Situation Today: Evidence of the Problem

Back in the Day....

Department of City Planning & Building

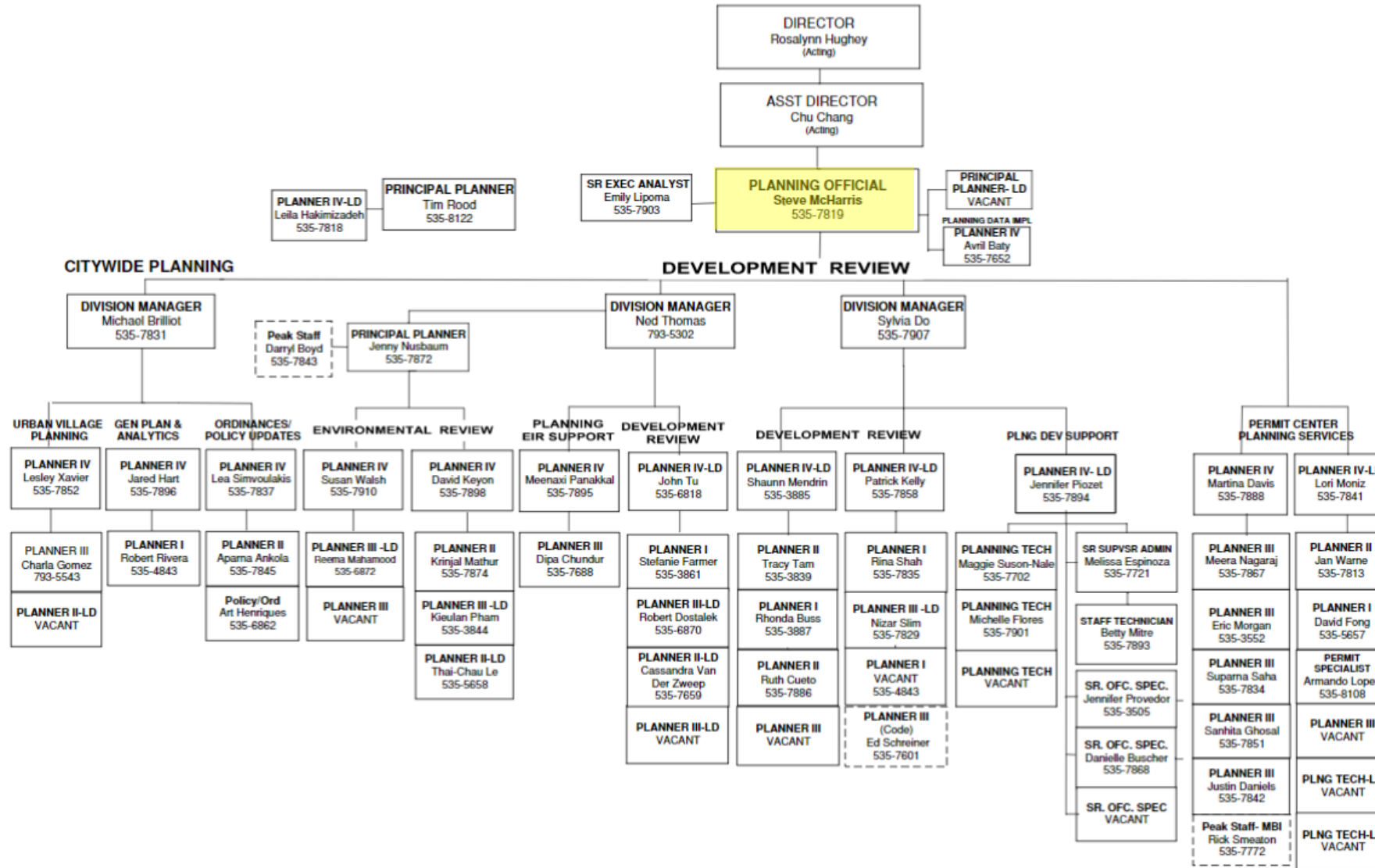
Internal Organization and Functions



Non-Residential	Residential	Information Service	Customer Service Permit Center	Plan Checking Services	Residential/Non-Residential Building Inspections	Residential/Non-Residential Inspection Services	Geospatial Information Systems
<p>Housing Initiatives/Forfeiture 1050/Taxable Specific Plans/Advice Master Plan Specific Plan Coordination</p> <p>Data Management</p> <ul style="list-style-type: none"> Demographics & Economic Information Census & Redistricting Support Revenue Forecasting Support WFOC GIS & Demand Analysis Vacant Land Inventory Update/Development Activity Report Intergraph Coordination Central Map Update <p>Outside Agency Coordination</p> <ul style="list-style-type: none"> Integration Management Program County Transportation District Studies County Wide Planning Studies Regional Planning & Legislation Coordination/Airport Planning <p>General Plan Annual Review/Consolidation/Policy Analysis</p> <ul style="list-style-type: none"> Housing Planning/Public Facility Planning/Perks Planning Tripplan Data Input/Graphics Support/Redevelopment Plans 	<p>Presoning & Rezoning</p> <ul style="list-style-type: none"> PD Zoning and PD Permits Planning Coordination Administration Site Development Permits Conditional Use Permits Special Use Permits Administrative Permits Development Variances & Exceptions Tree Removal Permits Development Guidelines Development Agreements Historic Permits Tentative Subdivision Maps Site Plan Development Environmental Review for Private Development System Improvements 	<p>Tentative Subdivision Maps</p> <ul style="list-style-type: none"> Certification of Compliance Lot Line Adjustments Central Map Update Street Name Changes Williams Act Assessments System Improvements <p>Zoning Ordinance Revision</p> <ul style="list-style-type: none"> City Council Initiated Rezoning System Improvements Historic Landmarks Conservation Administration Special Projects Business Climate Study 	<p>Public Information</p> <ul style="list-style-type: none"> Public Information Service Building Permit Inquiries Express Plan Checking Building Division Records Maintenance of Development Tracking and Building Related Statistics 	<ul style="list-style-type: none"> Residential Buildings Non-Residential Buildings Electrical Plumbing Mechanical 	<ul style="list-style-type: none"> Building Inspections Technical Assistance and Code Interpretation Health and Compliance Inspections Common Interest Development Inspections 	<ul style="list-style-type: none"> Plumbing Mechanical Electrical <p>Technical Assistance and Code Interpretation</p> <p>Septic Tank Abatement Surveys</p>	<ul style="list-style-type: none"> Building Planning Mechanical Electrical



PLANNING DIVISION
CURRENT ORG CHART



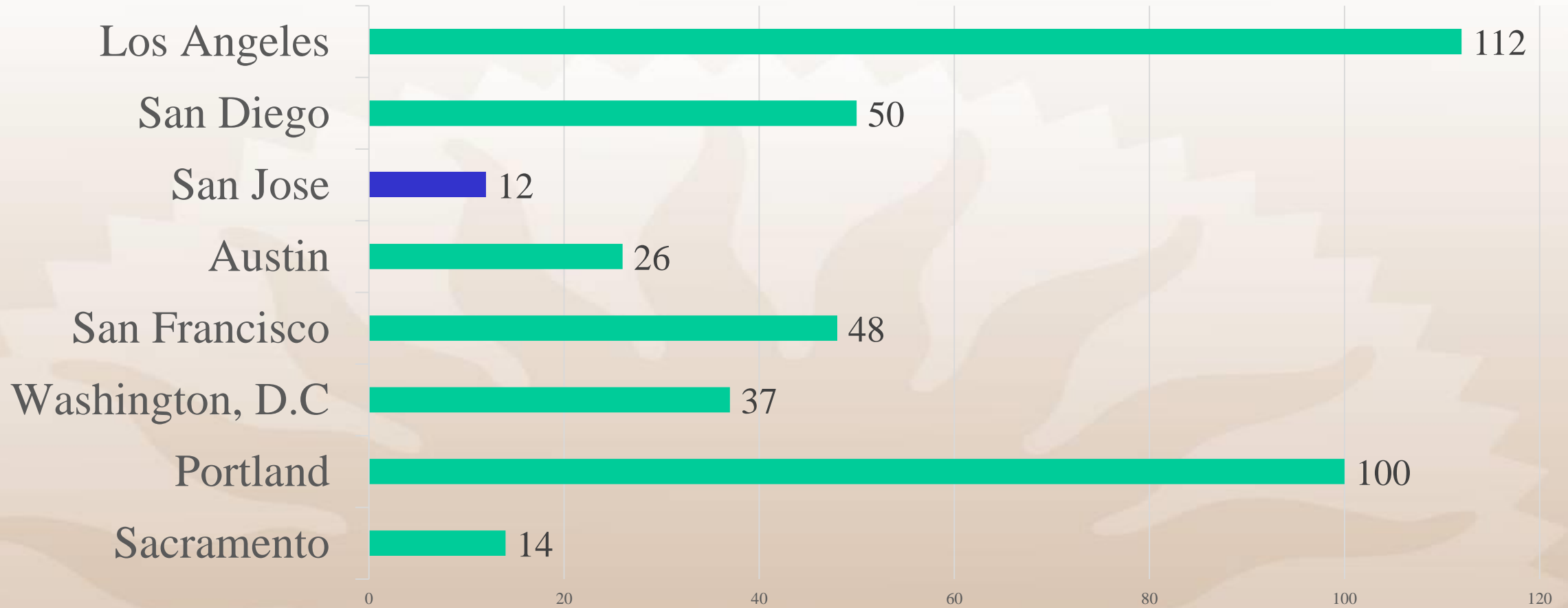
Distribution of Staff by Division



Majority of Department Head Attention Pulled to Planning Division

We Lag Big City Peers, by Far

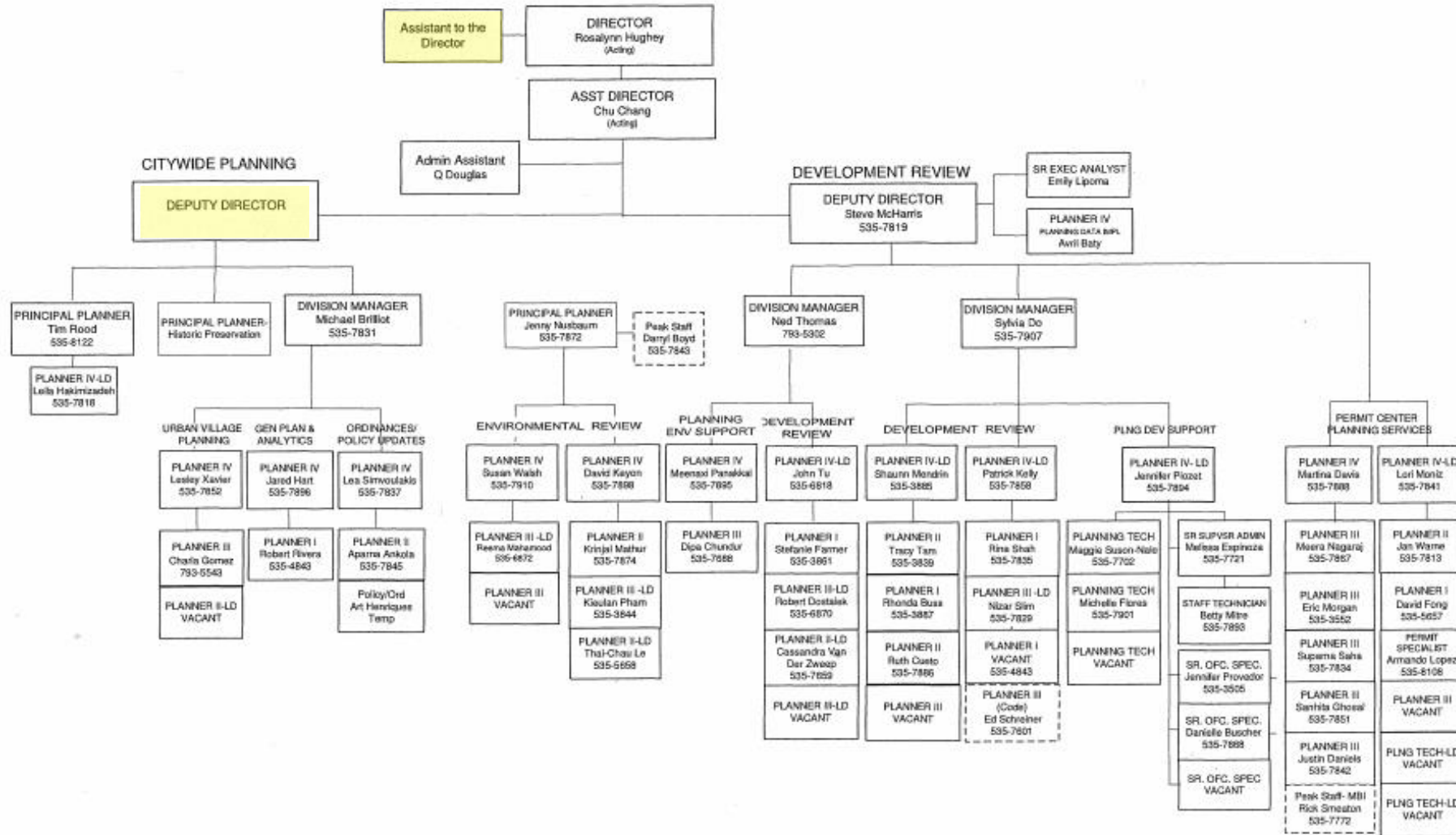
San Jose Citywide Planning Staff vs. Other Cities



Strategy #1: Add Deputy Director-Citywide Planning and Assistant to the Director

- Add back “Deputy Director: Citywide Planning”
- Add “Assistant to the Director”

PLANNING DIVISION PROPOSED ORG CHART



Strategy #2: Explore General Plan Maintenance Fee to Stabilize & Grow Citywide Planning

- Take holistic approach, commit to deliverables
- Stabilize “temporary” Planner positions (4)
- Add new Planner positions

Station Area Planner

Housing Planner

Sustainability Planner

Area Planner: North San Jose

Policy/Ordinance Planners

Data/GIS Planner

Strategy #3: Make Development Services an Enterprise Priority

- Deputy City Manager with oversight responsibility for Development Services
- Three roles:
 - **Drive process improvement and capacity-building effort** that results in better aligned service offerings and processing timelines across departments
 - **Drive major projects to finish line** by resolving impediments and issues across departments
 - **Instill “champion the customer, can-do, timely action”** culture
- Set up and track metrics to measure success of improvements
- A Process Expeditor and a Project Expeditor

Next Steps

1. PBCE Director — Interviews and Recommendation
2. Deputy Director & Assistant to Director — Start Recruitment
3. GP Maintenance Fee — Study, Propose through FY 2018-2019 Budget Process
4. Deputy City Manager/Development Services — Start Recruitment