Assessment of the Development Review Process

ROCKLIN, CALIFORNIA

FINAL REPORT

March 1, 2023

matrix consulting group

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1. Project Introduction and Executive Summary

Matrix Consulting Group was retained by the City of Rocklin to perform an operational and organizational assessment of land use and construction permitting and inspection processes. The study covers the following departments: Community Development, Public Services – Engineering, and Fire.

Rocklin conducted this study to assess the state of the City's development review processes and to evaluate service improvement opportunities. As part of this assessment, the City requested a thorough review of the staffing, technology, and organizational changes and processes. The City sought to develop operational changes that increase efficiency and improve customer service whilst continuing to fulfill the City's regulatory responsibilities.

This study includes a detailed evaluation of current development review and related operations as well as a roadmap to enhance services. The roadmap contains the identification of process and technology improvements, organizational structure, and staffing needs.

1. Study Scope and Methodologies

In this study, the Matrix Consulting Group's project team utilized a wide variety of data collection and analytical techniques, including the following:

- **Key Issues.** Developed an in-depth understanding of key issues impacting key operational areas. Conducted multiple interviews with staff representatives from each functional area. Interviews focused on determining roles and responsibilities of staff, levels of services provided, resources available to perform said services, and current or potential issues.
- **Current State Assessment.** The project team developed a current state assessment that captured staffing levels, roles and responsibilities, and performance metrics, and workload for each operational area. This document was utilized as a base point of comparison for future analysis to demonstrate how the changes recommended differed from existing practice.
- **Stakeholder Survey and Focus Groups.** The project team surveyed past and present City customers familiar with the development review process. The survey allowed these customers to share their thoughts on the strengths as well as opportunities for improvement of current processes. In addition, stakeholder focus group meetings were held in person in Rocklin to hear from prior Community

Development customers to gauge their perception of the services provided by the Department and City.

- **Best Management Practices.** A best management practices assessment was conducted. This compared current department practices to industry standards. The project team focused on best management practices for management and administration, process, staffing levels, organizational structure, policies, and technology utilizations.

- **Comparative Assessment.** A comparative assessment was completed to compare Rocklin processes, technology, workload and staffing levels to other communities. The following jurisdictions were used as comparatives: Dublin, Elk Grove, Lincoln, Roseville, Walnut Creek, and Placer County.

- **Recommendations.** Based on the project team's activities and initial findings, the team analyzed issues, explored alternative service delivery options, and developed recommendations for a more effective process. These recommendations extend to staffing, services, processes, and technology usage with the goal of identifying resource, operational, and organizational needs to assist the City in reaching its goals of an efficient, customer friendly, and effective development review process.

The report is divided into the following chapters:

- Technology.
- Management and Administration
- Customer Information and Interaction
- Process Improvements
- Staffing and Organizational Needs
- Appendices that include copies of the interim deliverables (current state assessment, best practice and comparative assessment, process diagrams, and stakeholder survey summary).

Each of these sections provide recommendations and insight into City development practices, processes, technology, organizational, and staffing needs to implement the recommendations.

2. Key Strengths of the Organization

While many of this report's recommendations focus on improvement opportunities, it is important to highlight strengths of the organization's functions and processes, which include:

- Development review, permitting, and inspection processes are primarily located in the Community Development Department providing a single department for these activities that fall under a single Director.
- Front line staff are well trained and have strong knowledge of both requirements and processes associated with the permit process.
- The City has the desire to transition to digital permitting but is currently lacking resources to implement.
- Staff are knowledgeable about the City's codes and ordinances even though the regulations may not align well with current development trends.

As the above indicates, the City has several strengths that it can continue to build upon as it looks to enhance operations and service level.

3. Summary of Recommendations

Based on the project team's assessment and analysis, there are several recommendations for each topic covered in this assessment. These are discussed in detail throughout this report. The following table consolidates the recommendations and presents them in the order they are discussed in the report. A priority level of low, medium, or high is assigned to each recommendation, along with a timeline (calendar quarter) for implementation completion.

#	Recommendation	Priority	Timeline
	Technology		
1	Add one full time equivalent information technology project manager to facilitate moving forward with technology deployment throughout the permitting process.	High	Q3 2023
2	Expand the use of TRAKiT for Planning and Engineering permits.	High	Q1 2024
3	Until Bluebeam is deployed, require applicants to provide a PDF version of all plans and supporting documents at application and approval, and attach these to the permit record, for all permit types including planning, engineering, building, and fire.	Medium	Q2 2023
4	Over time, transition to a process whereby all permit applications are taken in electronically and include electronic site plans and building plans where required.	High	Q4 2024

#	Recommendation	Priority	Timeline
5	Create and implement a desk manual and training program for the TRAKiT software system.	High	Q1 2024
6	Accelerate the deployment of BlueBeam software to allow for electronic plan review of all files.	High	Q1 2024
7	Develop a plan for digitization and easy electronic access for all land use records.	Medium	Q4 2025
8	Upgrade hardware for all staff to facilitate use of technology.	High	Q3 2023
9	Continue the use of the Proposed and Permitted Planning Project GIS map and provide a link on the Planning Division's webpage.	Medium	Q4 2024
10	Create additional GIS layers to provide more development information such as a parcel map, current zoning layer, general plan zoning layer, and infrastructure specific layers. Provide a link to this information on Planning's webpage.	High	Q3 2023
11	Revise the Community Development Department webpage to serve as a centralized development webpage.	High	Q4 2023
12	Assign a staff member who is responsible for the maintenance and updating Department/Development webpages.	Medium	Q3 2023
13	Hire a temporary position to digitize and catalog historic development records.	Medium	Q4 2025
	Management and Administration		
14	Create and implement a unifying mission statement for all development review and permitting functions	High	Q2 2023
15	Develop clear performance expectations (processing timelines) for plan review by function. Include all agencies involved in the review process.	High	Q2 2023
16	Create standard performance reports to be used by managers to track whether standards are being met. Also provide simpler standard reports for the public to be posted online.	Medium	Q2 2024
17	The Planning Division should put in place a mechanism for contract planning reviewers as needed to meet timelines or during periods of heavy workload.	High	Q3 2023

#	Recommendation	Priority	Timeline
18	At a minimum, environmental (CEQA) reviews should be completed by a contracted environmental planner or environmental consulting firm.	High	Q3 2023
19	Engineering, Building, and Fire should put in place flexible contracts so that additional plan review resources are available when needed.	High	Ongoing for building and start immediately for others.
20	Expand the use of contracted Building Inspectors to meet next day inspection turnaround.	High	Ongoing
21	Create a robust succession plan to recruit, develop, and retain Community Development Department staff.	High	Q2 2024
22	Revise the existing customer survey used by Community Development to examine strengths and weaknesses in the permitting processes for planning, engineering, fire, and building.	Low	Q4 2023
23	Community Development should conduct regular outreach with the local development community.	Medium	Q1 2024
24	Budget funds and hire a consultant to conduct a comprehensive review of the City's land use code with the intent to redevelop the code while clarifying requirements and ensuring that the objectives of the code are met.	High	Q4 2025
25	City Council should adopt formal cost recovery goals and update their development fee schedule to meet these goals.	Medium	Q2 2024
	Customer Information and Interaction		
26	Prepare a comprehensive development handbook that provides clear, user-friendly information on each stage of the development process. Given staffing and workload considerations, it is recommended that this be resourced outside of the department, either through a contract or by hiring a communications expert on a short-term basis.	Medium	Q4 2024
27	Expand the interactive residential permit guide to cover additional permits, including commercial building permits, planning applications, and engineering applications as well as fire-specific building permits.	High	Q3 2024

#	Recommendation	Priority	Timeline
28	Based on the work on the development handbook, re-design the permitting portion of the City's web site to provide clearer information about the permitting process, steps involved, and information required.	High	Q3 2024
29	Work with front-line staff (to include all staff who answer questions from the public) to identify most frequently asked questions and prepare basic handouts / FAQs on these questions.	High	Q4 2023
30	During the current code revision cycle, ensure that all fire requirements are clearly codified. Prepare basic guides on these requirements and have them available on-line.	Medium	Q1 2025
	Process Improvements		
31	Reconstitute the Development Review Committee for major and specific application types.	High	Q3 2023
32	Implement a consistent policy of consolidating review comments from all disciplines into a single document for permit applications that involve multiple reviewers.	High	Q2 2023
33	Modify the pre-application process to require a less comprehensive application/design, require an interactive meeting between review disciplines and the applicant, and continue to provide a formal feedback letter.	High	Q3 2023
34	Incorporate the site improvement plan review into the commercial building application.	Medium	Q4 2023
35	Implement an approach to address building expired permits as they occur. This can be achieved through an automated feature in the permitting software system. As an interim step, address older expired permits as time allows through written follow-up.	Medium	Q2 2024
36	Develop and formally adopt the criteria that requires a traffic impact analysis.	High	Q4 2023
37	Identify the department/division who is responsible for determining when a traffic impact analysis is required.	High	Q4 2023
38	Transition the intake, routing, and issuance of encroachment permits to Engineering staff in Community Development.	Low	Q4 2024

#	Recommendation	Priority	Timeline
39	The Architectural Review Committee process should be eliminated and application that require design element review should be conducted by Planning staff.	Medium	Q2 2024
	Staffing and Organizational Assessment		
40	Reclassify the Long-Range Planning / Housing Director position to a Principal Planner.	Medium	Upon position turnover
41	Reclassify the Housing Specialist to Management Analyst to better align with the roles and responsibilities needed for this position.	High	Q3 2023
42	Transition the Management Analyst (Housing focused) to a full-time position.	High	Q3 2023
43	Implement a contract with a planning consulting firm to provide contracted planners for additional staff support to overcome the current backlog and serve as an interim service provider for peak workload, vacancies, and special projects.	High	Q2 2023
44	Maintain the current allocation of three planners for current planning activities.	High	Ongoing
45	Transition to an in-house full time City Engineer for improved operational efficiencies and level of service to be located in the Community Development Department. Providing enhanced support for all development review functions, with an emphasis on transportation/traffic review.	High	Q3 2023
46	Maintain a contracted City Surveyor and have them focus on reviewing applications that require a Surveyor's certification.	High	Ongoing
47	Maintain the current allocation of Land Development Engineer and Engineering/Permit Technician position allocated to Engineering.	High	Ongoing
48	Reclassify the Office Assistant positions in Community Development to Permit Technician. This will ensure that the work they perform is better aligned with industry titles.	High	Q3 2023
49	Reclassify the Planning/Building Technician classification to Planning Technician (Planning), and Plans Examiner I (Building and Engineering focused).	High	Q3 2023

#	Recommendation	Priority	Timeline
50	A total of three Building Inspectors and the Building Supervisor is needed internally. Additional contracted building inspection services should be provided to improve customer service and complete inspection more timely.	High	Ongoing
51	The Public Services Engineers should be organizational located under the City Engineer once the position is brought in-house.	Medium	Q3 2024
52	Consider renovating the entire Community Development Department suite to better accommodate the workspace needs of a fully digital permitting process and moving all Engineers to a single location. Alternatively, strategic wall movements will be beneficial in lieu of a complete suite renovation.	High	Q4 2024

The following chapters presents our analysis, findings, and recommendations. Each subsection includes a numbered statement, followed by analysis and findings, and then a recommendation is presented.

2. Technology Assessment

This chapter of the report will focus on the current and recommended role of technology in Rocklin's permitting processes. Technology is addressed first in this report because this area was identified as a critical and foundational element of any performance improvement for the City's development processes.

1. Complete Deployment of Permit Tracking, Document Management, and E-Plan Review Software Should be a Top Priority In Planning, Engineering, Fire, and Building.

(1) Model Approach

High performing permitting organizations deploy technology in a way that provides quick and easy access to information for reviewers, inspectors, and staff across all divisions and departments involved in the permitting process. While Rocklin has purchased high quality software systems, these have not been fully deployed, and the partial deployment carries with it the disadvantages of having paper-based process and records along with the complications of technology.

The systems currently selected can be effective for Rocklin but must be fully deployed, which will require making this a top priority not just for the department but for the City. Many of the other recommendations made in this report should be considered in the context of fully deploying software systems and moving towards paperless records management, permit tracking, plan review, inspections, and CO issuance.

The below table outlines how a permit process works with full software deployment versus as it is deployed in Rocklin.

Best Practices in Permitting Technology Utilization

The following table illustrates best practices in utilizing technology for permitting intake, payment, review, issuance, inspection, and project close-out. It is recognized that these best practices may not be feasible in all cases, especially in the short term. Instead, this table represents the "ideal" that can then be used to craft a plan to move forward in Rocklin.

Process Step	Best Practices
Intake	The applicant submits a full application electronically, including all the required attachments. Documents that require an engineer or architect stamp or seal are affixed with an electronic stamp or seal. The full record including site plan and supporting documents are either attached or linked to the permit record in the tracking system. A cursory completeness check is completed to ensure all applicable elements have been included. Upon acceptance of the application, the applicant can pay initial fees electronically through the permit hub.
Distribution and Review	Plans are electronically routed to plans reviewers who mark-up documents on-line. Reviewers of different disciplines can see each other's comments and mark-ups. Any written comments / reports are electronically attached to the application record. Reviewers can easily electronically access any permit history on the project, including past permits issued, conditions associated with prior approvals, and special conditions associated with the property.
Comments to Applicant	The applicant is notified via e-mail when comments are available and can follow an electronic link to see comments and (where relevant) marked up plans. All comments should be consolidated into a single comment letter or marked up plan set.
Applicant Re-Submittal	The applicant uploads a re-submittal once all comments have been addressed. The resubmittal letter should be in a format that allows reviewers to track how and where comments were addressed.
Re-Review	Reviewers can go online to compare the re-submittal with the original submittal. Ideally, all records related to the project and property history can be accessed electronically (linked via GIS or in TRAKiT), avoiding the need to locate / retrieve paper files.
Public Hearings	All application materials, including site plans, are posted on-line and available to the public to review.

Process Step	Best Practices
Permit Issuance	The applicant receives a permit or approval letter electronically along with an electronic version of the approved plans and/or any conditions of approval. Where feasible, e-signatures should be used to avoid the need to print and scan paper documents. Approved plans / approval letter is uploaded to the permit tracking system as record of the final approved / permitted plan set or application. All conditions of approval are included in the on-line record to be checked prior to project completion / sign off.
Inspections	The applicant can schedule requests electronically. Inspectors can retrieve the approved plans electronically and enter inspection results into the record.
Final Approval / CO	For final project approval and for projects requiring a CO, reviewers can sign off to confirm that all conditions of approval have been met.

An important element to technology implementation is electronic document management. Organizations that have fully implemented electronic document management rarely need to reference paper files, as these files are readily accessible on their computers and tablets in the field.

(2) Current Approach

Planning

In planning, all submittals must be made in person with paper documents. Projects are tracked using Rocklin's permitting software, but individual reviewers do not use the software to enter comments or for the application workflow. For applications/projects that require review from multiple reviewers (including other departments) these are routed in paper form. Communication among reviewers and with the applicant is typically via e-mail or in meetings.

While some elements of the Planning process are less suited to full automation than simpler building permits (because of the complexity and volume of information required), the use of such technology can significantly improve communications and streamline elements of the review process. Planning staff noted that getting access to files to do research or to look at historical information, as well as to conduct review of projects

currently in the process, can be extremely time consuming because of the volume of paper involved and because many historic documents are located off-site.

Engineering

Engineering reviews planning applications and improvement plans and also issues final map approvals. Engineering generally does not use the permit tracking software and the process is largely conducted on paper and via e-mail. Comments are made through e-mail and approved documents (e.g., final maps) are signed by hand and scanned. Engineering does track permit status and deadlines using an Excel spreadsheet.

Fire

Fire reviews planning applications, some building permit applications and also issues fire-specific inspections (for example, for sprinkler systems). Comments on planning applications are provided via e-mail. Other permits (Building and Fire) are created in the City's permitting software system. However, the plans themselves are on paper, with fire conditions often written in red on the plans ("redlined") and conditions of approval noted on the plans in writing.

Fire inspectors do enter inspection results electronically using the permit tracking system.

Building

Building utilizes the permitting software more heavily than the other disciplines, including for intake of some limited permit types. Plan reviews are tracked electronically with comments being entered into the permit tracking software or attached as a file. Staff indicated that planning conditions of approval are also tracked using the permitting software system. Inspections are scheduled and managed using the software system, and inspectors can enter their results into the system (although there have been technological problems with entering the results while in the field).

The following table summarizes the use of current technology systems.

Division	TRAKiT	Excel	Network Folder
Building	Full user for all aspects of development process.		
Engineering	Does not utilize system for their applications.	Log for all engineering applications and	Store all application materials and comments.

		other development workload.	
Planning	Creates application record in system.		Store all application materials and comments.

Findings and Recommendations

Rocklin's Community Development staff, in particular the Permit Center Coordinator, have been extremely diligent and persistent in seeking to utilize software better and more extensively throughout the department. Despite these efforts, deployment has been slow, and the department is caught in an uncomfortable and inefficient limbo between paper and electronic processes. To speed up this process, IT deployment needs to become a high priority at all levels of the organization.

The current state of technology deployment is as follows:

- TRAKiT is currently used by Community Development divisions to various degrees. It is currently being used to track application submittal, and by the Building Division to provide internal comments, issue, and track permits, and for scheduling and recording building inspections. eTRAKiT allows for digital submittal of residential HVAC and water heater replacement permits. iTRAKiT allows inspectors to enter results in the field.
- GIS is being utilized to find utilities and other overlays that can have an effect on planning, engineering, and others reviewing plans or researching property information.
- Comcate is a code enforcement software being utilized to manage code enforcement investigations and activities. This system is also used city-wide to manage resident complaints and inquires. It is not linked to TRAKiT.
- Webform is used for citizens and developers to submit questions and inquiries to staff.
- BlueBeam has been purchased but is not implemented. When implemented, it will allow for digital submittal and reviewing/mark ups of application materials.
- Camino is a software that assists users in determining the appropriate permits and the completion of an online application. This program has been used to create a customer friendly and interactive guide for the building permit process and is being expanded to other permit types.

- Granicus Peak is the agenda management system used for ARC, Planning Commission, and City Council meetings. Packets for City Council are uploaded to the system for review by the Department Director, Finance Department, City Clerk, City Attorney, and City Manager.

The gap between the current status of technology to best practices is significant but bridging it will significantly improve the city's permitting operations, simplify the work of staff in the department, improve customer service, and provide for significant efficiencies once fully implemented.

Given the scope of this effort, additional resources will be required, and it will require support and leadership from the City Manager's office, Information Technology division, and managers within the Community Development department.

This individual could either be within the IT department but dedicated full time to permitting technology, or could be within the Community Development department, working on a peer level with the Permit Center Coordinator for software implementation. This position may transition to provide support to other IT project implementation after successful TRAKiT implementation but should continue to maintain the software. It is expected that this position would be for at least three years to complete the roll-out of the permitting system, on-line markup system, and on-line portals for planning, engineering, building and fire as well as oversee the digitization and indexing of all historical records with the TRAKiT system.

TRAKiT should be used throughout the department for all permit types to track the review process, including review comments, conditions of approval. Initial comments from reviewers should be entered into TRAKiT either as an attached document or by text.

Until the permit application process is more fully digitized, all divisions should require a PDF version of plans and supporting documents to be provided to the city at the time of project submittal, and these records should be attached to the TRAKiT record.

To avoid time-consuming and costly scanning of these plans, applicants should instead be required to provide via a shared drive or other method an electronic copy of these documents.

For simpler projects that are being sent out for review by a contractor, the city should also consider transmitting these applications in PDF form by e-mail (or file sharing services) to eliminate the time involved in shipping or picking up / dropping off plans and mark-ups.

With the implementation of the new TRAKiT and Bluebeam software systems the City should transition to a fully digital application submittal process. This may provide some

challenges in the near term related to home and business owners who have small projects and may not be well versed with digital application systems. This issue may be overcome by continuing to provide in person support at City Hall to assist applicants who need help submitting an application.

> Recommendation #1: Add one full time equivalent information technology project manager to facilitate moving forward with technology deployment throughout the permitting process.
>
> Recommendation #2: Expand the use of TRAKiT for Planning and Engineering permits.
>
> Recommendation #3: Until Bluebeam is deployed, require applicants to provide a PDF version of all plans and supporting documents at application and approval, and attach these to the permit record, for all permit types including planning, engineering, building, and fire.
>
> Recommendation #4: Over time, transition to a process whereby all permit applications are taken in electronically and include electronic site plans and building plans where required.

2. The City Should Develop a Standard Operating Manual Including Standard Operating Procedures for TRAKiT and Bluebeam.

With the recommendation to expand the use of TRAKiT to all functions, formalized operating procedures and training are needed.

Currently, TRAKiT is administered by the Permit Center Coordinator embedded within the Community Development Department. This is a single point of contact for all things related to the software system. While having a dedicated individual who is responsible for all aspects of the permitting software system is a best practice, it is equally critical that all current users of the system become familiar with its functions, potential benefits, and use.

The following should be implemented related to TRAKiT. First, a desk manual (digital or hardcopy) should be created for the primary business processes and functions of the software. Second, there should be a formalized training program for new users and new hires. Finally, there should be a standardized approach to providing training when new features or versions of the software are implemented. Creating and implementing each of these elements will enhance the use of the software system, provide readily accessible resources for all staff members, and reduce the reliance on one staff member for system

support. Standardizing procedures, providing resources and training to staff is imperative for the successful expansion of the software system.

> Recommendation #5: Create and implement a desk manual and training program for the TRAKiT software system.

3. The Electronic plan review project should be accelerated.

The City of Rocklin invested significant funds in BlueBeam software, but little progress has been made towards implementation. BlueBeam software allows staff to review plans electronically, and multiple reviewers can comment on one set of plans, with all of them able to see comments made by different divisions and departments. It eliminates the need for paper plans and makes distribution of these documents instantaneous, rather than taking hours or days to physically transport paper plans. This system needs to be linked to TRAKiT so that plans are appropriately linked to a specific application.

Some staff will indicate a strong preference for reviewing paper documents, but if provided with proper training and proper hardware in most cases staff become accustomed to and learn the benefits of online plan review once these programs are fully deployed.

> Recommendation #6: Accelerate the deployment of BlueBeam software to allow for electronic plan review of all files.

4. Electronic access to historical and land use records should be a priority.

Access to documents and historical records related to permitting, inspections, code enforcement, and other matters is extremely challenging for staff and a source of frustration across all teams. The City does currently send out files to a third party for scanning and indexing, but not all documents are scanned, and the scanned documents are not easily accessible for those doing research on properties.

The initial focus should be on all permits going forward being digital (if possible, submitted in digital format to eliminate the need for scanning). Over time, historical records should also be accessible in this manner. There are a variety of options that work to tie together scanned documents, permit files, and more via GIS, the assessor data, within the permit tracking system, or linked through a document management software program. There is no one correct approach, as long as the desired end result is achieved:

reviewers can easily look up all relevant information on a property and can find a digitized version of the current site and architectural plans as well as the approved plans once a permit has been issued.

> Recommendation #7: Develop a plan for digitization and easy electronic access for all land use records.

5. Staff must have appropriate hardware to be able to effectively use these systems and move away from paper-based processes.

Hardware limitations should never be a constraint preventing the efficient use of technology. All staff should be supplied with multiple, large high-resolution monitors to allow them to take advantage of the systems that are or will be deployed. All computers should be equipped with web cameras and adequate memory and graphics capability to fully utilize TRAKiT, BlueBeam, and to hold electronic meetings with multiple reviewers where plans can be discussed and viewed remotely. Field staff should be equipped with tablets that include cellular data and access to the City's permitting software systems to access approved plan sets and result inspections in the field.

> Recommendation #8: Upgrade hardware for all staff to facilitate use of technology.

6. Community Development in conjunction with Public Services should create and utilize a more robust GIS system and integrate into TRAKiT.

Information Technology is primarily responsible for operating the City's GIS system. However, the link to the City's online GIS system was found on the Public Services webpage. Upon review of the Public Services webpage, the project team was able to locate GIS information. There are several links to GIS related maps and information. This includes the following information:

- Community Resources Interactive Map
- City Park Finder
- Annual Events
- Proposed and Permitted Planning Projects
- Public Services
- Historic Site Tours

- Grazing map
- Traffic Alerts
- Links to Placer County and regional GIS data portals.

These webpages include links to several unique maps and data sources. The Proposed and Permitted Planning project interactive map meets best practice. This includes project application materials and approved plan set information. There is a wealth of information that the public can access related to planning and entitlement applications and permits. One area to improve would be to provide a link to this interactive map on the Planning webpage.

There is a lack of City specific development information such as current zoning map, general plan map, infrastructure data sets, etc. available to the public via the GIS system. A lack of development information may require developers and the public to call the City to obtain general information versus finding it online, resulting in additional work for staff.

Community Development and IT GIS staff should work together to develop and provide more relevant development related GIS information such as zoning maps, infrastructure information (where approved for public access), parcel information, etc. Once this information is developed, it should be accessible from all development related webpages and integrated into the permitting software system.

> Recommendation #9: Continue the use of the Proposed and Permitted Planning Project GIS map and provide a link on the Planning Division's webpage.
>
> Recommendation #10: Create additional GIS layers to provide more development information such as a parcel map, current zoning layer, general plan zoning layer, and infrastructure specific layers. Provide a link to this information on Planning's webpage.

7. A more comprehensive Community Development Department and development related webpage are needed.

Prior to submitting an application or making an inquiry to the City, an individual is highly likely to access the City's website to conduct their own research. Therefore, it is important for the City to have a robust website presence that provides sufficient information to the public regarding the development process and requirements.

Currently, development related information is found in multiple areas of the City's webpage. There is even a Get a Permit menu on the City's primary banner that is

accessible from all webpages. However, this dropdown menu includes a link to 24 different permits/applications. This is overwhelming for the user and includes multiple submenus with additional links. The links take you to different webpages but does not include a hierarchy of webpages and thus which department webpage you may be on is unclear.

The City should refresh their webpage to be more concise and streamlined for the user. A revised development related webpage, which may also double as the Community Development Department webpage, should incorporate the following:

- An overview of the entire development review process in narrative and graphical formats.
- Link to a comprehensive development guide. (Development of such a guide is discussed in more detail in Section 4.)
- Narrative for responsibilities of the respective departments/divisions involved in the development review process.
- Link to the online application portal when the new permitting software system is implemented. Including a link to the "How To" guide for application submittal.
- Inspection request link.
- Links to individual departmental and divisional development webpages.
- Link to the City's GIS system and other pertinent maps.
- Webpage link to the City's adopted ordinances, design standards, regulations, long range plans, and other items that are related to the development review, permitting, and inspection processes.
- Fee schedule and a fee estimator/calculator for all development fees (including impact fees) to the extent feasible.
- The current application/permitted webpage (GIS map) link should be accessible from the centralized webpage and on individual divisional webpages.
- Performance reports link.
- Frequently asked question PDF.
- Provide a development review authority matrix.

- Review timeline for each application type, indicating the typical time required for initial review and review of resubmittals.
- Development review contact information including: name, title, email address, and phone number.
- Each division's webpage should provide an overview of the processes that it manages.
- All development webpages should have a link to take the user back to the centralized development webpage.
- Information regarding adopted City master plans, long range planning documents, maps, etc. are easily accessible on the Planning webpage.
- Link to outside agencies who may be involved in the development review process (e.g. water and wastewater service providers).

Upon the creation of a revised Community Development Department and centralized development webpage, a dedicated Community Development Department staff member should be designated to maintain the respective webpages. A dedicated staff member will help ensure that the webpage is updated regularly. This individual should be someone who is in the Community Development Department, such as a Permit Technician for each functional area.

> Recommendation #11: Revise the Community Development Department webpage to serve as a centralized development webpage.
>
> Recommendation #12: Assign a staff member who is responsible for the maintenance and updating Department/Development webpages.

8. As the City transitions to online permitting, historic records should be digitized, cataloged, and linked to parcel/address identifiers in the permitting system.

With the transition to electronic application submittal and permit issuance, it is important for staff to easily access historic records. Currently, historic documentation is managed by a third-party contractor who stores these records offsite. This approach results in delays when this information is needed and requires the contractor to find, scan, and forward the material to staff. Furthermore, this approach results in reoccurring expenses for the City to maintain this contracted service.

The City should hire a temporary position to scan, catalog, and digitally link historic development records. This information should be stored in a document management system on the City's internal servers or ideally through a cloud-based system if the City has transitioned to this service. Once historic development records have been digitized, they should be linked to the permitting system by parcel or address identifier. Providing easier access directly to appropriate records.

> Recommendation #13: Hire a temporary position to digitize and catalog historic development records.

3. Management and Administration

Compared to many other communities, Rocklin's permitting operations are relatively centralized, with Planning, Engineering, Building, and Code Enforcement under one department. The Fire plans reviewer is technically a Fire Department employee but is located with the rest of the permitting staff. This relatively centralized organizational approach is beneficial when seeking to speak as "one voice" and to coordinate processes that touch many different areas.

However, there are a number of ways that management and administration could be enhanced in a way that would benefit the development review process.

1. Even across multiple technical disciplines, the department should be united under a clear, central mission that emphasizes both quality and customer service.

A key element to an effective and efficient department is a common sense of mission. This is always challenging within the development review world because the processes involved cross a number of complex technical areas, aimed at ensuring appropriate development, protecting the environment, maintaining strong infrastructure, and ensuring public safety. The process also can be seen to have multiple "customers" – current and future residents of the city, elected and appointed officials, developers, builders, residents, and more.

Interviews with staff within Rocklin's Community Development Department indicated that staff were often very focused on their technical roles (e.g., ensuring approved plans are consistent with code) but saw a tension between these roles and the need to provide customer service to permit applicants. In addition, some staff did not see a sense of common purpose across the different technical disciplines – planning, engineering, fire, and building.

Management should work with staff in the department to help ensure that there is an overarching sense of purpose that includes both their specific technical area (e.g., appropriate land use, environmental protection, fire safety, structural integrity) and their role in ensuring that the process works well.

A sample mission statement that was adopted in another community is provided as an example that served to effectively communicate a united sense of purpose and focus for staff:

Model Development Services Mission

- To deliver a process that is **predictable, efficient, and understandable** to the people who use it;
- To be **viewed as a single organization** in the delivery of development services, not separate departments working independently;
- Not to **sacrifice the quality** of the end product;
- Ensure that we continue to protect the quality of the public and private infrastructure, the safety and integrity of the built environment, and the livability of the city.

Our shortcut is fast, predictable, and one-city.

Source: Bellevue, Washington

Recommendation #14: Create and implement a unifying mission statement for all development review and permitting functions.

2. The department should adopt performance targets and measure and report on performance for all functions, including planning, engineering, fire, and building. Reviewers should be held accountable for meeting assigned timelines.

Rocklin has some target turnaround times for planning applications, engineering applications, and building permits, but there is no consistent approach to measuring and monitoring performance.

For Planning applications, there are some targets for turnaround for review by different disciplines, but there is no clear mechanism to ensure that reviews are done within this timeline, and no accountability if they are not. For example, when plans are referred out to other departments and agencies, responses are requested within 3 weeks, but there are no agreements in place that hold these departments or agencies to this deadline. However, there is the statutory guideline for a 30-day completeness check that all Planning applications must adhere too, and it was indicated that compliance with receiving comments from all reviewers within this time frame varies greatly.

Engineering does have a review time frame of 20 days for permits that are only under their purview.

For Building and Fire permits, there are performance standards for the building plans review. However, many building plans also require review by planning/zoning and fire (and to a lesser extent engineering). These entities do not have performance targets for their review of building permit applications. As a result, while Building's share of the

review may be complete, Planning or Fire may take much longer, delaying the issuance of the permit and sometimes causing conflict if Planning or Fire identify issues that require changes to the plans. It is not uncommon in Building plan review for Planning review to cause delays in the Building review process, or for Building to issue comments without first receiving confirmation from Planning that the project does not conflict with zoning. Moving forward, it is important that Planning and Fire develop the capacity to review plans within a specific and reasonable timeframe and that doing so become an expectation.

For each application type, there should be a designated "lead agency" (whichever division is responsible for the overall plan type) and there should be review targets for all potential reviews under that application type.

PERFORMANCE TARGETS*

These targets cover the time frame from when the application is taken in (or deemed complete) to when the first review is complete. The city should not be held accountable for the time that an applicant takes to revise plans.

Permit Type	Completeness Review	Initial Plan-Review	Resubmittal Plan Review
LEAD AGENCY: PLANNING			
Conditional Use Permit			
Assigned planner	X days	Y days	Z days
Engineer	X days	Y days	Z days
Fire Prevention	X days	Y days	Z days
Public Services	X days	Y days	Z days
Etc….for Design Review, General Plan Development, Maps, Use Permits, Variances, and Zoning.			
LEAD AGENCY: ENGINEERING			
Improvement Plan			
Engineer	X days	Y days	Z days
Planning	X days	Y days	Z days
Fire	X days	Y days	Z days
Public Services	X days	Y days	Z days
Other	X days	Y days	Z days
LEAD AGENCY: BUILDING			
Commercial Tenant Improvement			
Building Reviewer	X days	Y days	Z days
Planning/Zoning	X days	Y days	Z days
Fire	X days	Y days	Z days
Engineering	X days	Y days	Z days
LEAD AGENCY: FIRE			
Fire Sprinkler			
Fire	X days	Y days	Z days

Once the performance metrics are established, they should be formalized through a written agreement signed off on by the manager or supervisor responsible for overseeing that function – including by managers outside of the department. For contract reviews,

the contracted firm should also be held to the written expectations and incorporated into official contracts. These official performance metrics should be incorporated into the electronic workflow of the permitting software system when implemented. This will help all staff develop an understanding of performance expectations and be automatically notified of upcoming deadlines.

Using the TRAKiT system, regular reports should be provided to managers indicating whether targets are being met and, where they are not, and to discuss options to address this. The performance report would also indicate the average number of resubmittals required by permit type. An example for Planning permits follow:

PERFORMANCE REPORT: (TIME FRAME)				
Planning Division Plan Review / Revisions				
Planning Review of Planning Applications				
	Total #	Initial Review	Re-Review	# of Revisions Required
Administrative Design Review	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Design Review	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Tree Permit	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Conditional Use Permit	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Zone Verification	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Etc.				
Planning Review of Building Permit Applications				
Building – Residential	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Building – Commercial	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Etc.				
Planning Review of Engineering Applications				
Improvement Plan	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Etc.				

A similar report should be developed for applicable Engineering, Fire, and Building applications.

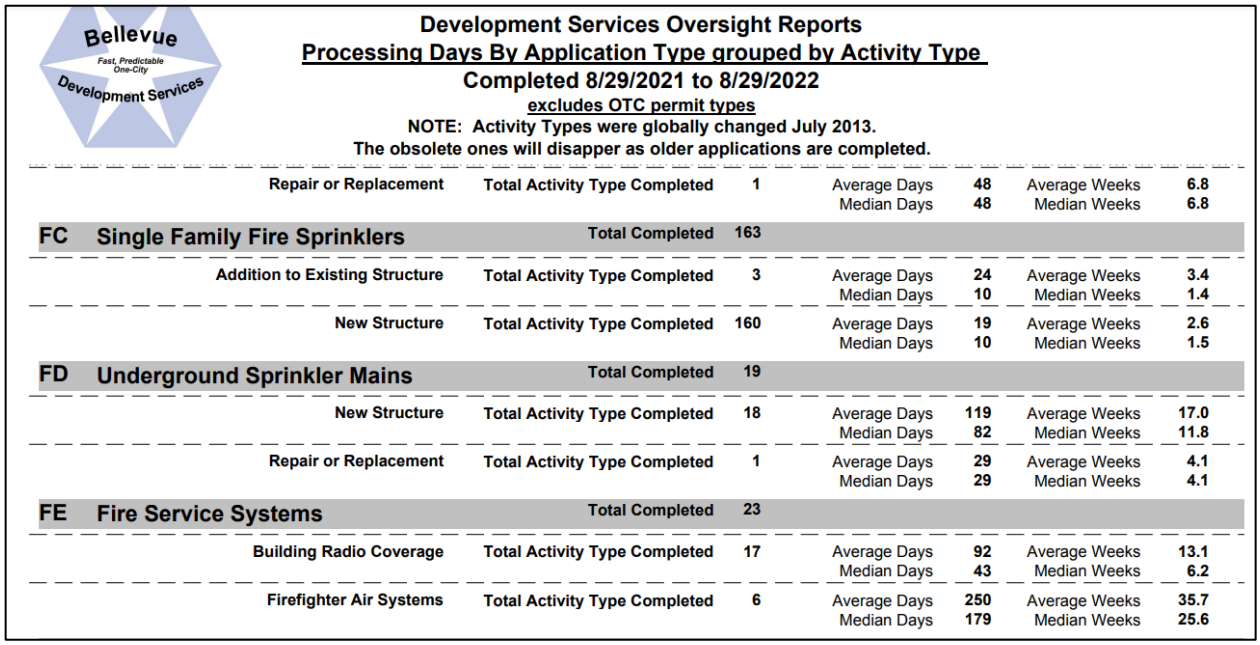
Performance should be reviewed monthly by managers of each function, and regularly by the department director. Based on actual versus target timelines managers should examine options to address any shortfalls. Options include:

- Streamlining processes or simplifying reviews
- Adding resources (staff or contracted)
- Changing the performance expectations if unrealistic

The above reports are to be utilized by managers to examine how timely review is within their divisions. As a result, the information should show performance by division, whether or not the permit originates in that division. For example, the Planning Manager will look at turnaround time for planning review of planning applications but also of building and engineering applications where their team is a reviewer.

In addition to this, the City should develop public reports that identify the overall timelines for different permit types. This is for the benefit of permit applicants so that they can understand how long a permit typically takes from submission to issuance. The applicant typically does not care which division is slow or fast with reviews, they simply want to understand how long the entire process typically takes.

Below are several examples of online reports provided by other agencies as an example of the type of information that is provided on-line.



Bellevue
Fast, Predictable One-City
Development Services

Development Services Oversight Reports
Processing Days By Application Type grouped by Activity Type
Completed 8/29/2021 to 8/29/2022
excludes OTC permit types
NOTE: Activity Types were globally changed July 2013.
The obsolete ones will disapper as older applications are completed.

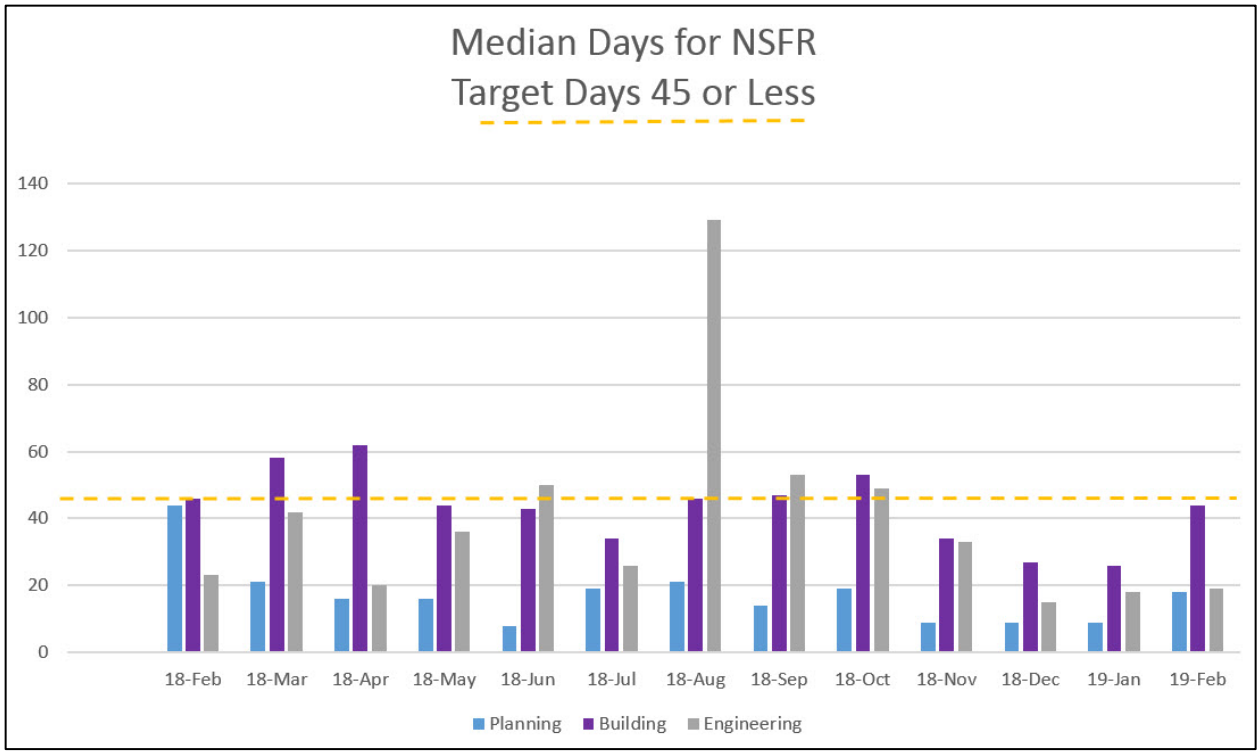
	Repair or Replacement	Total Activity Type Completed	1	Average Days	48	Average Weeks	6.8
				Median Days	48	Median Weeks	6.8
FC	Single Family Fire Sprinklers	Total Completed	163				
	Addition to Existing Structure	Total Activity Type Completed	3	Average Days	24	Average Weeks	3.4
				Median Days	10	Median Weeks	1.4
	New Structure	Total Activity Type Completed	160	Average Days	19	Average Weeks	2.6
				Median Days	10	Median Weeks	1.5
FD	Underground Sprinkler Mains	Total Completed	19				
	New Structure	Total Activity Type Completed	18	Average Days	119	Average Weeks	17.0
				Median Days	82	Median Weeks	11.8
	Repair or Replacement	Total Activity Type Completed	1	Average Days	29	Average Weeks	4.1
				Median Days	29	Median Weeks	4.1
FE	Fire Service Systems	Total Completed	23				
	Building Radio Coverage	Total Activity Type Completed	17	Average Days	92	Average Weeks	13.1
				Median Days	43	Median Weeks	6.2
	Firefighter Air Systems	Total Activity Type Completed	6	Average Days	250	Average Weeks	35.7
				Median Days	179	Median Weeks	25.6

Source: Bellevue, Washington

Permit or Application	Type	Approximate Business Days*	Currently Processing
Building Permit	Intake	13	2nd Week of August
Building Permit Rapid Review	Intake	9	3rd Week of August
Building Construction Change - (Hybrid Process PTS/Accela)	Intake	5	4th Week of August
Building Construction Change	Intake	4	4th Week of August
Demo, Stand Alone Mechanical, Plumbing and Electrical Permits	Intake	6	3rd Week of August
Discretionary Projects	Intake	1	Current
Grading, Public Improvement, Mapping	Intake	23	4th Week of July
Sign Permit	Intake	6	3rd Week of August

Source: San Diego, California

Source: Tacoma, Washington



Source: Lake Oswego, Oregon; NSFR=New Single Family Residence

This report should encompass all permit types and review disciplines.

Both the management reports and the reports for the public should be produced by TRAKiT, not manually. While it can be fairly time-consuming to design such reports and set them up in the software system as standardized reports, once they are designed there is much less work involved in reproducing them on a monthly, quarterly, or annual basis. These reports may be set up to automatically generate and email to specific staff.

Recommendation #15: Develop clear performance expectations (processing timelines) for plan review by function. Include all agencies involved in the review process.

Recommendation #16: Create standard performance reports to be used by managers to track whether standards are being met. Also provide simpler standard reports for the public to be posted online.

3. All elements of development review should have backup resources such as contract reviewers and inspectors to be deployed in cases of unusually heavy workload or high-priority projects.

Permitting workloads often fluctuate based on the performance of the local economy and on the timing of specific, large-scale projects. It is important, therefore, to be able to expand (and contract) with these fluctuations so that increased workload does not automatically lead to overwhelmed staff or missed timelines.

As noted in the previous sections, mangers need to pay attention to the actual performance of their divisions in terms of timelines and predictability. They also need mechanisms to put in place if timelines are not being met. In some cases, processes may be streamlined (as discussed in Section 5, Process Improvements), levels of review adjusted, but being able to call on additional resources should also be an option.

Planning

Currently all planning review is done in-house. Staff report being extremely busy and struggling to meet timelines, and a review of performance indicates that Planning review of Building Permit applications is often a source of delay.

Planning review requires considerable expertise in the specifics of a city's requirements and processes, and as a result mangers are reluctant to seek outside help to address workload issues. However, many California communities have successfully hired contract planners to ensure that work can be undertaken in a timely and predictable manner. Managers should carefully examine the current processes and identify tasks that could be outsourced to help move applications forward when workload is an issue. Examples for Planning would include:

- Planning and zoning review for building permits (especially once these submittals are electronic). In most cases, a skilled planner should be able to conduct reviews of building permit applications within one to two days. Contracting for this role would help speed up the building permit approval process and free up resources within the Planning Division. This approach will be much easier once Planning begins to use the permitting software system as a database to incorporate the entitlement application review and approvals.
- Environmental reviews. Currently the department director is personally conducting many of the environmental reviews for planning projects. This is time-consuming and detracts from the work needed to manage staff and coordinate departmental operations. Other California towns have found that contracting out for environmental reviews (with clear timeline expectations) has helped improve performance.
- Specific projects. When extremely large and complex projects are submitted to the Planning Division, they may overwhelm the division and prevent other projects

from being attended to. The Planning Division should consider assigning an outside planner to all work associated with a specific large scale project.

Engineering

Engineering reviews and associated functions are currently completed by a combination of both internal staff and embedded contract staff. The City contracts for 20 hours per week for both the City Engineer and City Surveyor functions respectively. The City Engineer provides operational support to the Public Services Department as needed and provides development review services to the Engineering function in Community Development.

The contracted City Surveyor assists the Civil Engineer with conducting site plan and improvement plan reviews and signs these approved documents on behalf of the City. The City is required to have either a City Surveyor or contract for these services per the Subdivision Map Act section 66416.5.

The City may consider the continued use of contracted City Engineer and Surveyor functions in the future. This approach provides flexibility to scale hours based on workload, noting that currently both positions are staffed by retirees (former local government staff) and the number of hours is limited to 20 hours per week per person. However, a total of 40 hours of coverage per week has historically been provided over the last few years. Recommendations regarding these two positions and their staffing level will be evaluated in the staffing and workload chapter.

Fire

The Fire plan review operations were in a state of transition during this assessment, with a contract reviewer being used temporarily while the City worked to replace an existing fire plans reviewer. This suggests that the Fire review function is able to obtain outside assistance if needed to handle periods of high workload. While it is important to have in-house expertise in fire review, it is also important to retain this contract resource to augment internal staff as workload increases or technical assistance is needed for special or large/unique projects are submitted.

Building

The Building Division utilizes contract reviewers and has clear performance expectations for these reviews. Some plan reviews for simple residential projects are done in-house by building inspectors, who report difficulty meeting timelines. Building may want to consider expanding plan review capacity through hiring an additional plan reviewer or by using contract reviewers for these if timelines are not being met.

Additionally, the Building Division utilizes a combination of in-house and contracted Building Inspectors to augment their internal team. Contract inspectors are used as a way to respond to vacancies and peaks in workload.

Currently, the City does not guarantee next-day building inspections for those requesting them because of the limited availability of inspectors. Building should expand the use of contract building inspectors to ensure that a next day target can be met or hire reviewers to do some of the in-house reviews being done by inspectors, freeing them up to primarily be in the field.

> Recommendation #17: The Planning Division should put in place a mechanism for contract planning reviewers as needed to meet timelines or during periods of heavy workload.
>
> Recommendation #18: At a minimum, environmental (CEQA) reviews should be completed by a contracted environmental planner or environmental consulting firm.
>
> Recommendation #19: Engineering, Building, and Fire should put in place flexible contracts so that additional plan review resources are available when needed.
>
> Recommendation #20: Expand the use of contracted Building Inspectors to meet next day inspection turnaround.

4. The Community Development Department needs to implement a formal succession planning program.

Succession planning is an important aspect of all organizations, especially those that are highly regulatory or include highly technical positions. Community Development has multiple divisions and has many opportunities for succession planning to properly develop their employees and grow organically. Succession planning is a deliberate program that is intended to properly equip the organization for continuity of operation when key individuals are absent.

Succession planning can take many forms and it can occur within any size organization or team. Succession planning should occur for all positions throughout an organization and not solely for key positions. Succession planning is skill set development focused to equip other team members to step in and perform specific duties when needed and not only when a position is vacated. This includes cross-training staff to fill in positions as needed, which has been done for a few positions (e.g. Permit Center staff, Permit Techs). Succession planning should fall to all team members throughout the organization, highlight a path for growth for junior employees, and ensure that senior employees have

in place a plan so that their work can continue if or when they retire or move to a different position.

Steps that may be taken during the succession plan development and implementation include:

- Identify the roles that are included and those that are not.
- Engage all stakeholders who will be impacted throughout the process.
- Develop immediate, short- and long-term succession plans.
- Identify internal staff members who could have a positive impact on the organization and might be future leaders.
- Tailor succession plans at the division level but for each individual member identified as part of the plan (either through their role or skill set).
- Encourage all employees to create an individual development plan, regardless of their position. This inspires employees to be more accountable in their current role and future roles in the organization.
- Identify resources needed for creation and implementation of plan.
- Evaluate employee talent on a regular basis, ideally annually.
- Outline succession plan goals broadly and individually.
- Leaders should engage with staff on a regular basis to receive and provide feedback.
- Create an open environment where employees can engage in conversations with each other and with departmental leadership.

The above points outline steps to facilitate the development and implementation of succession plans for all department staff. These points should be used as guiding principles as the Department (or organization) develops succession plans for staff. The goal of succession planning is to equip all staff with the necessary skill sets to maintain operations and to encourage staff's growth and development.

> Recommendation #21: Create a robust succession plan to recruit, develop, and retain Community Development Department staff.

5. The Department should expand communication with customers to better understand their perspectives on the permitting process and how it could be improved.

Understanding the permitting and inspections process from the perspective of a permit applicant is critical to addressing roadblocks to a predictable, efficient process. Collecting regular feedback from applicants and using that feedback when considering how to improve operations, will ensure that time and effort are appropriately allocated.

Currently, the department solicits feedback from applicants through a survey on their web site. In addition, the City's Economic Development staff meet regularly with developers to obtain feedback. Both of these are valuable and should be continued, as long as there is a clear mechanism for managers to review this input and consider it when addressing permitting issues. The results of the customer survey should be shared regularly with Department and City leadership.

As part of this study, the consultants conducted a survey to obtain feedback from applicants. Rocklin should consider implementing such a survey on an annual basis, sending it out to all applicants who obtained a permit or approval in the previous year. This survey should ask consistent questions with the goal of improving scores on a number of these, such as:

- Staff provided me with good customer service during the process.
- I clearly understood what information and documentation I needed to include in my application.
- The City's website had the information I needed to prepare a complete application.
- Submitting my application was efficient.

The data on the survey undertaken for this project is provided in Appendix B. A similar annual survey could be undertaken in house with a relatively low level of effort using an on-line survey tool. The current customer satisfaction survey should be revised to focus on strengths and weakness in the permitting process. A link should be automatically sent to each applicant once their application is approved/denied, when the building permit is issued, and when the final inspections are completed.

Additionally, a primary concern received from the stakeholder outreach revolved around the lack of communication from the City regarding development activity, processes, regulations, etc. Currently, proactive outreach is generally limited to Economic

Development staff who serve as a liaison between the development and business communities and the City.

The City should provide more information to the development community regarding current activities, improvement efforts, and guidelines on how to effectively navigate the permitting process.

> Recommendation #22: Revise the existing customer survey used by Community Development to examine strengths and weaknesses in the permitting processes for planning, engineering, fire, and building.
>
> Recommendation #23: Community Development should conduct regular outreach with the local development community.

6. The Planning Division should rewrite the land use/zoning code with an eye to simplifying it and reducing the need for interpretations.

While this is a longer-term undertaking, as noted above many issues identified regarding the planning process related to the complexity of the City's land use code, especially as the City is near full build out, leaving more difficult-to-develop properties as the primary candidates for development and redevelopment. The current land use/zoning ordinance was last comprehensively rewritten over 30 years ago. While it has been updated on a regular basis, it is inconsistent and has limited applicability and alignment with the type of development currently occurring in Rocklin. This approach can create multiple challenges for both staff and applicants. Issues also arise with the City's use of multiple General Development Plans / Specific Plans for various sections of the City. This creates additional confusion on the prevailing zoning ordinance, as some of these plans are not digital and thus not embedded in the City's online zoning code and maps.

The City should plan and budget for a comprehensive code review and update that meets the policy objectives of the City while reducing complexity and ambiguity where possible. This effort should help streamline the entitlement process as a new code will better align the regulations with the type of development occurring in Rocklin and reduce the dependence on multiple staff interpretations that are not publicly published. Doing so is a significant undertaking and will require the hiring of consultants to lead the effort.

An updated land development code should maintain the overall intent of the current code but simplify the codification and layers or regulations. The land development code should reflect the nature of the City but organized in a way that promotes the clear identification of applicable codes. When developing a new land use code, it is important to incorporate the following best practices:

- Logically organize ordinance with a user-friendly table of contents and/or index.
- Fewer zoning categories that are more broadly defined.
- Ordinance provisions that are easily understood by all users (e.g. simplify legalistic language).
- Standards and processes that incentivize (re)development in certain parts of the City.
- Protections of stable residential communities from incompatible development.
- An ordinance that reflects contemporary best practices, especially in areas expected to see significant development or impacts of development (e.g. sustainability, renewable energy, etc.).
- An ordinance that incorporates current development and economic practices within the City.
- Conduct adequate public input into project reviews.
- Incorporate use tables to clearly identify setbacks, height restrictions, use, parking requirements, etc.
- Authorize planning staff to make more decisions on minor permits and approvals based on objective criteria and conditions in the zoning code. This may be through a formal process through a zoning hearing officer or designated zoning administrator at the staff level.
- Consolidate the ordinance into as few overlay zones as possible, potentially reducing the number of small area / planned development zones and special requirements.
- Incorporate graphics into the zoning ordinance versus text heavy.
- Include a strong interactive ordinance that is easily navigable in the digital environment.
- Develop a frequently asked questions page for users.

Incorporating many of these best practices into a new land development ordinance will provide more user-friendly land development regulations. Furthermore, it will create greater efficiencies for staff who are conducting reviews. However, this will require an extensive effort by a consultant and City staff.

> Recommendation #24: Budget funds and hire a consultant to conduct a comprehensive review of the City's land use code with the intent to redevelop the code while clarifying requirements and ensuring that the objectives of the code are met.

7. The City should adopt cost recovery goals for development related services and update their fee schedule to align with these goals.

City Council has not formally adopted cost recovery goals associated for the provision of development review, permitting, and inspection services. While development services is a core function required to be provided by the City, California has adopted progressive legislation for cost recovery of these services, including the ability to recuperate full cost of service.

The City should evaluate their willingness to provide for greater cost recovery for development services, especially those related to planning and engineering services. These reviews often take significant staff time and should have a significant portion of the cost covered by the applicant. Also, for contracted services it is important that the City charge sufficient fees to cover the cost of service provided by contracted staff or adopt a fee for the services provided by the City (e.g. intake and processing the application) and a separate cost for the applicant to pay for contracted plan review. If contracted services are provided the City should determine an appropriate approach to assigning fees and the fee schedule should be representative of this approach.

It is recommended the City adopt formal cost recovery goals and update their fee schedule to meet these fiscal goals.

> Recommendation #25: City Council should adopt formal cost recovery goals and update their development fee schedule to meet these goals.

4. Customer Information and Interaction

Providing applicants with clear information regarding the City's development review requirements benefits customers by making the process more predictable and helps staff by reducing errors and omissions in permit applications.

The stakeholder survey conducted as part of this project indicated that many applicants are lacking access to the information that they need to navigate the permitting process. This likely results in time-consuming phone calls and meetings between staff and applicants to clarify what is required and how to submit applications. Only 34% of respondents said that the website had the information they needed to prepare a complete planning application, and 52% said the website had the information they needed to complete a building permit application.

Planning

The City's General Plan, Zoning Ordinance, and some Planned Development zoning information is available on-line. There is also an interactive GIS story map that provides information on proposed, approved and under construction projects. Application documents for most planning applications are provided online in a Universal Application, which includes checklists indicating what should be included in an application. While applicants who go through the pre-application process are provided direction on what needs to be filled out on Universal Application, the online version must be printed out and completed by hand and is not intuitive.

The Planning Division also provides additional information online to help guide applicants, including design review guidelines, general plan documents, sign design guidelines, and landscaping guidelines and templates.

The zoning code is available as a link to Municode, with additional information related to some planned development areas.

A challenge with public education and information with regards to planning stems in part from the complexity of the City's requirements as well as ambiguity in areas that have led to numerous interpretations being made that are not available to the public to review. This complexity creates a burden for staff, who need to explain the requirements to applicants, and for the applicants seeking to design projects that meet them. These interpretations are not available online and thus not readily accessible for applicant research and results in applications that do not meet the intent of the code. In addition, some staff are not familiar with the full scope of past interpretations which may also result in issues with review. Finally, the current zoning ordinance is over 30 years old and

has been cobbled together to address legislative changes. Addressing this issue would involve looking at the code itself, which is a recommendation of this report (see Section 3, Management and Administration).

However, applicants also expressed frustrations about understanding, not just the City's requirements, but the process itself. This speaks to a need for clearer materials for the applicant to understand the entitlement process and the associated timeline. Having a general understanding of the overall process and timeline should reduce the number of inquiries and follow up that staff must frequently provide to the public.

Engineering

Many engineering requirements are incorporated into the Universal Application used by the Planning Division. Applications for engineering-only approvals are available on the web site, but again must be printed out and completed by hand. These forms contain checklists indicating what needs to be included in the submittal (e.g., Preliminary Title Report). The application form for improvement plans includes hyperlinks to additional required forms (e.g., project contact information form, building permit application) but the hyperlinks are broken and take the applicant to Rocklin's home page. The documents are not intuitive and would require someone familiar with Rocklin's processes to complete without significant assistance from staff.

Fire

For fire-related construction plans (sprinkler systems, fire alarm systems, hood and duct suppression systems, medical or compressed gas, and firelines) there are links online to the permit application form (which is the same as that used for building permits) and a separate checklist indicating what attachments are required. As with Building, the specific requirements associated with these permits are part of the City's adopted building code.

An issue raised in interviews with staff is that some of the fire requirements associated with site plans (conducted as part of a planning review) are not codified or available to the public. Applicants do not know how to design to meet these standards because the standards are not written down. One example cited is that for properties where access is controlled by a lift gate, there must be an "Opticom" reader to allow fire truck access. Other issues often identified in plan review but not codified or provided to the public relate to water supply requirements.

Building

The Building Division has more information available on-line than the other divisions, including an interactive online residential permit guide, which walks the applicant through

the permit application process, from identifying whether a permit is required to paying a deposit for the plan review. A similar guide is planned for other application types in development services.

The division also has step by step instructions on what an applicant should do to determine if a permit is required, identify other requirements, submit an application, request inspections, and close out the project. The information is straightforward and while not detailed provides a good sense of what to expect.

The division also posts a monthly report of permits issued in the previous month in PDF format. The department is on a positive track with the use of the online interactive guide for building permits.

1. The Department should provide clearer materials that explain the development review process in a user-friendly manner.

Both applicants and staff would benefit from clearer documentation in a user-friendly format that walks applicants through the steps involved in any development project, including:

- What triggers different permitting requirements,
- What the documentation / submittal requirements are for these different permits / approvals, and
- What order the reviews should occur.

While the Building Division's interactive system is a good start, the City should also provide this information in a written guide that would allow potential applicants to "scan ahead" and look at what to expect in later phases of the review process.

Below are some examples of development handbooks that could be used as a starting point:

Aurora, Colorado:

Development Handbook web.pdf (civiclive.com)

Campbell River, California:

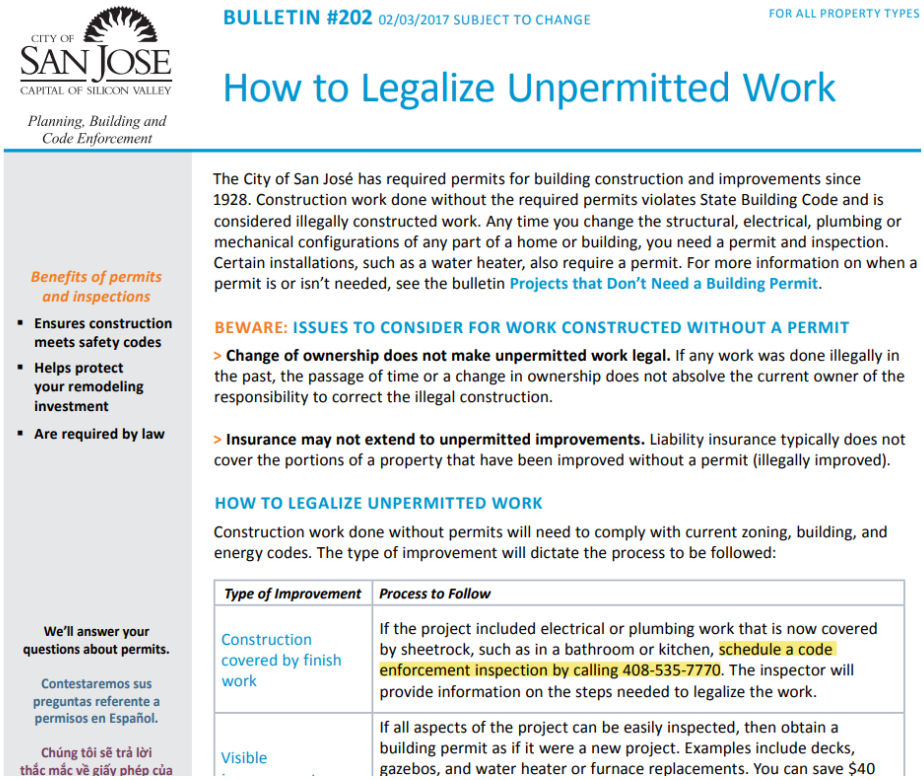
development-permit-handbooka917074f53fb62a298dbff000088bbe5.pdf (campbellriver.ca)

Boise, Idaho:
city-planning-handbook_2021.pdf (cityofboise.org)

Longmont, Colorado:
[637565186638330000 (longmontcolorado.gov)]

In addition to a comprehensive guide, the City should develop some simple one-page handouts that cover frequently asked questions and provide a simple framework to help applicants understand more basic requirements and issues. One example cited by staff that requires a huge amount of staff time to explain is how to legalize unpermitted work. The City of San Jose has a strong bulletin on this that provides a model:

https://www.sanjoseca.gov/home/showpublisheddocument/25891/637051048758670000



CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY
Planning, Building and Code Enforcement

BULLETIN #202 02/03/2017 SUBJECT TO CHANGE

FOR ALL PROPERTY TYPES

How to Legalize Unpermitted Work

Benefits of permits and inspections

- **Ensures construction meets safety codes**
- **Helps protect your remodeling investment**
- **Are required by law**

We'll answer your questions about permits.

Contestaremos sus preguntas referente a permisos en Español.

Chúng tôi sẽ trả lời thắc mắc về giấy phép của

The City of San José has required permits for building construction and improvements since 1928. Construction work done without the required permits violates State Building Code and is considered illegally constructed work. Any time you change the structural, electrical, plumbing or mechanical configurations of any part of a home or building, you need a permit and inspection. Certain installations, such as a water heater, also require a permit. For more information on when a permit is or isn't needed, see the bulletin **Projects that Don't Need a Building Permit**.

BEWARE: ISSUES TO CONSIDER FOR WORK CONSTRUCTED WITHOUT A PERMIT

> **Change of ownership does not make unpermitted work legal.** If any work was done illegally in the past, the passage of time or a change in ownership does not absolve the current owner of the responsibility to correct the illegal construction.

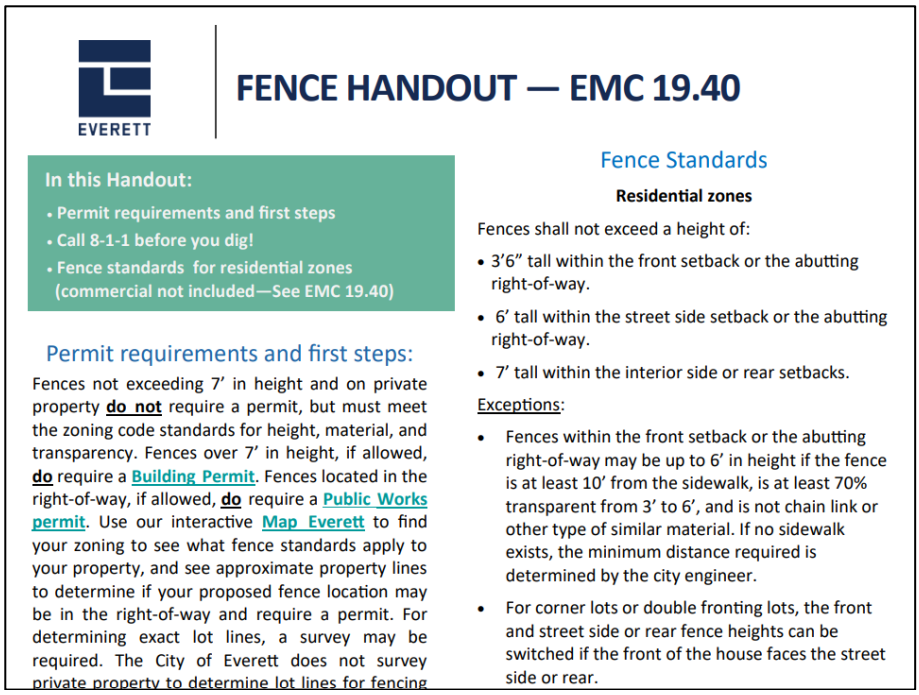
> **Insurance may not extend to unpermitted improvements.** Liability insurance typically does not cover the portions of a property that have been improved without a permit (illegally improved).

HOW TO LEGALIZE UNPERMITTED WORK

Construction work done without permits will need to comply with current zoning, building, and energy codes. The type of improvement will dictate the process to be followed:

Type of Improvement	*Process to Follow*
Construction covered by finish work	If the project included electrical or plumbing work that is now covered by sheetrock, such as in a bathroom or kitchen, schedule a code enforcement inspection by calling 408-535-7770. The inspector will provide information on the steps needed to legalize the work.
Visible	If all aspects of the project can be easily inspected, then obtain a building permit as if it were a new project. Examples include decks, gazebos, and water heater or furnace replacements. You can save $40

Other common handouts related to simple residential projects, such as fences and sheds, swimming pools, tents, special events, etc. would be beneficial. Examples are provided below.



EVERETT

FENCE HANDOUT — EMC 19.40

In this Handout:

- Permit requirements and first steps
- Call 8-1-1 before you dig!
- Fence standards for residential zones (commercial not included—See EMC 19.40)

Permit requirements and first steps:

Fences not exceeding 7' in height and on private property **do not** require a permit, but must meet the zoning code standards for height, material, and transparency. Fences over 7' in height, if allowed, **do** require a Building Permit. Fences located in the right-of-way, if allowed, **do** require a Public Works permit. Use our interactive Map Everett to find your zoning to see what fence standards apply to your property, and see approximate property lines to determine if your proposed fence location may be in the right-of-way and require a permit. For determining exact lot lines, a survey may be required. The City of Everett does not survey private property to determine lot lines for fencing

Fence Standards

Residential zones

Fences shall not exceed a height of:

- 3'6" tall within the front setback or the abutting right-of-way.
- 6' tall within the street side setback or the abutting right-of-way.
- 7' tall within the interior side or rear setbacks.

Exceptions:

- Fences within the front setback or the abutting right-of-way may be up to 6' in height if the fence is at least 10' from the sidewalk, is at least 70% transparent from 3' to 6', and is not chain link or other type of similar material. If no sidewalk exists, the minimum distance required is determined by the city engineer.
- For corner lots or double fronting lots, the front and street side or rear fence heights can be switched if the front of the house faces the street side or rear.

Decisions regarding what subjects are most appropriate for such handouts should be made in concert with those staff who frequently respond to questions from the public.

Recommendation #26: Prepare a comprehensive development handbook that provides clear, user-friendly information on each stage of the development process. Given staffing and workload considerations, it is recommended that this be resourced outside of the department, either through a contract or by hiring a communications expert on a short-term basis.

Recommendation #27: Expand the interactive residential permit guide to cover additional permits, including commercial building permits, planning applications, and engineering applications as well as fire-specific building permits.

Recommendation #28: Based on the work on the development handbook, re-design the permitting portion of the City's web site to provide clearer information about the permitting process, steps involved, and information required.

Recommendation #29: Work with front-line staff (to include all staff who answer questions from the public) to identify most frequently asked questions and prepare basic handouts / FAQs on these questions.

2. The Fire Department should codify all requirements related to site-plans (and any other requirements that are not formally adopted but that are required) and ensure this information is provided to the public.

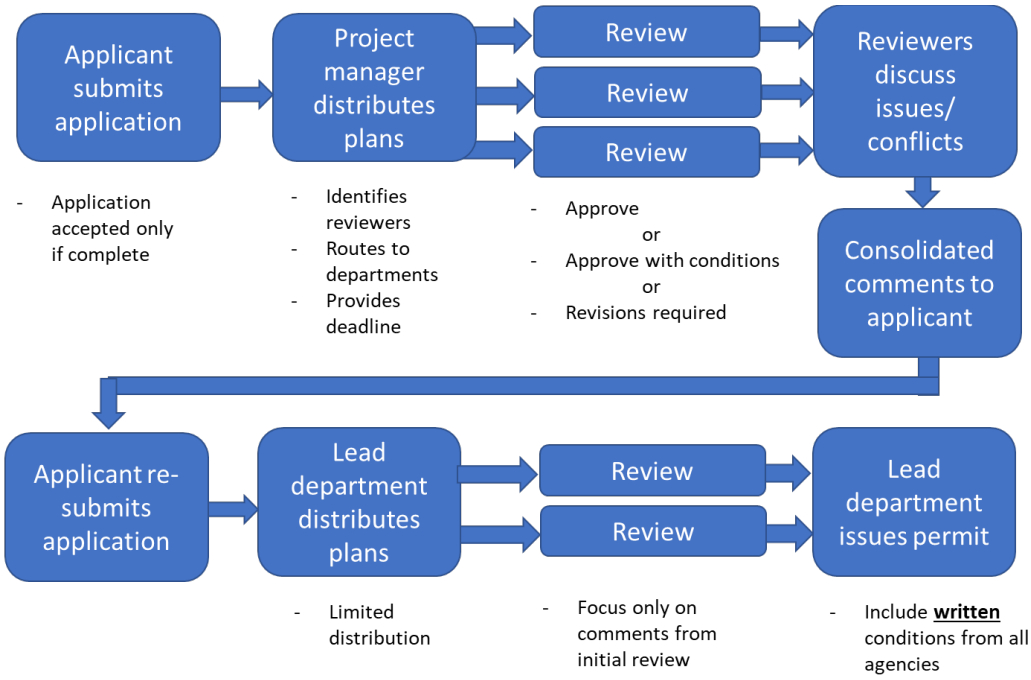
Staff interviewed during this project indicated that they often received pushback from developers on certain requirements identified during the review process, particularly related to site plans. This was confirmed by the Fire Chief, who expressed a desire to address this shortcoming during the current code cycle. This update should include clear standards on fire truck access, water access, and other items looked for in site plans. Rockling specific requirements should be codified (through the once every three year cycle or take specific amendments to City Council for adoption off cycle) and links to these codes should be located on the City's and departmental webpages.

> Recommendation #30: During the current code revision cycle, ensure that all fire requirements are clearly codified. Prepare basic guides on these requirements and have them available on-line.

5. Process Improvements

The permitting process should be designed in a way that allows for a predictable, consistent approach, with the City speaking with a single voice even when reflecting input from a number of different review disciplines (e.g., engineering, public services, fire, planning). A "best practice" approach, outlined below, should generally be followed by all divisions, although the complexity may be greater (for example if public hearings are involved) or less (for example for a permit that requires only one reviewer).

For each permit type, one department or division acts as a filter to ensure that critical issues across the organization are addressed. For example, planning consolidates input from fire, engineering, and others and ensures that approvals and conditions of approval reflect this input. Building similarly is responsible for ensuring that fire, zoning, and occasionally other requirements are addressed before the building permit is issued. Any conflicts between comments or perspectives should be resolved before these comments are provided to applicants, so that applicants are not caught having to resolve these conflicts.



Planning

Planning has a single application process for all applications submitted directly to them. This approach includes submitting a paper application to the Planner of the Day, who conducts a cursory review to ensure all applicable materials have been provided, it is

routed to the Permit Technician who intakes and assesses fees, then routed to Admin Specialist to create a physical project folder, then the Planning Manager assigns a Planner who will serve as the application project manager. This includes a significant number of hand off between Planning staff before an application review begins.

At this point, the planner will conduct a more thorough application review and if the application is deemed complete enough for referral route to appropriate City and contracted reviewers. Comments are sent to the planner via email who compiles and sends to the applicant as necessary. The applicant will revise the plan until staff have ensured all issues are resolved. The application is then approved if a staff decision, but often times planning applications also require review by the Architectural Review Committee, Planning Commission, and/or City Council for public hearing, discussion, and decision making.

The current approach to processing Planning applications is heavily paper based and is primarily conducted outside the City's permitting software system.

In addition to the application process described above, Planning is responsible for facilitating a pre-application process. Prior to the Covid pandemic, a pre-application meeting was held with the applicant to discuss and review their proposed project/concept. As a result of the Covid pandemic the process has been revised to the following.

The applicant submits their conceptual materials to the Planning Division either via email or in person. The Planning Manager creates an electronic file and distributes the materials to various City reviewers. Each reviewer has two to three weeks to review the materials and provide feedback. The Planning Manager compiles the comments and sends to the applicant.

A pre-application process is considered best practice and should continue with modifications discussed in an upcoming section.

Engineering

The engineering review process is generally aligned with best practices. A transition to online permit review and an addition of more customer information regarding engineering permits should be the primary focus for permits that originate with this division. One area of concern from stakeholders was the recent change where the site improvement plan application and approval are required prior to building application submittal. This change has resulted in a two-step process that which generally takes longer.

Fire

Fire only originates a small number of permits, and these are only reviewed by the Fire plans reviewer or contracted service. The Fire process can be streamlined primarily through the use of on-line permitting and plan review to reduce the use of paper and more rapidly transmit plans to the plans reviewer.

Building

Building's overall process for intake and review of permit applications is generally consistent with best practices. The process diverges, however, when comments are provided back to the applicant. Instead of providing consolidated comments that include feedback from building, fire, zoning, and any other reviewers, each reviewer provides comments directly to the applicant. Building's comments simply state that zoning requirements must be adhered to, but often the zoning comments are not provided for some time after building comments have been provided. It is not uncommon, according to staff interviewed for this project, for zoning comments to lead to plan changes that require a re-review by building and/or fire, a process that needs to be coordinated by the applicant.

As they transition to on-line permitting and plan review through BlueBeam, the division has already identified the need to ensure consolidated comments and obtain comments from all reviewers before communicating them to the applicant. This is a positive change and should be implemented.

1. The Planning Division should institute a number of changes to ensure more rapid, consistent feedback on projects.

As noted above, Planning does not currently use a Development Review Committee (DRC) process to review and reconcile comments. A Development Review Committee provides an opportunity to ensure that input from all reviewers and disciplines is received and processed, that potential conflicts between comments are resolved, and that coming out of the DRC the City is speaking with one voice.

The DRC meeting should be on a consistent day or time and can be held virtually using zoom or another video conferencing software. Such an approach allows the plans being discussed to be displayed on a screen, which is viewed by all, while comments are discussed. (This process will be easily facilitated once BlueBeam is fully implemented.)

Below are successful elements of an effective DRC process:

- One individual manages the DRC agenda, including invitations. Invitations are sent to all entities who are part of the plan review. This would likely fall to a Permit Technician.
- Reviewers should send their comments to the project manager (or attach to the application in the permitting system when applicable) prior to the DRC meeting. They must indicate in writing if they have no comments, and if they do have comments, must either attend the meeting or delegate attendance to someone else to ensure their issues are discussed.
- The agenda should be organized from most complex projects to least complex projects. That allows reviewers who are not involved in simple projects to only participate in the portion of the meeting that is relevant to them.
- At the conclusion of the meeting, the project manager prepares a consolidated set of comments that addresses all outstanding comments, ensuring that none contradict each other.

Cities differ on whether they prefer to include clients in the DRC meeting. In most cases, the DRC meeting is more efficient and productive if the client does not attend, allowing professionals to work through issues and contradictions in comments before discussing these with the client.

To maximize effectiveness of a Development Review Committee, it is important to establish the criteria for application types that will be discussed. Examples include rezoning, new commercial development, commercial infill projects, multi-family housing developments, industrial, major redevelopment projects, etc. Also, other sensitive projects near major intersections or historical areas should be included. City and Department leadership should list the criteria for project types that should be discussed at DRC.

> Recommendation #31: Reconstitute the Development Review Committee for major and specific application types.

2. Consolidated comments should always be provided when responding to permit applications that involve multiple reviewers (including Planning and Building).

As previously noted, best practices dictates that the City should speak with one voice by reconciling and consolidating comments from different reviewers when responding to an application. When a consolidated comment letter is compiled by the applicant "manager"

it helps ensure that comments do not conflict and provides a single comment letter. One comment letter ensures that the review is complete and that all comments are received and thus the applicant can modify their application for resubmittal without the fear of receiving additional feedback.

A single comment letter should be implemented across the board. In some cases, preliminary comments from a specific reviewer (e.g., engineering or fire) can be discussed with the applicant, but the formal response and request for resubmittal should include all review comments. Similarly, any resubmittal from the applicant should respond to all comments from all reviewers, and the resubmittal should not be accepted if it does not.

> Recommendation #32: **Implement a consistent policy of consolidating review comments from all disciplines into a single document for permit applications that involve multiple reviewers.**

3. The pre-application process should be revised to be more collaborative and focus on general project feasibility.

As noted in the chapter overview, the pre-application process was modified at the start of the pandemic and is now completed mostly autonomously by the different review groups. This approach during the early stages of the pandemic was useful but may not be the most productive approach for the applicant and staff. There is limited collaboration between the different review entities and almost no dialogue/discussion with the customer, except for the Planning Manager. The pre-application process should be modified with a focus on general project feasibility and better customer service. The following elements should be included in the revised pre-application process.

- The potential applicant should submit a request online for a pre-application meeting. This request should include background information on the potential project, location, relevant project information, and a one page high level site plan (if appropriate). While the current practice of requiring conceptual plans submitted to request a pre-application meeting allows for more detailed and specific comments, it often requires the applicant to submit a significant amount of information and spend time developing a conceptual design that may not be feasible. The current approach requires the applicant to spend significant time and money on conceptual design, which may not be warranted for individuals wanting to know the general feasibility of a project.

- A permit technician should review the pre-application materials and route to the standard pre-application reviewers at the City via the permitting software system. An interim step would be to receive the application via email, and the permit technician place the application materials in a shared network folder and email applicable reviewers of the new application.
- A virtual meeting should be scheduled with the potential applicant immediately to discuss the concept. This meeting should be held within one to two weeks of receiving application.
- Reviewers should review the pre-application materials within one week of receiving notification of the pre-application submittal. Comments should be uploaded to the permitting software or to the shared file.
- All applicable reviewers/disciplines should attend the virtual pre-application meeting with the proposed applicant and discuss major issues and concerns they have with potential project.
- Upon conclusion of the pre-application meeting, each reviewer should update their previous comments within one business day.
- The permit technician should compile the revised pre-application comments and provide the feedback letter to the potential applicant.

The major changes to this approach are focused on the level of project detail required to request a pre-application meeting, an interactive meeting with the potential applicant, and a shortened time period of between one to two weeks from initial submittal to conducting a pre-application meeting and receiving a comment letter. The meeting with the potential applicant is key so that staff can develop a better understanding of the potential project and provide sufficient comments about feasibility. An interactive discussion is more beneficial for the applicant. The pre-application meeting is intended so the applicant can provide a more comprehensive application and address major issues if an application is submitted, with the goal of a more streamlined process when the application is reviewed.

> Recommendation #33: Modify the pre-application process to require a less comprehensive application/design, require an interactive meeting between review disciplines and the applicant, and continue to provide a formal feedback letter.

4. The commercial site improvement plan process should be consolidated with the building permit process.

Community Development recently changed their site improvement plan process for commercial development applications. The current approach is to require a separate site improvement application and approval prior to submission of a commercial building permit application. Once the site improvement plan has been approved, the applicant can then apply for their building permit. This current approach to commercial development is a bifurcated process, split between separate Engineering and Building applications.

Many jurisdictions have a consolidated site improvement plan and building permit application and review process. Rocklin has instead moved to requiring an approved site improvement plan before the building permit application. While this was done in order to ensure that site issues are addressed before the building plans are submitted, it can cause delays in the project, and situations in which the site plan permit must be re-opened because of changes to the design of the building.

With better coordination between the review disciplines, a consolidated site improvement and building application and review will help streamline the review and permitting process. This change will also enable site improvement and building reviews to be completed concurrently and potentially save the applicant several months in processing time compared to current approaches.

> Recommendation #34: Incorporate the site improvement plan review into the commercial building application.

5. Expired permits should be addressed on an on-going basis.

The Building Division has indicated that it has a long backlog of expired permits, where permits were issued but no inspections have taken place, or where some inspections have been conducted but not completed. Technically a permit is expired if 12 months pass following permit issuance with no inspections, or 6 months go by from the last inspection. Issues with expired permits are relatively common in building divisions / departments with a variety of approaches being adopted to address the situation. Some communities chose to ignore the issue unless open permits are discovered (for example when a property is being sold), while others aggressively track down these permits in an effort to get them resolved.

Given the workload in the Building Division, tackling the large backload of expired permits would require additional resources and a specific project. In the meantime, however, the Building Official and Permit Center Coordinator should work with the TRAKiT vendor to create automated alerts for permits going forward. These alerts would indicate on a monthly basis that a permit has expired based on the time frame between issuance and

inspections and send out an alert to the applicant indicating what steps should be taken next.

As time and workload allows, the department could begin to address the backlog of expired permits moving from most recent to oldest.

> Recommendation #35: Implement an approach to address building expired permits as they occur. This can be achieved through an automated feature in the permitting software system. As an interim step, address older expired permits as time allows through written follow-up.

6. When a Traffic Impact Analysis (TIA) is required should be formally determined.

An issue that was referenced by both staff and stakeholders was focused on when a traffic impact analysis (TIA) is required as part of the development process. When speaking with staff in the various departments and teams, the project team received various answers on the criteria that triggers a TIA.

There are two recommendations that need to be implemented. First, the City needs to explicitly identify the criteria that requires a TIA. Once the triggering criteria is developed, it should be codified through a City ordinance and included in the development code. This should include the strict threshold criteria and the process for exceptions and appeals. Second, it should be determined who is responsible for reviewing applications and making the determination that a TIA is required. Based on the current process this should fall to Community Development staff as they are the primary department who accepts, reviews, and ultimately approve applications, likely falling under the Engineering Division.

> Recommendation #36: Develop and formally adopt the criteria that requires a traffic impact analysis.
>
> Recommendation #37: Identify the department/division who is responsible for determining when a traffic impact analysis is required.

7. The intake of encroachment permits should be moved from Public Services to Community Development - Engineering.

Public Services is currently responsible for processing encroachment permits for the City. This is the only permit that Public Services is responsible for processing and issuing. With the recommendation of transitioning the City Engineer role to a full time in-house

position and greater emphasis on traffic/transportation issues, encroachment permit submittal should become the responsibility of Engineering.

This approach will consolidate the vast majority of all development related applications to a single department and portal, providing a more streamlined process. Encroachment permits should be incorporated into the workflow of the permitting software system.

> Recommendation #38: Transition the intake, routing, and issuance of encroachment permits to Engineering staff in Community Development.

8. The Architectural Review Committee Process should transition to staff review.

Certain entitlement applications in parts of the City require an architectural review to ensure that design guidelines/elements are followed. This requires applications to be routed to the Architectural Review Committee (ARC) for their review and decision. The ARC consists of a member of staff consisting of either the City Manager or his/her designee, two City Council members, and two Planning Commissioners. This is an additional step in the application process that extends the process by approximately one month. The ARC is reviewing the application for compliance with very subjective adopted design guidelines.

Reviewing an application for compliance with adopted codes and standards should be completed at the staff level. Therefore, for applications that require design review that currently goes to ARC, these should be transitioned to a staff review. The Community Development Director or their designee should be responsible for reviewing for compliance with adopted design standards.

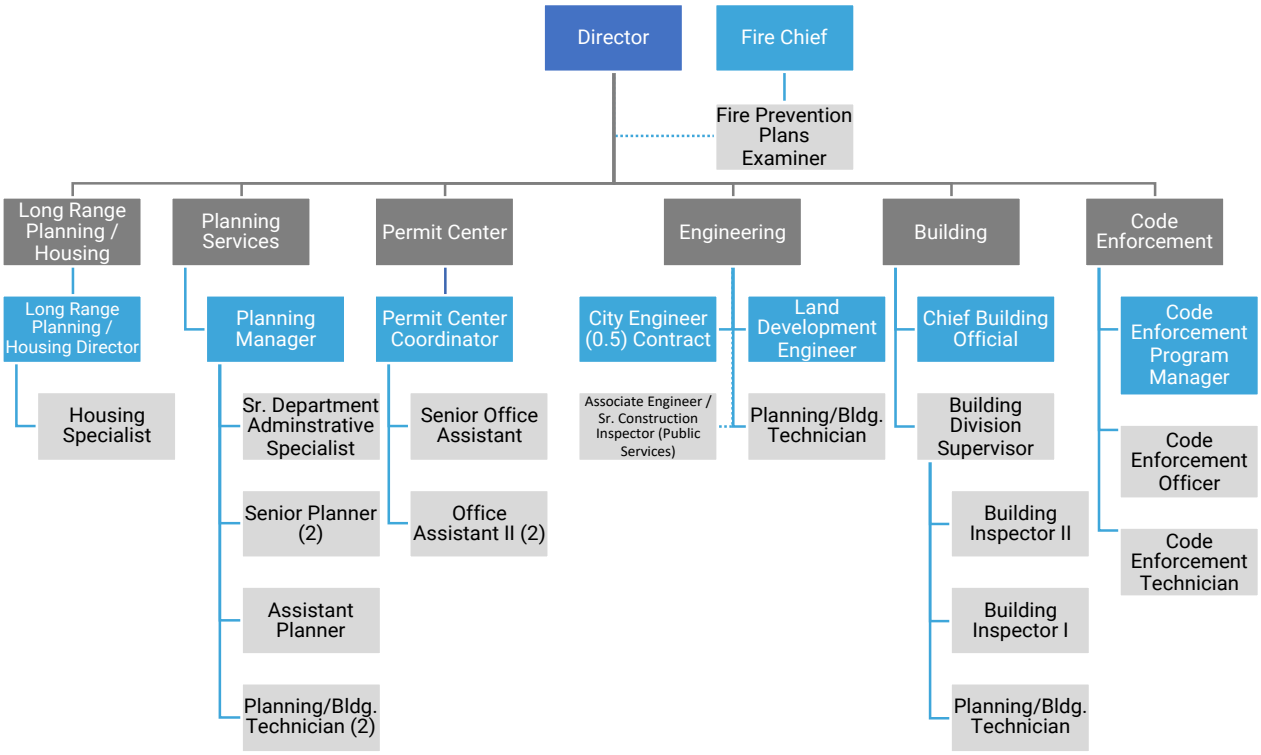
> Recommendation #39: The Architectural Review Committee process should be eliminated and application that require design element review should be conducted by Planning staff.

6. Staffing and Organization

As discussed in Chapter 3, Rocklin's relatively centralized permitting structure provides opportunities for strong collaboration and coordination among review disciplines. Especially at the Permit Tech level, there is good coordination in the processing of permits and in answering questions from the public that may cross multiple disciplines. In addition, the permit center coordinator and office assistants service as a communications bridge across multiple disciplines.

The organizational chart below reflects the current way that Rocklin's development related services team is organized.

Current Organization



The following sections will analyze the staffing and organizational structure needs of the development process.

1. The Long-Range Planning / Housing Director position should be reclassified.

In Planning, long range planning and housing related functions are currently completed by a compliment of 1.5 full time equivalent positions, although there are 2.0 full time equivalent positions budgeted. This includes a Long-Range Planning / Housing Director

and a part-time Housing Specialist. The classification of Long-Range Planning / Housing Director is a unique title, especially since the term director is used elsewhere throughout the City organization for department leaders who are directors. Second, this is unique since a "Director" reports to the Community Development Director. A conflict in traditional organizational hierarchy, especially for Rocklin.

The long-range director position should be reclassified to a Principal Planner position. In California, a principal planner is a common classification for planning agencies and traditionally aligns with the long-range planning functions of the current role of the long-range planning / housing director position. A principal planner would remain one step below planning manager but be responsible for a specific functional area (e.g., long range or current planning) and possibly have a team of individuals who report directly to them.

Adding the Principal Planner classification to the Planning Division hierarchy will create additional advancement opportunities for staff, provide supervisory experience, and align with prevailing practices in local government planning departments in California.

The position of Long-Range Planning / Housing Director position should be reclassified as Principal Planner when the position becomes vacant.

> Recommendation #40: Reclassify the Long-Range Planning / Housing Director position to a Principal Planner.

2. The Housing Specialist should be reclassified to a Management Analyst.

A part time Housing Specialist (20 hours per week) provides support to the Department. The Housing Specialist focuses on administering and ensuring compliance with the Community Development Block (CDBG) program, processing condominium agreements, annual apartment survey, update income limits, maximum sale prices, housing condition survey, landlord information program, and accessory dwelling unit program. Due to recent changes passed by the California state legislature, there is an increased need to provide additional services (e.g., compliance reporting, local ordinance / policy updates, etc.) related to housing programs and (re)development. These additional duties are similar to those often completed by a management analyst in Rocklin and other jurisdictions. Therefore, it is recommended to modify the employee classification to Housing Analyst.

Additionally, this position should transition to a full-time employee to provide a greater emphasis on updating housing policies, regulations, and actively participate in the development review process for new residential development to help ensure compliance

with local and state housing regulations. Housing is a point of emphasis for local governments and Rocklin needs to expand their efforts to best comply with recently passed legislation.

> Recommendation #41: Reclassify the Housing Specialist to Management Analyst to better align with the roles and responsibilities needed for this position.
>
> Recommendation #42: Transition the Management Analyst (Housing focused) to a full-time position.

3. To reduce the current backlog of current planning applications, contracted resources should be utilized.

Following implementation of the recommendations contained in this study, the planning and entitlement process should be more streamlined and efficient. This will be facilitated by a new development code that is tailored to meet the current and future development environment in Rocklin, along with other process and technology changes. Future reviews should be less complex as the code will better align with modern development approaches and practices.

The interim period between now and the full implementation of all recommendations, and especially before a new zoning code will be adopted, is likely two to three years. As an interim step, current planning should contract for additional planning staff. While it may take time for contracted staff to be brought up to speed, it is important to have contracted planners available to address the current backlog of work and planning cases. Contracted planners provide enhanced operational and staffing flexibility to process applications during workload peaks, for unique and challenging application types, or in the event of staffing vacancies. The City should have a continuous contract for contracted planners so they can request services on demand.

The following table summarizes the historic planning workload, average staff time, and total workload hours.

Planning Workload

Type of Application	2019 (1/2 year)	2020	2021	2022 (1/2 year)	Annual Average	Avg Time (Hrs)	Annual Workload (Hrs)
Development Agreement	1	1	1	0	1.0	8	8.0
Administrative Design Review	0	0	1	3	1.3	24	32.0
Annexation	0	0	0	1	0.3	80	26.7

Type of Application	2019 (1/2 year)	2020	2021	2022 (1/2 year)	Annual Average	Avg Time (Hrs)	Annual Workload (Hrs)
Appeal	0	0	1	0	0.3	40	13.3
BARRO Zone	0	2	3	1	2.0	30	60.0
Certificate of Compliance	0	0	0	1	0.3	4	1.3
Tentative Parcel Map	1	6	2	0	3.0	12	36.0
Design Review	6	6	15	6	11.0	16	176.0
Environmental Only	0	2	1	0	1.0	4	4.0
General Plan Amendment	0	2	5	2	3.0	60	180.0
Lot Line Adjustment	3	4	6	1	4.7	4	18.7
Minor Deviation	2	7	4	2	5.0	8	40.0
General Development Plan	1	1	5	2	3.0	40	120.0
Prezone	0	0	0	1	0.3	1	0.3
Substantial Compliance	12	26	29	13	26.7	30	800.0
Tentative Sub Map	1	1	3	1	2.0	8	16.0
Special Event	4	7	7	0	6.0	2	12.0
Temporary Outdoor Business	0	13	0	0	4.3	10	43.3
Tree Only Permit	2	5	6	2	5.0	1	5.0
Conditional Use Permit	3	4	4	2	4.3	16	69.3
Variance	0	1	0	0	0.3	8	2.7
Written Zone Verification	5	8	20	15	16.0	1	16.0
Rezone	1	1	4	0	2.0	24	48.0
Zoning Ordinance Amendment	1	3	2	0	2.0	24	48.0
Total	**43**	**100**	**119**	**53**	**105**	**-**	**1,777**

Overall, a total of 1,777 hours of workload is associated with current planning workload. However, this calculation does not consider planning and zoning workload associated with engineering and building applications, with the understanding the Associate Planner is primarily assigned to conducting planning and zoning reviews for building applications.

The following table summarizes the staffing needs for processing planning specific applications.

Average Planning Workload (Hours)	1,777
Staff Annual Availability (Hours)	1,760
Planners Needed	**1.01**

With the unknown planning related workload associated with building and engineering and the need for slightly over 1 planner based on their current workload, it is assumed the current allocation of three planners is sufficient to handle the current planning workload. After the implementation of the recommendations made in this report, current planning staff should assist with long range planning and other special projects as time allows.

Recommendation #43: Implement a contract with a planning consulting firm to provide contracted planners for additional staff support to overcome the current backlog and serve as an interim service provider for peak workload, vacancies, and special projects.

Recommendation #44: Maintain the current allocation of three planners for current planning activities.

4. The City Engineer function should be brought in-house.

As discussed previously, the City currently contracts out for 20 hours per week for the City Engineer position. This is a critical position within the City that provides support primarily to the development review process and Public Services operations. Since the City Engineer is only a 20 hour a week position now, there is limited availability throughout the entire week. While the current approach works fairly well, there is an opportunity to better utilize this position, including the following:

- Much of the transportation/traffic review is completed by a third-party contractor versus internally. The transportation network has mostly been built out and thus the workload associated with this is evolving from designing new street networks to evaluating traffic impacts, signal needs, turn lanes, circulation, and access needs.

- The most complex engineering reviews are completed by a part-time staff member who currently has significant experience in all aspects of development and engineering disciplines. This resource may not always be available in the future.

- The current contract loosely defines the role of the City Engineer and there is some lack of oversight of this contract. This lack of clear direction inheritably results in some operational inefficiencies as both who oversees and who is overseen by the Contract engineer are sometimes unclear.

- In-house staff would provide greater support to the development review process and many of the recommendations made as part of this study will be more successful if the position is internal and full time.

- An internal position may be more economically feasible compared to the current contracted approach, especially if the other engineering related contracts are reduced.

- The addition of an in-house City Engineer will help provide additional support to Public Services Engineers who oversee the City's capital improvement plan by providing design assistance and project management for capital improvement projects.

The improved operational efficiencies and effectiveness of an in-house City Engineer versus the current contracted approach will outweigh any additional cost increases associated with this move. Also, the level of service provided by an in-house City Engineer will be significantly increased.

> Recommendation #45: Transition to an in-house full time City Engineer for improved operational efficiencies and level of service to be located in the Community Development Department. Providing enhanced support for all development review functions, with an emphasis on transportation/traffic review.

5. The City Surveyor function should continue to be contracted out.

For specific application reviews and approval, the Subdivision Map Act adopted by the State of California requires a registered surveyor to approve certain application types. There are a few exceptions that allow the City Engineer to sign off on these, but the majority of those practicing in the field do not meet these requirements (must be licensed as a civil engineer prior to 1982). Therefore, it is prudent for the City to contract for the City Surveyor role and route applications that require their review and approval because there is not sufficient workload to warrant a full-time position. This position may also provide enhanced engineering support during peak workload times and during prolong staff vacancies.

> Recommendation #46: Maintain a contracted City Surveyor and have them focus on reviewing applications that require a Surveyor's certification.

6. The engineering function is appropriately staffed.

Engineering is heavily involved in all aspects of the development review process and conducts reviews for planning and some building application types. Historic workload was provided for Engineering specific applications, but comprehensive workload was not provided for planning and building application related workload. The following table summarizes the Engineering workload provided.

Historic Engineering Workload

Type of Project	2019	2020	2021
Improvement Plans	15	30	17
Lot Line Adjustments	N/A	5	3

Current Engineering Workload Snapshot

Type of Project	Number of Projects	Workload (Hrs)	Total Annual Hours
Improvement Plans	27	32	864
Final Maps	7	16	112
Lot Line Adjustments	11	8	88
CFD Annexations	9	12	108
Planning Pre-Applications/Referrals	18	4	72
Total	**72**	**-**	**1,244**

With the current engineering workload, there is a total of 1,244 hours needed to complete this work. Part of these hours have already been completed as this is a current snapshot and applications are in various stages of review.

An analysis of the historic improvement plans workload shows there is approximately 850 hours of dedicated workload for Engineering.

In the absence of more detailed workload associated with Planning and Building applications, it is difficult to understand the true staffing needs for Engineering. However, a City Engineer, Civil Engineer, and Engineering/Permit Technician position is appropriate for the Engineering team and provides a strong organizational structure with clear roles and responsibilities for each staff member. Current roles align with prevailing industry practices for these positions.

Recommendation #47: Maintain the current allocation of Land Development Engineer and Engineering/Permit Technician position allocated to Engineering.

7. The City should reassess and better align the roles, job descriptions, and pay for office assistants and planning/building technicians within the department.

Within Rocklin's permitting functions, staff with the title of Office Assistant and Permitting Tech play a critical role. Office Assistants conduct intake of projects, route plans, manage the review process, and answer technical questions related to permitting and approval requirements. Planning/Building Technicians are serving as application reviewers, technical experts and their duties generally align more with first tier technical positions within their respective divisions.

While a study of classifications and compensation is outside of the scope of this project, it is clear from this review of roles that the Office Assistants are conducting work that is more typically assigned to staff with the title of Permit Tech, while Technicians are conducting actual plan review and contributing expertise regarding the City's technical requirements. These staff should be recognized for the actual roles that they play, with appropriate titles and compensation.

There are a total of four Planning/Building Technician positions assigned to the Department. Two of these positions focus on supporting Planning and one each assigned to Building and Engineering Divisions. These individuals serve as technical experts for their respective functions and their responsibilities include plan review, research, and other technical duties. However, the City has not rotated these individuals between the different technical areas in several years and so staff do not realistic support both planning and building functions. Also, there is a disconnect between duties typically assigned to a permit tech and the job duties of these Techs in Rocklin, especially compared to many other California communities. Technicians are generally responsible for the intake and routing of applications and permits, but in Rocklin this is currently performed by Office Assistants. To better align job duties and titles and to provide enhance career growth, the titles of positions should be reconsidered.

For Planning, the current duties of the Planning Technician generally align with the that classification. Planning Technician should serve as the first step in the Planning staff hierarchy.

The Planning/Building Technician classification in Engineering is performing work that is most often similar to the duties performed by Engineering Technicians in other jurisdictions. This position should be reclassified as an Engineering Technician, noting that it may not be necessary to require a formal engineering background to perform the majority of assigned duties.

The Planning/Building Technician position assigned to Building is focusing on performing plan review for single family residential and non-commercial applications. These functions align most similarly with a Plans Examiner I position. The Planning/Building Technician position should be reclassified as a Plans Examiner I. Alternatively, the Building and Engineering Technician position could be classified as a Plans Examiner I position.

These changes will help provide additional employee growth opportunities and better align duties with other similarly classification in other California communities. Alternatively, the City may desire to create a more generic classification for the first line of technical staff in each group to provide greater flexibility. This may include a more generic job description and employee classification that can be used in all three divisions.

> Recommendation #48: Reclassify the Office Assistant positions in Community Development to Permit Technician. This will ensure that the work they perform is better aligned with industry titles.
>
> Recommendation #49: Reclassify the Planning/Building Technician classification to Planning Technician (Planning), and Plans Examiner I (Building and Engineering focused).

8. Additional Building Inspector capacity is needed.

Currently building inspectors endeavor to provide next day inspections but has established a general limit of 15 inspections per day to ensure high quality and timely inspections. As a result, in some cases inspections are not available for two or more days from the date of request. This is particularly common if inspectors are sick or on vacation.

The following table summarizes the staffing needs for Building Inspectors.

Average Building Inspections (2019 - 2021)	13,735
Avg Number of Inspections per Day by Inspector	15
Total Workdays Required	916
Annual Workdays Available per Inspector	220
Inspectors Needed	**4.16**

Overall, a total of 4.16 inspectors are needed to meet the 2019 – 2021 historic workload averages. Currently there are only two internal building inspectors budgeted in addition to the Supervisor and Chief Building Official. The City is in the process of establishing and funding a third Building Inspector I position, to provide a total of three inspector positions internally. There is a need for additional building inspectors to meet the current inspection workload and to provide a higher level of customer service and attempt to provide next day inspections.

> Recommendation #50: A total of three Building Inspectors and the Building Supervisor is needed internally. Additional contracted building inspection services should be provided to improve customer service and complete inspection more timely.

9. When the City Engineer is transitioned to an in-house staff member, the Public Services Engineers should be located under the City Engineer.

Community Development is the primary facilitator of the development review, permitting, and inspection processes. Public Services currently provides peripheral support related to the impact of development on City owned and maintained infrastructure and coordinating with traffic and transportation consultants. The two engineer positions in Public Services indicated they spend approximately 5 to 8 hours total per week on all development related activities. Implementing a full time City Engineer who is embedded in Community Development will transition the facilitation with outside contractors for traffic/transportation review away from the Public Services Engineers.

However, the Public Services Engineers are responsible for the City's capital improvement plans and is tasked with limited design work and project management for these projects. Transitioning the Public Services Engineers to under the City Engineer will centralize all engineers under the City Engineer and provide greater oversight of all City engineering related functions. The City Engineer should provide management of the City's capital improvement projects in conjunction with other City staff. Moving the Public Services Engineers to under the City Engineer will better align roles and responsibilities of this team. The Public Services Department will still be heavily involved in the capital improvement planning and construction processes. By moving the Public Services Engineer to under the City Engineer will also provide enhanced technical expertise oversight for the team.

The Public Services Engineer should be moved to under the in-house City Engineer.

> Recommendation #51: The Public Services Engineers should be organizational located under the City Engineer once the positions is brought in-house.

10. The current Community Development Department space in City Hall should meet the future staffing needs with minor changes.

The current space occupied by Community Development in City Hall is currently maximized to the greatest extent. With the implementation of many of the recommendations made in this report, especially those related to digitization, an additional workspace or two can be created in the current footprint. The storage of paper plan sets, and applications dominates the use of space in various common areas, individual open workspaces, and private offices. Digital application submittals will mostly eliminate any future paper application materials.

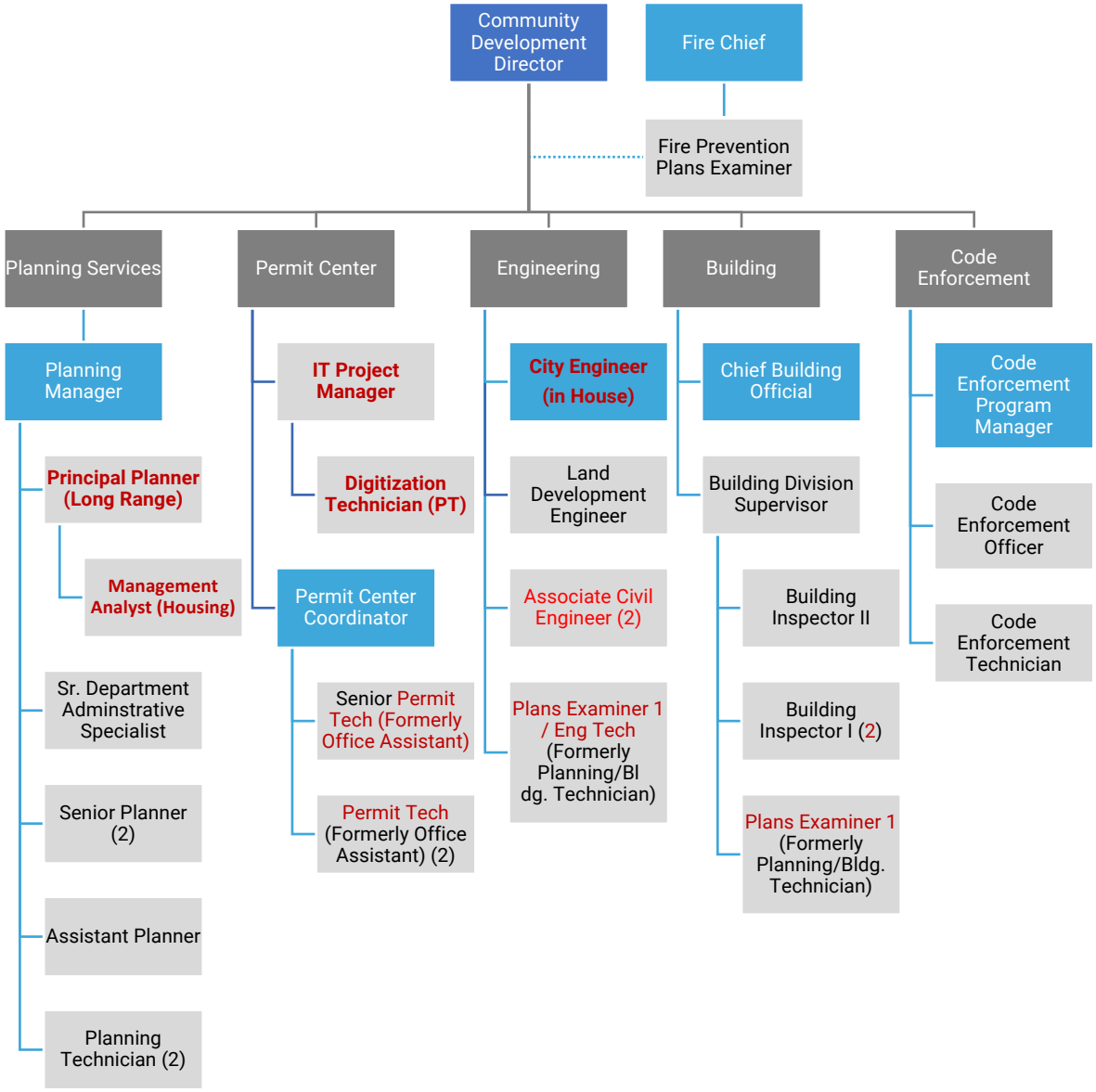
As part of the transition to digital applications, the current office space should be renovated to help facilitate the additional workspace and hardware needs for staff. There will be a need for larger computer monitors for digital plan review and the current set up may not facilitate an efficient use of space. Also, there are several spatial inequalities between staff. In addition, some staff share cramped workspaces or supervisors, and subordinates share a single office, which may pose some workplace challenges.

A redesign of the entire Community Development suite would be ideal to accommodate the team efficiently and effectively. A complete remodel of the space and moving of walls is likely needed to best accommodate moving the Public Services Engineer to the Community Development Department. This may include enclosing the current exterior covered space that is accessible from the suite. Alternatively, consideration should be given to minor wall movements to better accommodate staff workspace needs.

> Recommendation #52: Consider renovating the entire Community Development Department suite to better accommodate the workspace needs of a fully digital permitting process and moving all Engineers to a single location. Alternatively, strategic wall movements will be beneficial in lieu of a complete suite renovation.

The below organizational chart highlights the recommended changes to be made under the recommendations in this section. Red text positions are modified or new positions.

Proposed Community Development Organizational Structure



Appendix A: Current State Assessment

1 INTRODUCTION

This current state assessment outlines the organization, structure, and staffing of the development review processes in the City of Rocklin and covers the following departments: Community Development, Public Services - Engineering, and Fire. The information contained in the profile has been developed through a series of interviews conducted at all levels of the organization, including managers, supervisors, and line-level staff, from the various departments.

The primary objective of this assessment is to document the current approaches utilized by the various development review entities. This interim deliverable focuses on outlining the following items and does not include any analysis or findings:

- The organizational structure of the various operations within the project scope.
- The roles, responsibilities and service delivery approaches for each functional area.
- The organizational composition and allocation of staff by position classification assigned to the development review, permitting, and inspection processes.
- Workload associated with the various development review functions.

This current state assessment will allow us to compare recommendations developed for the final report to the current state and demonstrate the impact of the proposed changes. The Current State Assessment was finalized on July 10, 2022.

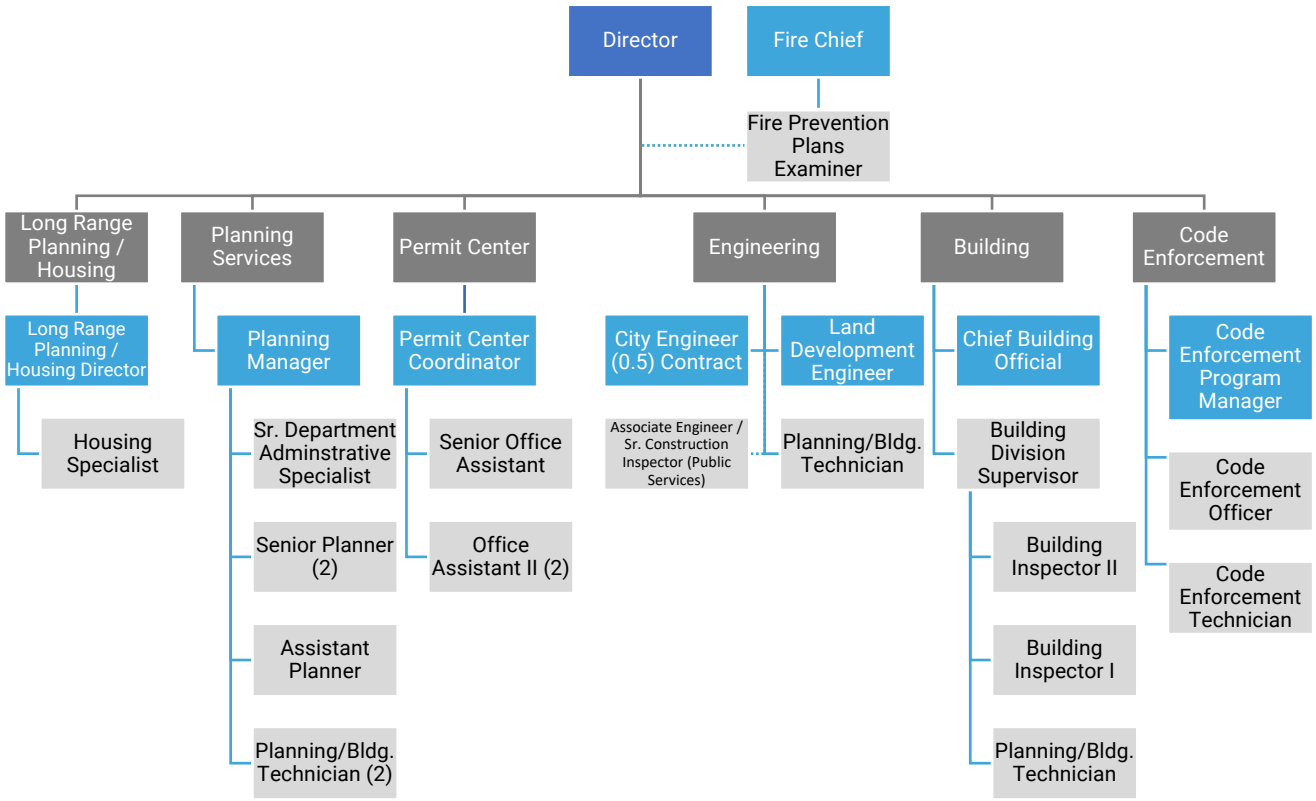
2 COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development (CD) Department is comprised of the Building, Planning, Permit Center, Fire Plan Check, Engineering, and Code Compliance functions. The CD Department aims to guide the physical development and maintenance of the community in order to meet the present and future needs of its citizens. The department reviews, permits, and inspects new construction and development within the City of Rocklin.

1. COMMUNITY DEVELOPMENT DEPARTMENT STRUCTURE

The following chart outlines the organizational structure of the Community Development Department:

Community Development Department Organizational Structure



2. STAFF ROLES AND RESPONSIBILITIES

The following table details the number of staff, by position title, for the Community Development Department and summarizes the major duties of each position. The duties listed are representative of the primary role of the position and **are not intended to encompass all duties performed or be at the level of a job description**.

Position Title	Authorized Positions	Key Roles and Responsibilities
Director	1	• Plans, directs, manages, and evaluates the activities, operations, and staff of the Community Development Department. • Provides expert professional assistance and support to City administration, council, planning commission and architectural review committee. • Establish department goals, objectives, policies, and procedures. • Serves as the Environmental Planner for the Department.
Planning	Reviews new development projects to ensure compliance with the City's adopted land development and zoning ordinances and compliance with the City's long-range plans. Conducts analysis of projects for land use boards. Reviews improvement plans and building permit applications for compliance with zoning requirements and approved entitlements.	
Planning Manager	1	• Directs the current planning activities. • Coordinates planning services with other divisions and departments, outside agencies and organizations. • Assists with application review as needed. - Processes pre-application review requests
Senior Department Administrative Specialist	1	• Serves as secretary to the Planning Commission and Architectural Review Committee. Handles public notices, creates final ordinances, files environmental documents with the state, manages public records requests. Manages storage and retrieval of departmental documents. Assists with budget and handles receipt payments.
Senior Planner	2	• Perform advanced level professional planning work. • Review and process entitlement applications. Draft staff reports and present findings to Planning Commission and City Council as necessary. Process improvement plans for compliance with approved entitlements. Backs up Technicians.
Assistant Planner	1	• Processes building permits to ensure compliance with zoning and land use requirements. Also performs zoning related inspections. Backs up Technicians.

Position Title	Authorized Positions	Key Roles and Responsibilities
Planning/Building Technician	2	• Take in applications for land-use approvals. • Review submittals to ensure all applications materials are included. • Conduct some preliminary review. • Conduct some plan review for compliance with zoning and land use requirements. • Refer more complex questions to planners • Provide information to applicants and the public on zoning and land use matters.
Long-Range Planning/Housing	Oversees the City's long range planning efforts, special projects, Community Development Block Grant (CDBG), grant application and administration, and housing programs.	
Long-Range Planning/Housing Director	1	• Serves as the City's long range planner. • Responsible for updating the City's general plan and housing plan elements. • Serves as the administrator of the City's Community Development Block Grant (CDBG) funding. • Serves as the City's representative on a wide variety of local and regional agencies. • Conducts housing reviews for planning applications.
Housing Specialist (PT)	1	• Focuses on housing related functions which include condominium agreements, annual apartment survey, update income limits, maximum sale prices, housing condition survey, landlord information program, and accessory dwelling unit program.
Permit Center	The Permit Center serves as the first point of contact for the department and development, permitting, and inspection related inquires. The team is tasked with the intake and routing of applications, issuing permits, and scheduling inspections, as well as answering questions from the public	
Permit Center Coordinator	1	• Oversees all activities in the permit center. • Manages TRAKiT and other software applications for the department. Serves as point person for implementation of new software systems. • Handles department fee updates and provides calculations for multi-family and commercial buildings. • Completes building data reports monthly and as requested. • Responds to questions from the public regarding permit requirements, permit status, and process. • Conducts some plan review on small residential projects and other applications requiring minor review.
Senior Office Assistant	1	• Responds to questions from the public regarding permit requirements, permit status, and process. • Refers more complex questions to appropriate subject matter experts (planner, building plans reviewer, engineering reviewer). • Conducts some plan review on small residential projects and other applications requiring minor review. • Distributes plans to contract plan review firms and updates plan review status. • Processes approved building plans including fee calculation.
Office Assistant II	2	• Manage the permit routing process. Respond to questions from the public.

Position Title	Authorized Positions	Key Roles and Responsibilities
		• Serve as the front-line for walk-in customers. • Respond to phone calls. • Schedule inspections.
Engineering	Responsible for providing land development review for all entitlement and permitting applications. This includes project improvement plans, final maps, and site development plans.	
City Engineer (Contract)	0.5	• Serves as the City Engineer and is involved in development review, interpret codes/ordinances, and signs improvement plans. • Acts as the City's floodplain administrator
Land Development Engineer	1	• Reviews all development project applications for compliance with engineering standards and items that impact City infrastructure (e.g. site improvement plan, grading plan/permits, erosion control, abandonments, lot line adjustments, etc.). • Coordinates application review with contracted service providers. Prepares City Council documents for final maps and Notice of Completions.
Planning/Building Technician	1 (Vacant)	• Performs technical reviews for final maps and lot line adjustments. • Reviews Community Facilities District (CFD)maps with finance. • Collates redline for improvement plan review and create the correction letters. • Conducts other administrative tasks for the Engineering Division.
City Surveyor / Senior Engineer (Contract)	0.5	• Conducts review of preliminary and final plats and signs off on final plats. • Assists with conducting land development review-primary technical plan reviewer of improvement plans
Associate Civil Engineer (Public Services)	1	• Responsible for conducting development application review for stormwater compliance, meeting City's design standards (e.g. traffic signals, sidewalks, etc.), and handles right-of-way (ROW) and easement acquisition for the City. • Assists Community Development Engineer with floodplain administration and elevation certificates.
Construction Inspector (Public Services)	1	• Conducts private development inspections in the City's ROW and private onsite development, and for city capital improvement projects under $500,000 in value.
Building	Building Plan Review and Inspection is responsible for reviewing building permit applications, issuing building permits, performing inspections for new construction activity, and issuing the final certificate of occupancy while ensuring compliance with the adopted building code.	
Chief Building Official	1	• Responsible for interpretation of the building code. • Oversees all plan review and inspections activities. • Acts as liaison for contract plans reviewers. • Oversees budgeting process for the division. • Performs residential and commercial plan reviews.

Position Title	Authorized Positions	Key Roles and Responsibilities
		• Works with the public at the front counter answering questions and assisting the public. • Assists with Code Enforcement cases. • Creates policies and procedures to ensure consistency.
Supervisor	1 (Vacant)	• Plans, prioritizes, assigns, supervises, and reviews the work primarily of the building inspectors. • Implements training programs, policies, and procedures associated with the implementation of the building code. • Perform field inspections of buildings and structures in all stages.
Building Inspector II	1	• Develops inspection schedules and assigns inspectors based on workload, (typically completed by Supervisor when position is filled). • Conducts plan review in the permit center for simple and complex permit applications. • Conducts inspections in the field for all commercial and residential projects. • Trains less experienced and contract inspectors. • Available to work the front counter 1 hour a day to assist the public. • Assists with code enforcement cases when needed.
Building Inspector I	1	• Conducts plan review in the permit center for simple permit applications. • Retrieves project files related to daily inspections and then returns files at the end of the day. • Retrieves project files related to daily inspections and then returns files at the end of the day. • Conducts inspections in the field for residential projects. • Available to work the front counter 1 hour a day to assist the public.
Planning/Building Technician	1	• Conducts some simple plan check (swimming pool, ADU, single family alterations/additions). • Responds to questions regarding building code requirements and process. • Oversees distribution of plans to contract plan review firms. • Processes and calculates the fees for permits once approved. • Available to work the front counter 1 hour a day to assist the public. • Reviews plans and applications at the front counter for completeness prior to permit submittal. • Answers Comcate inquires.
Fire Prevention Plans Examiner	1	• Reports to Fire Chief. • Participates in meetings with applicants for both entitlement applications and building permits. • Provides site-plan related comments on entitlement applications. • Reviews fire-specific permits (alarms, sprinklers). • Reviews improvement plans and building permits for fire related issues.
Code Enforcement		

Position Title	Authorized Positions	Key Roles and Responsibilities
	Code Enforcement is tasked with performing proactive and complaint-based investigations for violations of local, state, and federal laws, codes and regulations in the City.	
Code Enforcement Program Manager	1	• Plans, organizes, manages and supervises activities of the division. • Reviews timesheets, performance reviews, and oversees other daily tasks related to code enforcement. • Conducts special projects and performs the most complex and sensitive investigations. • Prepares, monitors and administers the division budget.
Code Enforcement Officer	1	• Conducts daily review of code enforcement complaints. • Conducts inspections to determine if violations are present. • Takes pictures and notes of complaint. • Issues violation notices and conducts follow-up inspections. • Files documents associated with code enforcement tsks.
Code Enforcement Technician	1	• Takes in all code enforcement complaints, enters into system, and assigns officers to complaints. • Conducts follow up notices. • Conducts special projects (i.e. STR, Abandoned Shopping Cart Prevention Plans, research etc.). • Conducts background research on property that is in possible violation.

3. TECHNOLOGY

The following list summarizes the technology and software solutions used by Community Development:

- TRAKiT is currently used by all Community Development Divisions to various degrees. It is currently being used to track application submittal, and by the Building Division to provide internal comments, issue and track permits, and for building inspections. eTRAKiT allows for digital submittal of residential HVAC and water heater replacement permits. iTRAKiT allows inspectors to enter results in the field.

- GIS is being utilized to find utilities and other overlays that can have an effect on planning, engineering, and others reviewing plans or researching property information.

- Comcate is a code enforcement software being utilized to manage code enforcement investigations and activities. This system is also used city-wide to manage resident complaints and inquires. It is not linked to TRAKiT.

- Webform is another platform for citizens and developers to submit questions and inquiries to staff.

- BlueBeam has been purchased but is not implemented. When implemented, it will allow for digital submittal and reviewing of plans.

- Camino is a software that assists users in determining the appropriate permits and the completion of an online application. This program is in the process of being implemented by the Building Division.

4. PERFORMANCE INDICATORS

The following performance metrics are used by Community Development:

- Residential Building Permits: 10 days / 5 days resubmittal. Small residential projects are next day.
- Commercial Building Permits: 10 days / 5 days resubmittal
- Photovoltaic: 3 days
- Building Inspections: next day inspection
- Planning Applications: 30 Day Completeness Check per submittal

Site Improvement Plans: 3 weeks submittal/2-3 weeks resubmittal

5. WORKLOAD

The following tables summarize the workload for Building Permits and Inspections. 2022 data is through April 2022.

Building Permits

Types of Permits	2019	2020	2021	2022
CODE CHECK/COMMERCIAL	2			
CODE CHECK/MULTI FAMILY	2	1	2	
CODE CHECK/RESIDENTIAL	67	21	35	3
COMMERICAL ALTER/ADDITION	1	1		2
COMMERCIAL ALTER/ADDITION AND REMODEL	2	1		
COMMERCIAL ALTER/ALTERATIONS	31	29	28	7
COMMERCIAL ALTER/ROOFING	12	11	15	8
COMMERCIAL ALTER/SIDING				
COMMERCIAL ALTER/TENANT IMPROVEMENT	28	21	34	10
COMMERCIAL ALTER/OTHER	21	17	17	14
COMMERCIAL NEW/ACCESSORY BUILDING	2	1		3
COMMERICAL NEW/BUILDING	12	2	21	1
COMMERCIAL NEW/PATIO COVER		2		1
COMMERCIAL NEW/RETAINING WALL				1
COMMERCIAL NEW/OTHER	20	6	13	8
DEMOLITION/COMMERCIAL	4		1	1
DEMOLITION/RES 1 2 FAMILY	3	4	4	1
DEMOLITION/OTHER	1	1	1	1
ELECTRICAL/ELECTRICAL PANEL-COM	8	4		
ELECTRICAL/ELECTRICAL PANEL-RES	92	106	62	21
ELECTRICAL/ESS-COM	2			
ELECTRICAL/ESS-RES	14	26	17	4
ELECTRICAL/EVCS - COM	1	1	1	
ELECTRICAL/EVCS - RES	30	55	79	34
ELECTRICAL/PHOTOVOLTAIC-COM	15	11	11	8
ELECTRICAL/PHOTOVOLTAIC-RES	798	626	820	278
ELECTRICAL/PORTABLE SPA	6	4	2	
ELECTRICAL/PV/ESS-RES	23	52	104	26
ELECTRICAL/OTHER	74	45	49	16
MECHANICAL/HVAC-COM	17	18	22	6

MECHANICAL/HVAC-RES	217	121	211	44
MISCELLANEOUS/ELEC/MECH/PLUM-COM	3	6	13	5
MISCELLANEOUS/ELEC/MECH/PLUM-RES	24	24	14	3
MULTI FAMILY ALTER/OTHER	12	8	22	18
MULTI FAMILY ALTER/ROOFING	2	5	1	6
MUTLI FAMILY ALTER/ALTERATIONS	8	12		2
MUTLI FAMILY ALTER/SIDING		2	1	
MULTI FAMILY NEW/DWELLING	22		12	
MULTI FAMILY NEW/PATIO COVER		1		
MULTI FAMILY NEW/OTHER		1		
PERMIT RESISSUE/Unassigned	11	26	18	5
PLUMBING/SOLAR PANELS-COM	2			
PLUMBING/SOLAR PANELS-RES	4	7	9	5
PLUMBING/WATER HEATER-COM	2	4	2	1
PLUMBING/WATER HEATER-RES	138	94	49	36
PLUMBING/OTHER	155	98	70	32
POOL/POOL	108	145	180	54
POOL/POOL/SPA	75	69	65	43
POOL/SPA				1
RES 1 2 FAMILY ALTER/ADDITION	20	18	12	5
RES 1 2 FAMILY ALTER/ADDITION AND ALTERATION	2	1	2	
RES 1 2 FAMILY ALTER/ALTERATIONS	87	109	122	35
RES 1 2 FAMILY ALTER/DWELLING				3
RES 1 2 FAMILY ALTER/OTHER	215	186	173	61
RES 1 2 FAMILY ALTER/ROOFING	126	118	105	45
RES 1 2 FAMILY ALTER/SIDING	16	20	19	2
RES 1 2 FAMILY NEW/ACCESSORY BUILDING	1	3	3	1
RES 1 2 FAMILY NEW/DWELLING	795	184	415	59
RES 1 2 FAMILY NEW/OTHER	8	12	21	2
RES 1 2 FAMILY NEW/PATIO COVER	125	100	127	45
RES 1 2 FAMILY NEW/RETAINING WALL	11	11	10	7
RES 1 2 FAMILY NEW/SHED	4	7	2	2
RES 1 2 FAMILY NEW/DETACHED GARAGE	6	5	16	5
SIGN/BLDG PLANNING PERMIT	56	45	43	18
SIGN/BUILDING PERMIT	1	4		
SIGN/PLANNING PERMIT	17	7	8	6
WEB RES HVAC/Unassigned	379	607	611	243
WEB RES WATER HEATER/Unassigned	116	186	204	62

Grand Total	**4,056**	**3,312**	**3,898**	**1,310**

Building Inspections

Type of Inspection	2019	2020	2021	2022
A D A COMPLIANCE	14	2	6	2
A D A COMPLIANCE BD	7	1	4	1
APPROVED	6		1	
BROWN COAT	32	15	16	5
BUILDING FINAL	4960	3622	4590	1740
BUILDING RETAINING WALL	10		10	
BUILDING TEMP C OF O	15	25	2	
CERT OF OCCUPANCY	12	17	8	11
COMBINATION FRAME	856	638	881	295
COMPACTION TESTING	2			
CONCRETE			1	
DISPOSAL	3			
ELECTRIC TAG	535	554	675	195
ELECTRICAL	15	28	103	13
ENCROACHMENT FINAL	1		44	43
ENG FINAL APPROVAL			3	
EXTRA WORK	8			
FINAL GRADING	1		2	
FINAL WALK THROUGH	68	2	5	2
FIRE AB	27	71	36	15
FIRE FINAL	215	215	215	63
FIRE OP	164	101	142	28
FIRE ROUGH	86	110	84	36
FIRE SERV			2	3
FIRE TEMP C OF O	1		2	
FIREPLACE THROAT			1	
FLOOR JOISTS	6	7	7	37
FOOTINGS	4			
FORMS AND FOOTINGS	748	769	809	235
GAS PRESSURE TEST	146	113	138	63
GROUND PLUMBING	524	577	559	154
IN PROGRESS	251	248	232	83
INITIAL INSPECTION	2			
INPROGRESS GRADING	3			
INSULATION	228	151	205	68
INTERIOR SHEAR	14	83	58	7
KITCHEN HOOD	12	2	2	2

Type of Inspection	2019	2020	2021	2022
LATH	86	56	71	34
MASONRY STEEL	31	31	11	9
MISCELLANEOUS	221	316	254	69
OTHER	85	50	26	13
PLANNING FINAL	2		1	
PRE CONSTRUCTION	3			
PRE DECK DRAINAGE	236	208	266	115
PRE GUNITE	260	270	352	133
PRE INSPECTION	69	41	39	14
PRE PLASTER	262	237	307	119
PRE POUR ROCK	445	547	540	133
PHOTO VOLTAIC (PV) FINAL	15		9	
RE-INSPECTION	172	264	210	120
REBAR			4	
REFRAME INSULATION	388	319	486	138
RETAINING WALL	3	5	3	1
ROOF DECK AND SHEAR	742	692	1006	241
ROOF DRAIN OVERFLOW	7	8	2	1
ROOF NAILING	120	80	198	31
ROUGH ELECTRIC	171	115	160	57
ROUGH GRADING			1	
ROUGH MECHANICAL	62	33	43	21
ROUGH PLUMBING	247	126	149	69
SCRATCH COAT	47	14	16	9
SEWER LINE	17	10	7	5
SHEETROCK NAIL	246	195	223	83
SHTROCKNAIL GAS TEST	538	440	620	165
SIGNALS			1	
SIGNS AND STRIPING	1			
SOLAR FINAL	187	228	319	161
SOUND WALL			1	
SPECIAL NOTE	1		5	
STREET LIGHTING	1		5	
SUBGRADE	2			
T BAR CEILING	50	49	38	10
TEMP POWER POLE	5	4	9	
TILT UP STEEL			2	
TRAFFIC CONTROL			1	
UNDERGROUND	9	1	2	
UNDERGROUND CONDUIT	45	41	36	21

Type of Inspection	2019	2020	2021	2022
UNDRFLOOR INSULATION	3	4	7	1
WATER LINE	453	474	515	103
WATER POLLUTION CTRL			1	
Grand Total	**14,208**	**12,209**	**14,789**	**4,977**

Engineering is involved in many of the applications within Community Development. Below is a list of the current projects Engineering is working on.

Historic Engineering Workload

Type of Project	2019	2020	2021
Improvement Plans	15	30	17
Lot Line Adjustments	N/A	5	3

Current Engineering Workload

Type of Project	Number of Projects
Improvement Plans	27
Final Maps	7
Lot Line Adjustments	11
CFD Annexations	9
Planning Pre-Applications/Referrals	18

The following table summarizes the workload for Planning.

Type of Application	2019 (1/2 year)	2020	2021	2022 (1/2 year)
Development Agreement	1	1	1	0
Administrative Design Review	0	0	1	3
Annexation	0	0	0	1
Appeal	0	0	1	0
BARRO Zone	0	2	3	1
Certificate of Compliance	0	0	0	1
Tentative Parcel Map	1	6	2	0
Design Review	6	6	15	6
Environmental	0	2	1	0
General Plan Amendment	0	2	5	2
Lot Line Adjustment	3	4	6	1
Minor Deviation	2	7	4	2

Type of Application	2019 (1/2 year)	2020	2021	2022 (1/2 year)
General Development Plan	1	1	5	2
Prezone	0	0	0	1
Substantial Compliance	12	26	29	13
Tentative Sub Map	1	1	3	1
Special Event	4	7	7	0
Temporary Outdoor Business	0	13	0	0
Tree Permit	2	5	6	2
Conditional Use Permit	3	4	4	2
Variance	0	1	0	0
Written Zone Verification	5	8	20	15
Rezone	1	1	4	0
Zoning Ordinance Amendment	1	3	2	0
Total	**43**	**100**	**119**	**53**

The following table summarizes the workload for Code Enforcement.

Code Enforcement Caseload

Type	2019	2020	2021
Cases Opened	1,125	1,000	1,261
Cases Closed	1,059	904	1,256
Violations	1,624	1,407	1,813
Violations Closed	1,514	1,270	1,794
Reactive Caseload %	90.4%	81.0%	60.8%

Code Enforcement caseload has remained steady over the past three years with the highest number of cases opened in 2021. The percentage of reactive caseload has declined, indicating that staff are transitioning to a more proactive approach.

Appendix B: Stakeholder Feedback

As part of the Matrix Consulting Group's study of the Rocklin development review process, a survey was conducted to gauge the opinions of stakeholders (customers) on a variety of topics regarding the development review process and service levels provided. The survey was distributed electronically utilizing an online survey instrument tool during June 2022 to 723 prior customers and a total of 59 responses were received for a response rate of 8.2%. Results from the in-person stakeholder meetings are reflected at the end of this analysis.

1. Key Themes

The following points summarizes the key themes from the survey results. Subsequent sections of the reports will analyze the survey results in greater detail.

- **Mixed Responses:** Among all multiple-choice statements, there was only one that had an agreement level above 80%. Many responses had very mixed levels of agreement and disagreement, with only a few issues having agreement levels above 70%. Open ended questions were similarly wide ranging. Responses for several statements indicated that overall interactions with the Community Development Department were efficient, while others indicated that efficiency was something that needed improving.

- **Planning Strength: Understanding Documentation -** The 2 multiple-choice statements that resulted in agreement levels above 70% dealt with the respondents understanding of what documentation and permits would be required for their project.

- **Planning Improvement Area: Timeliness, Inconsistent Comments –** Over 30% of respondents did not think that the application process was timely and did not think the comments were consistent between reviewers.

- **Building Strength: Customer Service –** Respondents that have utilized the building permit process agreed at an 81% rate that they experienced great customer service.

- **Building Improvement Area: Inconsistent Inspections –** The statement that brought one of the lowest agreement levels from the building inspection process questions regarded the consistency of regulations being used by inspectors (58%).

Open ended responses also saw comments regarding the lack of consistency between inspectors.

- **Website and Electronic Processes:** Many of the open-ended responses indicated a need for updating the website. Not only stakeholders wanting to be able to upload/submit documents online, but that the forms needed for applications be updated online. In the multiple-choice section, statements about the City's website received the lowest level of agreement.

2. Respondent Demographics

While the survey was anonymous, it did ask respondents to identify their role in the development community. These identifiers help to understand who and how respondents interacted with the city.

The first question asked respondents in what capacity they had interacted with the City's development review process:

What is your role in interacting with the development review process?

Role	Count	Percent
Architect	1	1.7%
Attorney	1	1.7%
Builder	5	8.5%
Business Owner	7	11.9%
Contractor	22	37.3%
Developer	6	10.2%
Engineer	6	10.2%
Homeowner/Landowner/Tenant	11	18.6%
Landscape Architect	1	1.7%
Planner	2	3.4%
Other	10	16.9%

The largest group of respondents were contractors, followed by homeowners/landowners/tenants, others, and business owners.

The next question asked participants which City development functions they typically interact with:

Which of these functions do you commonly interact with?

Function	Count	Percent
Building Plan Review and Permits	39	66.1%
Building Inspections	35	59.3%
Engineering / Civil / Site Design	15	25.4%
Fire Plan Review, Permits and Inspections	20	33.9%
Planning and Zoning	15	25.4%

The most common interaction was with the building plan review and permit functions followed by building inspections. Many respondents interacted with multiple City functions.

The third question asked respondents how frequently they interact with the City's development review process:

How frequently do you interact with the City's development process?

Frequency	Count	Percent
Several times per month	24	40.7%
Several times per year	15	25.4%
Once or twice per year	8	13.6%
Less than once or twice a year	12	20.3%
Grand Total	**59**	**100.0%**

The results show a mix of frequencies, with the largest amount at 41% for those that interact with the process several times per month. As would be expected, homeowners interacted less frequently with the City than other types of applicants. Of homeowners, 82% of them interacted with the process once or twice per year or less than once or twice a year.

The final question in this section asked respondents when their most recent interaction with the City occurred:

When was your most recent interaction with the City?

Most Recent Interaction	Count	%
Within the last 12 months.	52	88.1%
Greater than 12 months ago.	7	11.9%
Grand Total	**59**	**100.0%**

A large majority of respondents have interacted with the City in the last 12 months.

3. Multiple-Choice Responses

This section of the survey asked participants to respond to a series of statements, indicating their level of agreement or disagreement with each. Statements addressing different portions of the development review process were shown only to respondents who indicated experience with that portion of the process. The available responses were "Strongly Agree", "Agree", "Neutral", "Disagree", "Strongly Disagree", and "N/A" (not applicable). The tables in the following subsections show the percentages of responses received.

(1) Summary of the responses received for statements on the planning process.

The first multiple-choice section was shown to respondents who indicated they had experience interacting with planning. A total of 31 participants responded to this section.

#	Statement	Agree or Strongly Agree	Disagree or Strongly Disagree
1	Staff provided me with good customer service during the planning process.	67%	23%
2	I clearly understood what approvals/permits would be required for my project.	70%	20%
3	I clearly understood what information and documentation I needed to include in my application.	71%	29%
4	I clearly understood the timeline associated with the review process for my project.	52%	38%
5	I clearly understood who had the decision-making authority (Staff, Planning Commission, City Council) for my application.	55%	31%
6	I clearly understood what fees would be required for my project.	67%	17%
7	Staff was helpful in explaining what I needed to do and how to accomplish it.	61%	23%
8	The City's website had the information I needed to prepare a complete application.	34%	24%
9	Submitting my application was efficient.	47%	30%
10	The initial review of my application was complete and comprehensive.	53%	30%
11	After receiving comments on my application, I clearly understood what I needed to revise on my application to achieve compliance with adopted codes and ordinances.	69%	28%
12	Comments and corrections received on my application were based on the City's development code or other legal standards.	59%	28%

#	Statement	Agree or Strongly Agree	Disagree or Strongly Disagree
13	Comments received from different review disciplines were consistent with one another.	48%	31%
14	After I resubmitted my application, the reviewers focused primarily on ensuring that comments were addressed. New issues were not identified that should have been identified in the initial review.	46%	29%
15	The time it took to process my application was appropriate.	43%	43%
16	The City's development code/ordinance is easy to understand.	43%	23%

The only response that saw equal levels of agreement and disagreement concerned the time it takes to process an application.

- The statement regarding the information of the City's website being adequate to prepare a complete application, received the lowest agreement rate at 34%. While 42% of respondents were neutral.

- 31% of respondents disagreed that comments between different reviewers were consistent, while also disagreeing at the same rate about understanding who the decision-making authority would be for their application.

- Only 47% of respondents agreed that the application submittal process was efficient, and only 43% agreed that the time it took to process their application was appropriate.

- Homeowners, contractors, and builders understood what applications, permits, and information would be required for their project at an agreement level of 86% or more, while the total agreement of all groups was 70%.

- Other than contractors and builders, all other respondent groups disagreed at a level of 45% or more that they clearly understood the timeline associated with the application review process for their project.

(2) Summary of responses regarding building permitting process.

The second multiple-choice section was completed by respondents who had prior experience with the City's building application review and permitting functions. A total of 36 participants responded to this section.

#	Statement	Agree or Strongly Agree	Disagree or Strongly Disagree
1	Staff provided me with good customer service during the building process.	81%	16%
2	I clearly understood what approvals / permits would be required for my project.	77%	16%
3	I clearly understood what information and documentation I needed to include in my application.	71%	19%
4	I clearly understood the timeline associated with the review and approval process for my project.	66%	24%
5	I clearly understood the steps of the review process for my project.	67%	20%
6	I clearly understood what fees would be required for my project.	74%	23%
7	The City's website had the information I needed to prepare a complete application.	52%	17%
8	Submitting my application was efficient.	61%	19%
9	Comments and corrections received on my application were clearly based on the city's building code or other clear legal standards.	60%	20%
10	After I resubmitted my application, the reviewers focused primarily on ensuring that comments were addressed. New issues were not identified that should have been identified in the initial review.	60%	13%
11	The time it took to process my building permit application was appropriate.	60%	23%

All statements had agreement levels above 50% and most statements had nearly three times the number of agree responses than disagree responses. Statement #1, #2, and #6 had the highest levels of agreement. Each of those statements regarded customer service and understanding of what was needed to complete their projects.

- Homeowners/Landowners/Tenants and business owners consistently had higher levels of disagreement for each statement than other groups and the overall response received.

- Although statement #10 only had a 13% level of disagreement, the majority of the responses were "strongly disagree" rather than just "disagree".

(3) Summary of responses regarding building inspection process.

A third group of statements, regarding the building inspection process, was also presented to the same group of respondents as the prior section. A total of 29 participants responded to this section.

#	Statement	Agree or Strongly Agree	Disagree or Strongly Disagree
1	The City did a good job at communicating what inspections were required.	69%	21%
2	My inspection was completed the next day.	68%	14%
3	It was easy to request and schedule and inspection.	75%	14%
4	Inspectors dealt with me using a positive approach of “here’s how to get your work approved”.	65%	15%
5	If deficiencies were identified during an inspection, inspectors indicated the applicable code section.	58%	8%
6	The inspector showed up when expected.	67%	7%
7	Inspectors were fair and consistent in applying the codes and regulations to my project.	58%	12%
8	The process to obtain the certificate of occupancy for my permit was efficient.	60%	15%
9	If my project was inspected by different inspectors (plumbing, building, fire, zoning, landscaping, engineering) the process was well coordinated and comments from inspectors did not contradict each other.	64%	14%
10	Staff provided me with good customer service throughout the inspection process.	79%	18%

All levels of agreement were 50% or more and only one statement had a disagreement level above 20%. Out of the various groups of respondents, contractors seemed to have the highest levels of disagreement. Key takeaways from the building inspection survey results include:

- Three times as many respondents indicated that the City did a good job of communicating what inspections were required and nearly five times as many respondents indicated that it was easy to request and schedule an inspection. 58% of respondents indicated that the process to obtain a certificate of occupancy was efficient, which was slightly lower than responses to other inspection requirement statements.
- Customer service related questions received high agreement rates including 65% agreed that staff used a positive approach on how to pass an inspection (#3) and 79% agreed that staff provided good customers service throughout the inspection process (#10). However, only 58% of respondents agreed that if deficiencies were identified during an inspection, that the applicable code section was noted, but only 8% of respondents disagreed with this statement (#5).

The overall response to building inspection statements were positive and received a minimum of three times as many agree responses as disagree responses.

(4) Summary of Responses on Overall Development Process.

The fourth multiple-choice section asked respondents to give feedback on the overall development process (applications, permits, and inspections). A total of 41 participants responded to this section.

#	Statement	Agree or Strongly Agree	Disagree or Strongly Disagree
1	The process is predictable.	67%	26%
2	The amount of time taken to process my application was acceptable.	47%	37%
3	The City met its time commitments for processing my application.	54%	30%
4	Staff were responsive.	73%	18%
5	The city speaks with "one voice" when processing applications and permits and conducting inspections.	44%	33%

There were very mixed responses to the statements above. Respondents indicate that staff were responsive, and the process was relatively predictable, but there was less agreement about the amount of time it took for applications and the city's ability to give congruent answers. Different respondent groups also responded differently to certain statements:

- Engineers (5 responses) disagreed at higher levels more consistently than other groups. They disagreed with the highest rate to statement #3 (80%), regarding time commitments being met by the City. This disagreement rate is considerably higher than the overall response rate, which is 54%.

- Planners, homeowners, engineers, developers, and contractors each had respondents that strongly disagreed that the amount of time to process their application was acceptable.

4. Open-Ended Responses

The final section of the survey asked participants to respond to a series of questions in their own words. The responses are outlined in the following points, with reference to the number of responses received to each prompt and the number of responses aligning with the key themes identified.

(1) Strengths of the Development Review Process

The first open-ended question asked respondents to "Describe the development review, permitting, and inspection processes' three greatest strengths." A total of 25 participants responded, providing a total of 63 responses. While their opinions sometimes contradicted the results of the multiple-choice questions and do not necessarily represent the more common sentiments of stakeholders, the following points summarize these responses:

- Helpful and friendly staff (27 responses)
- Communication (13 responses)
- Efficient process for over the counter permits/applications (10 responses)
- Availability of online inspection requests (6 responses)

(2) Opportunities for Improvement of the Process

The second open-ended question asked respondents to "List three changes that could be made to the development review, permitting, and inspection processes to enhance its quality of service". A total of 26 participants responded to this section, with a total of 59 individual statements received. The following points discuss the responses received.

- Enhanced Online services (15 responses) – focused on the desire for electronic submission, a more streamlined building inspection request page/process, and access to an online permitting system.
- Consistency (11 response) –focused on the desire for increased consistency between staff, departments, and inspectors.
- Staff expertise (7 responses) – The following points summarize a few of the statements received.
  - "Constant new staff issues and roadblocks throughout the process"
  - "Full training on all topics"
  - "Staff assigned to review should have the technical background necessary to review"

Many of the same improvement opportunities were referenced in the last question of the survey which asked respondents for any additional input.

5. Stakeholder Meetings

The project team conducted in-person stakeholder focus group meetings on June 13 and 14, 2022 in Rocklin. A total of 300 randomly selected prior customers of the City from the last three years were invited to attend a focus group meeting. A total of 17 individuals attended the focus group meetings. A variety of individuals who had been involved in all phases of the development review, permitting, and inspection process attended these meetings.

The key themes that emerged from the focus group meetings were similar to those of the online survey. However, attendees were able to dive deeper into the challenges and strengths of the Community Development Department and the City's development processes. The following points summarize the key themes received from the stakeholder meeting attendees.

- The majority of attendees indicated that the planning and entitlement process was difficult and often took much longer than necessary. Several individuals noted that planning staff often complained about how busy they are, and the perception is that staff actively try to not accept new applications due to current workload volumes.
- Planning received complaints that focused on timeliness, receiving comments that should have been addressed upon initial review but were addressed after multiple rounds, inconsistency in application requirements, and a general perception that staff took an anti-development approach to reviewing applications.
- A few respondents indicated issues with the zoning review that accompanied their building applications. Comments focused on Planning staff taking too long to review the building application for planning/zoning comments, and the conditions of approval had changed from the planning application approval.
- Most of the attendees indicated that they had few issues with the building plan review and inspection process. However, a couple of smaller contractors voiced concerns about the timeliness associated with simple building application plan review taking too long. Examples included tenant improvement and pool applications. These same individuals also shared frustration with contracted building inspectors and the poor attitude they had in the past.
- There was a strong desire to have online application submittal. A few individuals indicated that the current online application portal had been down for an extended period of time but there was no warning on the City's website until after all materials were uploaded and an error message was received.

Overall, many of the same issues noted in the survey responses were discussed in the stakeholder focus group. There was a clear concern of the participants regarding the approach to planning and entitlement application review and the attitude of staff. There is also a desire for enhanced online tools for application submittal.

Appendix C: Best Practice Assessment

1. Introduction

This document represents an important step for the project team to report on initial key findings and opportunities related to the development review process for the City of Rocklin. In order to make the assessments of operational strengths and improvement opportunities, the project team utilized a set of best management practices against which to evaluate the various operations and processes of development review.

The project team utilized a variety of data collection and analytical techniques to compare current operations against measures of effective operations in municipal organizations. This best management practices assessment provides measures of operation for major functions with the development review process. Collectively the best practices consist of:

- Statements of "best or prevailing practices" based on the study team's experience in evaluating high-performing development review operations.
- Statements of "best practices" or "recommended practices" or performance targets derived from national professional service organizations (such as American Planning Association, International Code Council, etc.).
- Identification of whether the particular unit meets these performance targets.

The diagnostic assessment is one of several tools that will be used to identify recommended reforms. Following completion of this analysis, it will be used along with information obtained from stakeholder surveys and workshops, an analysis of peer communities, feedback from the City, and data analysis by the project team to develop a final set of recommendations.

2. Key Strengths

Although the diagnostic assessment is designed to identify improvement opportunities, it is also an opportunity to identify existing strengths of the current processes. Some of the key strengths of the City's development review process include:

- Front line staff are well trained and have strong knowledge of both requirements and processes associated with the permit process.
- Same day review is available for some residential building permits for applicants who come to the permit center.

- A single software system is used to track planning and building permits and the city has indicated a desire to move to on-line permit review and management.

3. Key Opportunities for Improvement

The comparison of the City's current approach to best management practices also identified some improvement opportunities. Notable issues include:

- Technology implementation is extremely limited, with many processes undergoing duplicate electronic and paper tracking. Compared to other municipalities with the level of activity in Rocklin, the City lags far behind in terms of automating processes significantly hindering efficiency and customer service.

- Paper-based records management means that large volumes of plans and supporting materials have to be stored off site and retrieved when needed, and the volume of paper in the department and used in processes is extremely unwieldy.

- With the exception of building permit review, managers do not track the overall performance of the development review process in terms of review timelines, numbers of revisions required before permits are issued, and workload.

- Some requirements, especially local requirements for fire and planning, have not been codified, and as a result the planners may lack clear authority for what they require as part of a project.

- The City lacks a "relief valve" such as contract planners to ensure that planning applications are reviewed in a timely manner.

The above items are not in alignment with best practices and indicate challenges that impact the efficiency and effectiveness of the processes and operations related to development review, permitting, and inspection activities. The project team will expand on these and other issues in subsequent analysis and in the draft and final reports.

4. Diagnostic Assessment

This section provides an initial overall assessment of current operations and processes and identifies initial opportunities for organizational and operational improvements. The assessment is presented in a checklist format. The checklist identifies whether current practices do or do not meet the target. Descriptions for improvement opportunities are included in the last column of the table.

The issues identified in this review will be analyzed further by the project team, leading to the development of the draft report. This analysis will primarily focus on the development

review operations of Building, Planning, Engineering, and Fire. These three divisions are the primary entities tasked with receiving and processing applications and conducting development issues.

This diagnostic assessment of best practices is broken down into the major subsections of: Management and Administration; Customer Information and Interaction; Processes; and Technology Utilization.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Management and Administration			
The City has goals, objectives, and performance measures for permitting activities.		✓	Review targets should be expanded from building to include all review disciplines for planning, engineering, fire, and building permits.
Managers routinely review performance (speed, efficiency) of the permitting process.		✓	The City should have a single source for tracking application review and permit performance and meeting expectations.
Managers and staff have access to clear and accurate reports showing current workload, timelines, and other measures of performance.		✓	Information is in TRAKiT but needs to be distilled into concise, coherent reports and reviewed by managers. All functional areas should be incorporated into TRAKiT and utilize the report feature.
The City has access to adequate resources to conduct complete and timely reviews covering all disciplines.		✓	City utilizes a combination of full time, contract, and part time staff but lacks capacity in some areas (notably planning) to meet reasonable expectations in terms of review timelines.
The department has backup plans in place in the event of absence or departure of key staff		✓	There is a backup plan in place for the Permitting Center and for Building Inspectors. There is the need to formalize backup plans for all positions in the Planning Division, especially for the Long Range Planner, Housing Specialist, and Administrative Specialist positions.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The department has additional resources that it can deploy in cases of unusually heavy workload or high-priority projects.	✓	✓	Building department uses contract reviewers and inspectors; however, it should ensure that there are options to add to this in cases of high work volume. Planning does not utilize contract planners or reviewers for periods of high work volumes. Fire and Engineering also has contracted staff available to assist as needed.
Customer satisfaction with each phase of the development process is monitored.	✓		Community Development has an online Customer Service Survey that is monitored, and feedback is provided to division managers each month.
Staff are provided with on-going in-service training opportunities for their professional development.	✓	✓	Expand training opportunities outside of minimally required training to maintain professional certifications.
Customer Information and Interaction			
The City provides easy-to-understand and attractive guides to the planning, building permit, and inspections process.	✓	✓	Camino was recently released that provides an easy to use interactive guide for residential building permits. While there is a good amount of information on-line for non-residential applications, much of it should be updated, and the web site should be easier to navigate. Simpler handouts and FAQs could help reduce many questions that come in by phone or in person. Checklists need to be updated.
The City web site includes a virtual "one stop shop" that provides an overview of all permitting requirements and links to permitting requirements by department or division.	✓		"Get a Permit" section of the web site is comprehensive; some information could be more robust, especially for planning.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
All development staff are available at a single easy to access location.	✓		All development review and permitting staff are located at a single location. Noting that Code Compliance staff are located in a different building on the City Hall campus.
Questions from the public are answered in a timely manner.	✓		Staff are expected to respond within 24 hours and provide answers to questions within 72 hours. Stakeholders confirmed that email and phone inquiries are returned the majority of time.
Fee schedule is published and regularly updated.	‘✓	‘	City has complete fee schedule on-line in PDF and was last updated on January 1, 2022.
The City reaches out to the business and development community through periodic communications.		✓	Development staff should consider more systematic and proactive outreach to the development community, such as a monthly newsletter.
The City regularly obtains input from the business and development community on issues related to development review and permitting.	✓	✓	This is option is currently available via the online customer survey. Other options may include a regular scheduled meeting with the development community. The Assistant City Manager meets regularly with the business community, but this meeting is not focused on the development process.
The City’s policies/website clearly identify what applications can be approved administratively versus approval by the Planning Commission or City Council.	✓		The City’s land development code indicates approval authority. However, there is no summary of this information on the Planning’s webpage.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The City provides clear and comprehensive checklists identifying all items required to be submitted for each application type.	✓	✓	Universal Application is used for Planning submittals. Application includes a broad and generic checklists. Updating and streamlining would be beneficial. Engineering and building applications include checklists.
Application forms are available on-line and can be filled out electronically.	✓	✓	PDF fillable form is available for building permit applications but not other forms and applications.
The City's long-term plans and land development code are available on-line.	✓		
The City's adopted ordinance, regulations, and design standards are available and up-to-date online.	✓	✓	Some documentation is easily found on respective webpages. However, there are numerous areas where planning determinations are not published or codified (e.g. internal interpretations). Fire local requirements related to site plans have not been codified and are not available on-line.
The City has a dedicated webpage that identifies major on-going development projects.	✓	✓	GIS story map provides information on proposed, approved and under construction projects. Planning has information on recent and current public hearing applications. However, the Development Activity Report on the web Planning site is dated from 2013.
Processes			
Permit technicians are certified by the International Code Council (ICC).	✓		

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Permit technicians review applications for completeness at time of submittal.	✓		A general completeness check is conducted for Planning applications. This BMP is not intended to incorporate California's 30 day completeness check for planning applications.
Plans are routed only to departments/contractors for whom the project is relevant.	✓		
Certain basic permits are available instantly, with no review requirement		✓	Best practice allows basic electrical, mechanical, plumbing and certain other permits to be issued without review, subject to inspection. These permits may be issued over the counter in person or may take 24 hours to turnaround, depending on the time of day and staff availability. Ideally these are available on-line. Examples include HVAC and water replacement, branch wiring, reroofs, window swap outs, etc.
Expedited process is available for simple projects, such as minor interior renovations.		✓	Building applications are reviewed in the order they are received. Review timelines are not tiered based on complexity or type. A tiered review timeline should be considered for adoption.
Staff uses a case management approach for larger projects.		✓	For building and planning applications, comments from separate review disciplines are not always reconciled. The applicant is expected to work separately with each review discipline. A consolidated review letter facilitates a more efficient process.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Applications provide sufficient evidence / documentation for staff (or the relevant approval authority) to successfully review the submittal and make a decision.	✓		
Preapplication meetings are held for major projects.	✓		Preapplication reviews are held for major applications. The current process requires the applicant to submit a conceptual design, it is distributed to all reviewers who provide written feedback which is provided to the applicant.
Review timelines are posted on the City's website.		✓	Application review performance goals should be posted online.
Expedited building plan review services are provided.		✓	Consideration should be given to adopt tiered turnaround times based on project types. This will require additional contracted staff support in Planning, Fire, and Engineering.
Resubmittal review turnaround times are quicker than new applications.	✓	✓	Engineering and Building have adopted faster resubmittal reviews for their applications and their teams. These timelines are not required for reviewers in other areas.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Adopted review timelines are met consistently.	✓	✓	Building and Engineering plan checkers frequently meet their internally adopted performance goals. However, these timelines are not adopted or meet by other review disciplines. Challenges exist with receiving Planning comments timely. Review timelines should be established and adopted for all disciplines and application types.
A formal internal Development Review Committee is responsible for ensuring that plans address all City requirements.		✓	Staff indicated that previously there were development review committee meetings, but currently this approach is not being used.
All review comments are incorporated into a single comment letter and distributed to applicant by project manager.	✓	✓	For building permits, applicants generally work with the reviewer who commented (e.g., planning and fire comments are addressed directly between applicant and reviewer). Planning and Engineering consolidate all review comments into a single comment letter and provide to applicant.
Review comment letters are consistent in their approach, format, and information provided.	✓		Building and Engineering comments letters are consistent. *Planning has not provided comment letter examples.*
Project review / comment letters provide reference to checklist and / or code reference.	✓		Building and Engineering review letters do cite code. *Planning has not provided comment letter examples.*

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Plans are reviewed concurrently to avoid delays.	✓	✓	Reviews are conducted concurrently, however issues are noted with the timeliness of non-building reviewers for building permits not meeting building review timeframes, resulting in subsequent issues.
For re-submitted plans, reviewers focus on ensuring that comments have been addressed, not issues that should have been brought up in initial review.	✓	✓	Stakeholder feedback indicated that Building Plan Checkers meet this standards. Multiple challenges were cited with late hits for Planning reviews.
Approval authorities for planning and zoning permits are clearly stated and simple permits are approved administratively.	✓		Authorities are clearly stated, and most simple permits are approved by staff.
Applicants can track their permit application on-line.	✓	✓	Information can be tracked for building permits only.
Staff reports to the Planning Commission, and City Council are thorough and include staff/PC recommendation.	✓		Staff reports are robust and include a staff recommendations. Reports include numerous exhibits both stand-alone and embedded in report.
Customers are given an approximate time to expect their inspector.	✓		Inspections are assigned to specific blocks of time.
Applicants can request inspections up to 5 pm on the day before; next day inspections are available for 100% of requests.		✓	Once limited inspection slots are filled, inspections are not available for that day. During busy times, inspections can be 2-3 days out. The city should find ways to expand contracted capacity to meet demand for next day inspections.
An online inspection request system is utilized to receive inspections with linkage to the permit information system.	✓		

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Combination reviewers/ inspectors are used to reduce the need for duplicate inspections at a single project.		✓	Limited staffing and difficulty finding qualified inspectors makes this difficult; however this is the goal of the department.
Building Inspectors conduct between 15 and 18 inspections per day.	✓		Inspections are limited to 15, but inspectors also do plan review and file work.
The city charges a re-inspection fee to encourage builders to make sure work is complete and ready to inspect at time of inspection.	✓		Re-inspection fee charges are at the discretion of the Inspector.
For Certificate of Occupancy Inspection all applicable inspectors complete the inspection at the same time.	✓		
Technology Utilization			
Applicants can apply, pay for, and receive permits, some instantly, using an on-line portal.	✓	✓	Only residential water heater replacements and HVAC permits can be applied for online.
The permit software system can calculate the appropriate plan check and permitting fees.	✓	✓	Fees may be calculated after review is complete. Not all fees are calculated by the software.
Applicants can look up status of a permit, including comments from reviewers on-line or using the software.		✓	Only building comments are entered into system. All development application comments should be stored in the system.
Permit tracking software is used to manage the permit intake, review, and issuance process as well as related inspections.		✓	While the city uses tracking software, the process is heavily paper-based and only building uses the system to manage the application/permit.
All plan review comments are entered into the system and available to other reviewers, permit techs, and applicants (via the front end).		✓	Engineering and Planning does not use Trak-It for review comments and application processing.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The permitting system electronically routes applications to all reviewers, who can also electronically approve, disapprove, and provide comments.	✓	✓	Meets target for Building permits only.
The City is moving towards a paperless system for all stages of permitting and development review.		✓	Slow progress on implementing on-line application and review has significantly hampered the department's operations. Staff have recently begin putting more effort in transitioning to the new version of TRAKiT.
The permitting system generates clear, user friendly reports on permitting activity which can be posted to the internet.	✓	✓	Building current has standardized activity reports. As other divisions begin using the system, reports should be developed for their activities.
The permitting software has the ability to capture time associated with a particular permit application.	✓		TRAKiT has the capability if the approach to fees (deposit based on cost recovery emphasis) is changed in the future.
Development staff has access to applicable GIS layers.	✓		
The general public can look up zoning information, flood zones, and other pertinent information using Web GIS.		✓	More self-service research opportunities would reduce workload and enhance customer service. Examples include zoning, infrastructure plans, small area/specialty plans/zones, setback layers, etc.
Inspectors enter inspection results and correction items in the field via tablet and have it instantly available and viewable on-line.	✓	✓	The software has the capability to do this but at this time staff are unable to use this functionality due to a system error.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
One software system is utilized for all permitting, inspection, and code enforcement functions in the City.		✓	Code enforcement is using Comcate system. Staff may have access to TRAKiT but may not utilize this function. Ideally all should be on the same system and the system should be fully utilized.
Internal staff training is provided on new features within the permitting software system.		✓	Relatively little formal training is provided, although in-house staff are knowledgeable.
Permitting software users are provided with new user training upon hiring with the City.		✓	No formal training program exists.

Appendix D: Comparative Assessment

The Matrix Consulting Group was contracted by the City of Rocklin to perform an organizational and staffing assessment of its Community Development Department. As part of this project, a comparative assessment was performed.

The comparative assessment is designed to gain insight into how peer cities organize and staff the various functions related to the development review, permitting, and inspection process and the functions found in Rocklin's Community Development Department. This is a high level assessment that is part of the larger review of the development services provided by the City and does not provide granular insight into the comparative jurisdiction's operations.

The project team and city staffed agreed on six organizations for use in this assessment. The following jurisdictions were selected because of their proximity to Rocklin. Additionally, several of the communities (Elk Grove, Dublin, Walnut Creek, and Lincoln) were similar to Rocklin and did not necessarily provide water and/or wastewater utility service. Placer County was originally included in this survey but the project team after multiple outreaches was unable to obtain information.

City	Population
Placer County, CA	391,799
Elk Grove, CA	173,370
Roseville, CA	138,860
Dublin, CA	72,589
Walnut Creek, CA	71,280
Lincoln, CA	51,252
Rocklin, CA	**67,070**

The following analysis encompasses each of the topics we asked peer cities to provide information on. We have workload and staffing broken out separately to give us a greater analysis into those areas specifically.

1. Staffing/Structure

Rocklin's Community Development Department is broken into the following Divisions:

- Long Range Planning/Housing
- Planning Services
- Permit Center
- Engineering (Land Development)
- Building
- Code Enforcement

The first table focuses on the overall structure of the Departments including the number and type of divisions as well as the authorized or budgeted staff in each division. This section does not account for any contracted staff, as these services are identified later in this assessment.

Staffing & Structure Comparison (Internally Budgeted Positions)

	Lincoln, CA	Dublin, CA	Roseville, CA	Walnut Creek, CA	Elk Grove, CA	Rocklin, CA
List of Divisions	Administration, Building, Planning, Engineering	Planning, Housing, Building	Administration, Business & Admin, Building Inspection, Code Enforcement, Planning, Engineering/Land Development	Administration, Building, Planning, Housing, Transportation Planning	Current and Advanced Planning, Housing and Planning Services, Building Safety, Development Engineering, Code Enforcement	Long Range Planning/Housing, Planning Services, Permit Center, Engineering, Building, Code Enforcement
Staffing Total	20	19	80 FT, 6 PT	41	22	24
Staff Per Division	Admin – 4 Building – 4 Planning – 3 Engineering – 9	Planning – 9 Housing – 2 Building – 7	Administration – 2FT Business & Admin – 12FT / 1PT Building Inspection – 28FT / 3PT Code Enforcement – 6FT / 1PT Planning – 10FT Engineering/Land Dev. – 22FT / 1PT	-	C&A Planning – 9 Housing and Planning – 2 Building – 2 Development Eng. – Outsourced Code Enforcement – 8	Long Range/Housing – 2 Planning – 7 Permit Center – 4 Engineering – 2 Building – 4 Code Enforcement – 3 Contracted FTE: 2

Note that hyphens denote information that could not be obtained by the project team.

Rocklin is the second smallest city by population in the comparative but surpasses 3 other cities in total staffing. The Permit Center is not a division found in any of the other cities, something unique to Rocklin. This consolidation is also likely why Rocklin is able to keep staff numbers relatively low in other Divisions. Development Engineering is not always located in Community Development and brings down the overall numbers in a place like Dublin, where services are primarily contracted out. Rocklin is not a major outlier among this list of comparable communities in regard to staffing or divisions including in Community Development.

2. Workload

The following table identifies the workload of various areas within Community Development.

Workload Comparison

	Lincoln, CA	Dublin, CA	Roseville, CA	Walnut Creek, CA	Elk Grove, CA	Rocklin, CA
Number of Building Permits Issued the last 3 years	10,437 Total Avg: 3,479	2019 – 2,360 2020 – 2,263 2021 – 2,260 (They issue 1 master permit per project)	2019 – 5,744 2020 – 7,277 2021 – 7,449 AVG: 6,823	14,500 Total	19,091 Total Major Residential – 2,091 Major Commercial - 97	2019 – 4,056 2020 – 3,312 2021 – 3,898 AVG: 3,755
Number of Building Inspections completed for each of the last 3 years	46,354 Total Avg. 15,451	2019 – 17,049 2020 – 10,585 2021 – 11,924 AVG: 13,186	2019 – 30,334 2020 – 39,999 2021 – 47,888 AVG: 39,407	-	2019 – 23,033 2020 – 17,660 2021 – 21,077 AVG: 20,590	2019 – 14,208 2020 – 12,209 2021 – 14,789 AVG: 13,735
Number of entitlements processed by Planning each of the last 3 years	103 Total Avg: 34	545 total AVG: 182	2019 – 137 2020 – 114 2021 – 162 AVG: 138	2019 – 140 2020 – 95 2021 – 130 (Only intake, not processed)	2019 – 28 2020 – 17 2021 – 30 AVG: 25	2020 – 100 2021 – 119 (all planning applications)
Number of Code Complaints processed each of the last 3 years	-	615 total in planning 188 total in Building	2019 – 1,071 2020 – 1,106 2021 – 1,438 AVG: 1,205	-	2019 – 2,943 2020 – 2,389 2021 – 2,388 AVG: 2,573	2019 – 1,125 2020 – 1,000 2021 – 1,261 AVG: 1,128

Each of the jurisdiction's historic workload data seems to be consistent, even though the years that are presented were during the COVID-19 outbreak. Rocklin falls in line relatively well compared to the other cities and their population size. Each community conducts business slightly different, causing some disparities, for example Dublin issues one master permit per project, affecting their total numbers for building permits issued.

3. Technology

The following table compares the different online portals and technologies used in each Community Development Department. Placer County was included in this table as this information was obtained online.

Technology Comparison

	Placer County, CA	Lincoln, CA	Dublin, CA	Roseville, CA	Walnut Creek, CA	Elk Grove, CA	Rocklin, CA
Online application portal	Yes	Accela for building permits, none for entitlement applications.	Building and entitlements are sent via email.	Accela	Accela, ACA	Building – eTRAKiT Entitlements – Liquidfiles Dropbox	eTRAKiT
Types of permits submitted online	All application s can be submitted through portal, even PW.		14 different types of permits accepted over email. (Type was not provided by City)	Building, Engineering, Planning permits submitted in portal.	All can be submitted by email, contractors can use portal.	6 types of building and 2 types of engineering permits through eTRAKiT portal. Entitlements	HVAC, Water Heater permits only

Each community was asked whether they utilized an online portal to accept permits and applications for entitlements. Three of the respondents use the software Accela and two, including Rocklin utilize eTRAKiT. The project team conducted some further research and found that although many of the communities had an online portal, they were not fully utilizing it to accept all permits and application types.

4. Other Comparative Areas

The following table identifies other topic areas utilized in the comparative that do not fall within the categories already discussed above.

Other Comparisons

	Lincoln, CA	Dublin, CA	Roseville, CA	Walnut Creek, CA	Elk Grove, CA	Rocklin, CA
Budget	$4,680,805	$6,057,463	Building & admin $2,630,768 Building inspections $4,613,304 Planning $2,379,640 Engineering – Land Development $6,780,110	Personnel and Operating - $8,793,122 Total exp. - $14,955,477	$25,400,000	$8,109,500
Contracted Services	Plan check, inspections, entitlement processing, improvement	Building permit plan check and building inspection	Plan review, specialized inspections, transportation impact studies	Plan check review, inspection services	Planning (as needed for Project processing, CEQA, Swainson's	Building permit plan check,, building inspections, some

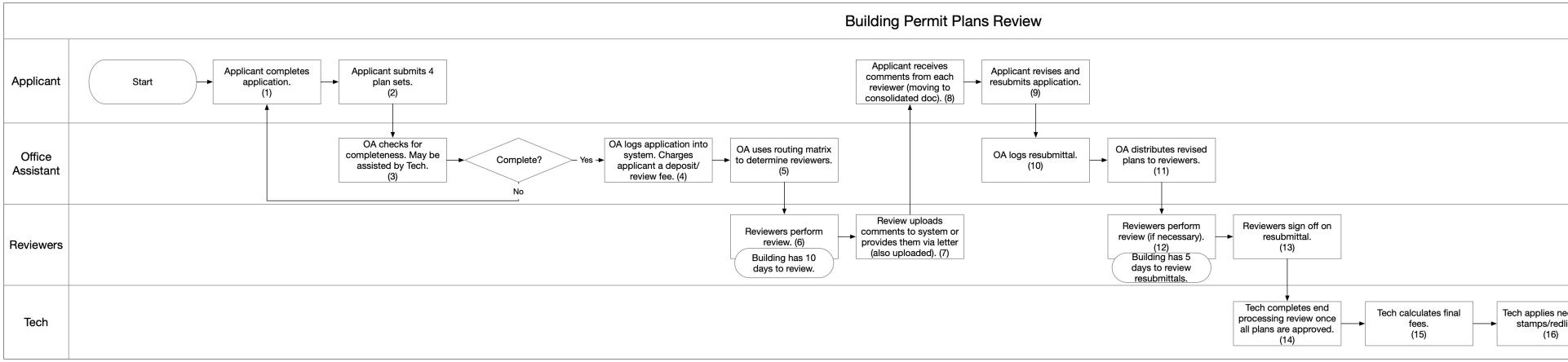
	plans & map review				Hawk), Development Eng, inspections, building inspections	development engineering (1 FTE)
Review processing times	10 business days for the first round and 5 for each review after	Master plan checks – 15 days, 6 days for permits within the master, 15 days for custom home	9 days for residential, 67 for commercial	23 days max for residential (18 days for subsequent reviews) 28 days max for commercial	10 days first review, 7 for subsequent (commercial and residential)	10 days 1st review, 5 days subsequent (commercial and residential) (Building plan reviewer only) Engineering Improvement Plans & Final Maps: 20 Days 1st Review, 10 day subsequent.
Percent of proactive and reactive code complaints	100% reactive	50/50 Building code is 85% reactive.	90% reactive 10% proactive	-	15% proactive	40% proactive

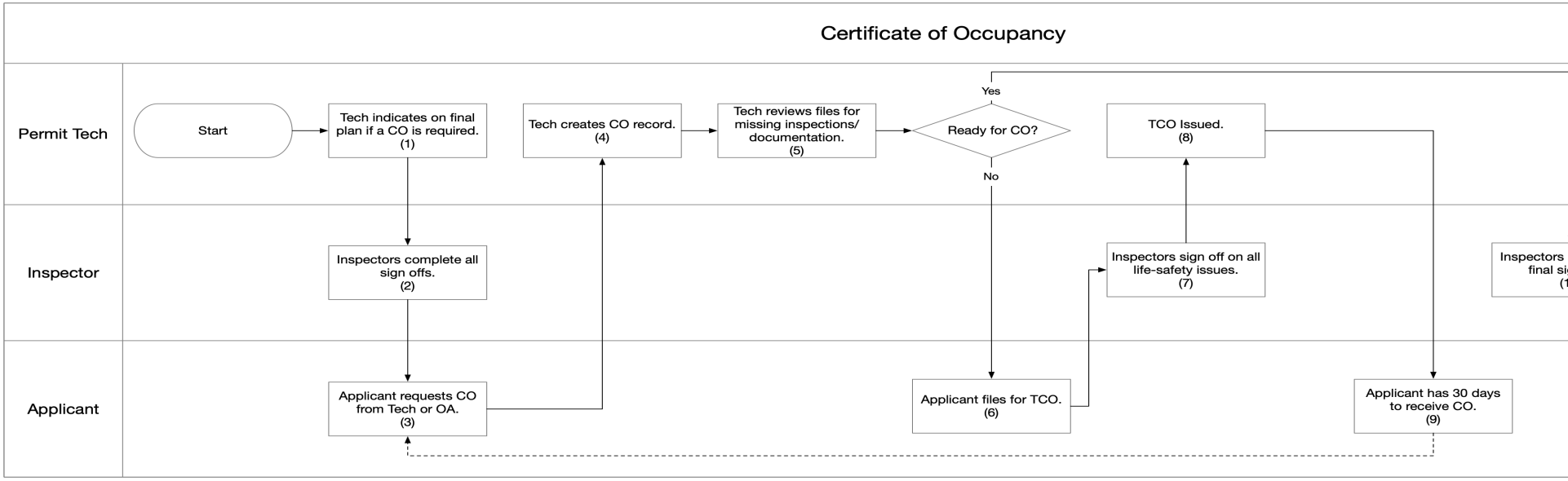
Review processing times fall in line or exceed most other cities and seem to actually be quicker than the average. Rocklin has the second highest proactive rate of code complaints among the comparable cities.

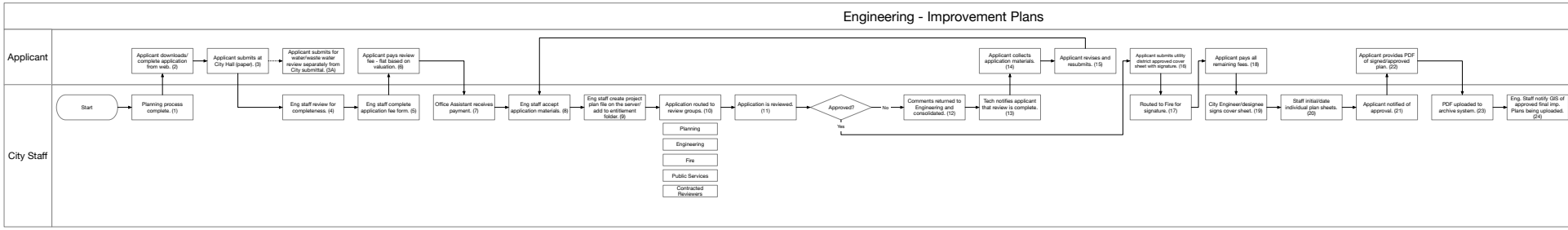
Overall Rocklin generally falls in line well with the comparative jurisdictions in terms of contracted services, staffing levels, and utilization of technology. No major outliers or concerns that can easily be identified from this comparative. Some positives to note is the unique use of a permit center, and a high proactive rate of code enforcement comparably.

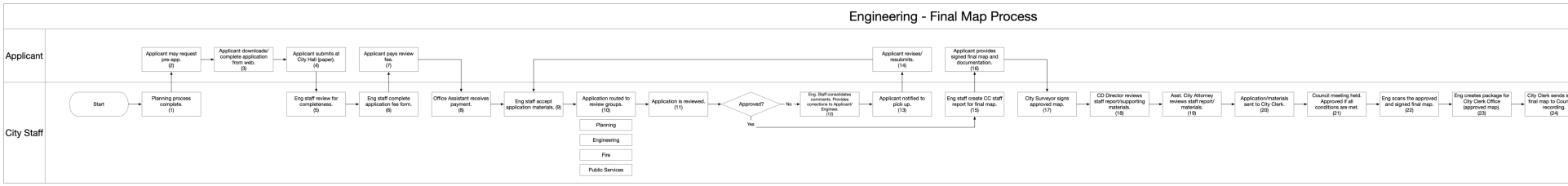
Appendix E: Current Process Diagrams

The following diagrams reflect the City's current development review processes.

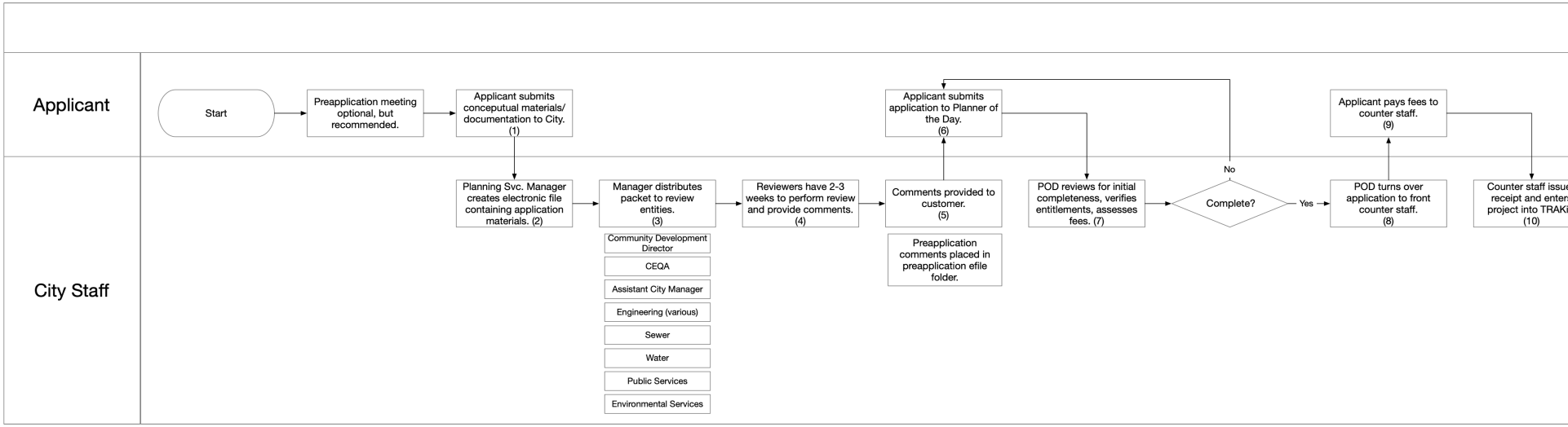




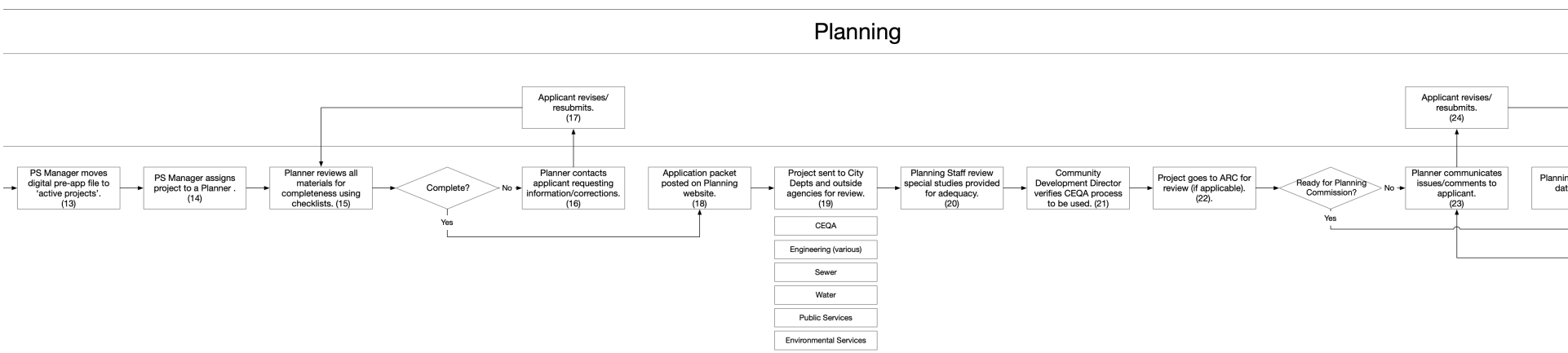

Engineering - Improvement Plans
Applicant
City Staff
Start
Planning process complete. (1)
Applicant downloads/ complete application from web. (2)
Applicant submits at City Hall (paper). (3)
Applicant submits for water/waste water review separately from City submittal. (3A)
Eng staff review for completeness. (4)
Applicant pays review fee - flat based on valuation. (6)
Eng staff complete application fee form. (5)
Office Assistant receives payment. (7)
Eng staff accept application materials. (8)
Eng staff create project plan file on the server/ add to entitlement folder. (9)
Application routed to review groups. (10)
Planning
Engineering
Fire
Public Services
Contracted Reviewers
Application is reviewed. (11)
Approved?
No
Yes
Comments returned to Engineering and consolidated. (12)
Tech notifies applicant that review is complete. (13)
Applicant collects application materials. (14)
Applicant revises and resubmits. (15)
Applicant submits utility district approved cover sheet with signature. (16)
Routed to Fire for signature. (17)
Applicant pays all remaining fees. (18)
City Engineer/designee signs cover sheet. (19)
Staff initial/date individual plan sheets. (20)
Applicant provides PDF of signed/approved plan. (22)
Applicant notified of approval. (21)
PDF uploaded to archive system. (23)
Eng. Staff notify GIS of approved final imp. Plans being uploaded. (24)


Engineering - Final Map Process
Applicant
City Staff
Start
Planning process complete. (1)
Applicant may request pre-app. (2)
Applicant downloads/ complete application from web. (3)
Applicant submits at City Hall (paper). (4)
Eng staff review for completeness. (5)
Applicant pays review fee. (7)
Eng staff complete application fee form. (6)
Office Assistant receives payment. (8)
Eng staff accept application materials. (9)
Application routed to review groups. (10)
Planning
Engineering
Fire
Public Services
Application is reviewed. (11)
Approved?
No
Yes
Eng. Staff consolidates comments. Provides corrections to Applicant/ Engineer. (12)
Applicant revises/ resubmits. (14)
Applicant notified to pick up. (13)
Applicant provides signed final map and documentation. (16)
Eng staff create CC staff report for final map. (15)
City Surveyor signs approved map. (17)
CD Director reviews staff report/supporting materials. (18)
Asst. City Attorney reviews staff report/ materials. (19)
Application/materials sent to City Clerk. (20)
Council meeting held. Approved if all conditions are met. (21)
Eng scans the approved and signed final map. (22)
Eng creates package for City Clerk Office (approved map). (23)

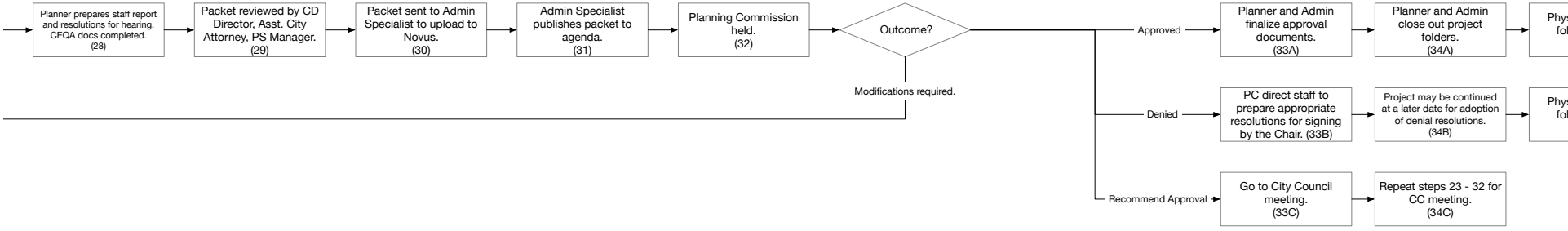
Planning (1 of 3)



Planning (2 of 3)



Planning (3 of 3)



Appendix F: Recommendations in Chronological Order

This Appendix outlines the recommendations in chronological order for implementation. The timeline refers to the calendar year quarter.

#	Recommendation	Priority	Timeline
19	Engineering, Building, and Fire should put in place flexible contracts so that additional plan review resources are available when needed.	High	Ongoing
20	Expand the use of contracted Building Inspectors to meet next day inspection turnaround.	High	Ongoing
44	Maintain the current allocation of three planners for current planning activities.	High	Ongoing
46	Maintain a contracted City Surveyor and have them focus on reviewing applications that require a Surveyor's certification.	High	Ongoing
47	Maintain the current allocation of Land Development Engineer and Engineering/Permit Technician position allocated to Engineering.	High	Ongoing
50	A total of three Building Inspectors and the Building Supervisor is needed internally. Additional contracted building inspection services should be provided to improve customer service and complete inspection more timely.	High	Ongoing
40	Reclassify the Long-Range Planning / Housing Director position to a Principal Planner.	Medium	Upon position turnover
3	Until Bluebeam is deployed, require applicants to provide a PDF version of all plans and supporting documents at application and approval, and attach these to the permit record, for all permit types including planning, engineering, building, and fire.	Medium	Q2 2023
14	Create and implement a unifying mission statement for all development review and permitting functions	High	Q2 2023
15	Develop clear performance expectations (processing timelines) for plan review by function. Include all agencies involved in the review process.	High	Q2 2023
32	Implement a consistent policy of consolidating review comments from all disciplines into a single document.	High	Q2 2023
43	Implement a contract with a planning consulting firm to provide contracted planners for additional staff support to overcome the current backlog and serve as an interim service provider for peak workload, vacancies, and special projects.	High	Q2 2023

#	Recommendation	Priority	Timeline
1	Add one full time equivalent information technology project manager to facilitate moving forward with technology deployment throughout the permitting process.	High	Q3 2023
8	Upgrade hardware for all staff to facilitate use of technology.	High	Q3 2023
10	Create additional GIS layers to provide more development information such as a parcel map, current zoning layer, general plan zoning layer, and infrastructure specific layers. Provide a link to this information on Planning's webpage.	High	Q3 2023
12	Assign a staff member who is responsible for the maintenance and updating Department/Development webpages.	Medium	Q3 2023
17	The Planning Division should put in place a mechanism for contract planning reviewers as needed to meet timelines or during periods of heavy workload.	High	Q3 2023
18	At a minimum, environmental (CEQA) reviews should be completed by a contracted environmental planner or environmental consulting firm.	High	Q3 2023
31	Reconstitute the Development Review Committee for major and specific application types.	High	Q3 2023
33	Modify the pre-application process to require a less comprehensive application/design, require an interactive meeting between review disciplines and the applicant, and continue to provide a formal feedback letter.	High	Q3 2023
41	Reclassify the Housing Specialist to Management Analyst to better align with the roles and responsibilities needed for this position.	High	Q3 2023
42	Transition the Management Analyst (Housing focused) to a full-time position.	High	Q3 2023
45	Transition to an in-house full time City Engineer for improved operational efficiencies and level of service to be located in the Community Development Department. Providing enhanced support for all development review functions, with an emphasis on transportation/traffic review.	High	Q3 2023
48	Reclassify the Office Assistant positions in Community Development to Permit Technician. This will ensure that the work they perform is better aligned with industry titles.	High	Q3 2023
49	Reclassify the Planning/Building Technician classification to Planning Technician (Planning), and Plans Examiner I (Building and Engineering focused).	High	Q3 2023

#	Recommendation	Priority	Timeline
11	Revise the Community Development Department webpage to serve as a centralized development webpage.	High	Q4 2023
22	Revise the existing customer survey used by Community Development to examine strengths and weaknesses in the permitting processes for planning, engineering, fire, and building.	Low	Q4 2023
29	Work with front-line staff (to include all staff who answer questions from the public) to identify most frequently asked questions and prepare basic handouts / FAQs on these questions.	High	Q4 2023
34	Incorporate the site improvement plan review into the commercial building application.	Medium	Q4 2023
36	Develop and formally adopt the criteria that requires a traffic impact analysis.	High	Q4 2023
37	Identify the department/division who is responsible for determining when a traffic impact analysis is required.	High	Q4 2023
2	Expand the use of TRAKiT for Planning and Engineering permits.	High	Q1 2024
5	Create and implement a desk manual and training program for the TRAKiT software system.	High	Q1 2024
6	Accelerate the deployment of BlueBeam software to allow for electronic plan review of all files.	High	Q1 2024
23	Community Development should conduct regular outreach with the local development community.	Medium	Q1 2024
16	Create standard performance reports to be used by managers to track whether standards are being met. Also provide simpler standard reports for the public to be posted online.	Medium	Q2 2024
21	Create a robust succession plan to recruit, develop, and retain Community Development Department staff.	High	Q2 2024
25	City Council should adopt formal cost recovery goals and update their development fee schedule to meet these goals.	Medium	Q2 2024
35	Implement an approach to address building expired permits as they occur. This can be achieved through an automated feature in the permitting software system. As an interim step, address older expired permits as time allows through written follow-up.	Medium	Q2 2024
39	The Architectural Review Committee process should be eliminated and application that require design element review should be conducted by Planning staff.	Medium	Q2 2024

#	Recommendation	Priority	Timeline
27	Expand the interactive residential permit guide to cover additional permits, including commercial building permits, planning applications, and engineering applications as well as fire-specific building permits.	High	Q3 2024
28	Based on the work on the development handbook, re-design the permitting portion of the City's web site to provide clearer information about the permitting process, steps involved, and information required.	High	Q3 2024
51	The Public Services Engineers should be organizational located under the City Engineer once the position is brought in-house.	Medium	Q3 2024
4	Over time, transition to a process whereby all permit applications are taken in electronically and include electronic site plans and building plans where required.	High	Q4 2024
9	Continue the use of the Proposed and Permitted Planning Project GIS map and provide a link on the Planning Division's webpage.	Medium	Q4 2024
26	Prepare a comprehensive development handbook that provides clear, user-friendly information on each stage of the development process. Given staffing and workload considerations, it is recommended that this be resourced outside of the department, either through a contract or by hiring a communications expert on a short-term basis.	Medium	Q4 2024
38	Transition the intake, routing, and issuance of encroachment permits to Engineering staff in Community Development.	Low	Q4 2024
52	Consider renovating the entire Community Development Department suite to better accommodate the workspace needs of a fully digital permitting process and moving all Engineers to a single location. Alternatively, strategic wall movements will be beneficial in lieu of a complete suite renovation.	High	Q4 2024
30	During the current code revision cycle, ensure that all fire requirements are clearly codified. Prepare basic guides on these requirements and have them available on-line.	Medium	Q1 2025
7	Develop a plan for digitization and easy electronic access for all land use records.	Medium	Q4 2025
13	Hire a temporary position to digitize and catalog historic development records.	Medium	Q4 2025

#	Recommendation	Priority	Timeline
24	Budget funds and hire a consultant to conduct a comprehensive review of the City's land use code with the intent to redevelop the code while clarifying requirements and ensuring that the objectives of the code are met.	High	Q4 2025