



# WESTMINSTER

## Staff Report

REVISED  
01/21/16

TO: The Mayor and Members of the City Council  
DATE: January 20, 2016  
SUBJECT: Briefing and Post-City Council Briefing Agenda for January 25, 2016  
PREPARED BY: Donald M. Tripp, City Manager

Please Note: Study Sessions and Post City Council briefings are open to the public, and individuals are welcome to attend and observe. However, these briefings are not intended to be interactive with the audience, as this time is set aside for City Council to receive information, make inquiries, and provide Staff with policy direction.

Looking ahead to Monday night's Briefing and Post-City Council meeting briefing, the following schedule has been prepared:

Dinner	6:00 P.M.
Council Briefing ( <i>The public is welcome to attend.</i> )	6:30 P.M.

### CITY MANAGER'S REPORT

POST BRIEFING (*The public is welcome to attend.*)

### PRESENTATIONS

None at this time.

### CITY COUNCIL REPORTS

None at this time.

### EXECUTIVE SESSION

1. Discussions with the City Attorney for the Purpose of Receiving Legal Advice on Pending Litigation in the Brandt v. City of Westminster Case as Authorized by Section 24-6-402(4)(b), C.R.S., and Section 1-11-3(C)(3), W.M.C. – **Verbal**

### INFORMATION ONLY

1. Monthly Residential Development Report
2. Community Development Audit Status

Items may come up between now and Monday night. City Council will be apprised of any changes to the post-briefing schedule.

Respectfully submitted,

Donald M. Tripp  
City Manager

**NOTE:** Persons needing an accommodation must notify the City Manager's Office no later than noon the Thursday prior to the scheduled Study Session to allow adequate time to make arrangements. You can call [303-658-2161](tel:303-658-2161) /TTY 711 or State Relay) or write to [mbarajas@cityofwestminster.us](mailto:mbarajas@cityofwestminster.us) to make a reasonable accommodation request.



WESTMINSTER

## Staff Report

Information Only Staff Report  
January 25, 2016



SUBJECT: Monthly Residential Development Report

PREPARED BY: Michele McLoughlin, Senior Planner

### Summary Statement

This report is for City Council information only and requires no action by City Council.

- The following report updates 2015 residential development activity per subdivision (please see attachment) and compares 2015 year-to-date totals with 2014 year-to-date totals.
- The table below shows a decrease in new residential construction for 2015 year-to-date totals when compared to 2014 year-to-date totals (179 units in 2015 vs. 235 units in 2014).
- Residential development activity for the month of December 2015 versus December 2014 reflects an increase in single-family detached (12 units in 2015 versus 1 units in 2014), an increase in single-family attached (12 units in 2015 versus 0 units in 2014), no change in multiple-family (0 units in 2015 versus 0 units in 2014), and no change in senior housing (0 units in both years).

**NEW RESIDENTIAL UNITS (2014 AND 2015)**

UNIT TYPE	DECEMBER		<u>% CHG</u>	YEAR END		<u>% CHG</u>
	2014	2015		2014	2015	
Single-Family Detached	1	12	1100.0	25	141	464.0
Single-Family Attached	0	12	1200.0	16	35	118.75
Multiple-Family Senior Housing	0	0	00.0	194	3	-98.45
	0	0	-	0	0	-
<b>TOTAL</b>	<b>1</b>	<b>24</b>	<b>2300.0</b>	<b>235</b>	<b>179</b>	<b>-25.10</b>

**Background Information**

In December 2015, there were 24 Service Commitments issued for new housing units.

The column labeled “# Rem.” on the attached table shows the number of approved units remaining to be built in each subdivision.

Total numbers in this column will change as new residential projects (awarded Service Commitments in the new residential competitions), Legacy Ridge projects, build-out developments, etc., receive Official Development Plan (ODP) approval and are added to the list. Conversely, projects with expired service commitments are removed from the list.

This report supports the City Council Strategic Plan goal of Beautiful, Desirable, Safe and Environmentally Responsible City.

Respectfully submitted,

Donald M. Tripp  
 City Manager

Attachment – Active Residential Development Table

**ACTIVE RESIDENTIAL DEVELOPMENT**

**Single-Family Detached Projects:**

Bradburn (120th & Tennyson)	0	0	0	0	0	0
Bradurn East (120th & Lowell)	0	0	0	18	37	0
CedarBridge (111th & Bryant)	0	0	0	1	2	0
Country Club Highlands (120th & Zuni)	0	0	16	37	18	16
Countryside Vista (105th & Simms)	0	0	0	0	9	0
Huntington Trails (144th & Huron)	0	0	4	5	14	4
Hyland Village (96th & Sheridan)	1	0	4	32	69	4
Legacy Ridge West F08 (107th & Leg. Ridge Pky)	2	8	0	37	42	0
Lexington (140th & Huron)	0	0	0	1	1	0
Shoenberg Farms (Berkely Homes)	0	3	0	9	43	0
Various Infill	0	1	1	1	6	1
Winters Property (111th & Wads. Blvd.)	0	0	0	0	8	0
Winters Property South (110th & Wads. Blvd.)	0	0	0	0	10	0
<b><i>SUBTOTAL</i></b>	<b><i>3</i></b>	<b><i>12</i></b>	<b><i>25</i></b>	<b><i>141</i></b>	<b><i>259</i></b>	<b><i>25</i></b>

**Single-Family Attached Projects:**

Alpine Vista (88th & Lowell)	0	0	0	0	84	0
Cottonwood Village (88th & Federal)	0	0	0	0	62	0
HollyPark (96th & Federal)	0	0	0	0	58	0
Legacy Ridge West F08 Patio Villas	0	12	0	18	46	0
Hyland Village (96th & Sheridan)	0	0	0	0	153	0
Legacy Village (113th & Sheridan)	0	0	8	8	14	8
South Westminster (East Bay)	0	0	0	3	50	0
Shoenberg Farms	0	0	0	0	8	0
Summit Pointe (W. of Zuni at 82nd Pl.)	0	0	0	0	58	0
Sunstream (93rd & Lark Bunting)	0	0	8	6	2	8
<b><i>SUBTOTAL</i></b>	<b><i>0</i></b>	<b><i>12</i></b>	<b><i>16</i></b>	<b><i>35</i></b>	<b><i>535</i></b>	<b><i>16</i></b>

**Multiple-Family Projects:**

Hyland Village (96th & Sheridan)	0	0	0	0	54	0
Orchard at Westminster	0	0	194	0	0	194
Prospector's Point (87th & Decatur)	0	0	0	0	24	0
South Westminster (East Bay)	0	0	0	3	25	0
South Westminster (Harris Park Sites I-IV)	0	0	0	0	6	0
<b><i>SUBTOTAL</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>194</i></b>	<b><i>3</i></b>	<b><i>109</i></b>	<b><i>194</i></b>

**Senior Housing Projects:**

Crystal Lakes (San Marino)	0	0	0	0	7	0
Mandalay Gardens (Anthem)	0	0	0	0	0	0
<b><i>SUBTOTAL</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>7</i></b>	<b><i>0</i></b>

**TOTAL (all housing types)**

	<b>Nov-15</b>	<b>Dec-15</b>	<b>2014 YTD</b>	<b>2015 YTD</b>	<b># Rem.*</b>	<b>2014 TOTAL</b>
<b>3</b>	<b>24</b>	<b>235</b>	<b>179</b>	<b>910</b>	<b>235</b>	

\* This column refers to the number of approved units remaining to be built in each subdivision.



## Staff Report

Information Only Staff Report  
January 25, 2015



SUBJECT: Community Development: Development Review Audit Recommendations – Implementation Update Q4 2015

PREPARED BY: Michelle Stephens, Business Operations Coordinator

### Summary Statement

This report is for City Council information only and requires no action by City Council.

In March 2014, the Community Development Department conducted a study session with the City Council on the subject of how the City provides service relative to the processing and approval of new development in the City. At this study session, Councilors expressed concern that the City was not viewed favorably by the development community and expressed desire to make changes to the development review process.

As follow-up to the concerns expressed, Council and staff concurred in hiring an independent consulting firm to do a review of the City's development review process and report back to the Council on their findings and propose recommendations for improvement. Matrix Consulting was hired in summer, 2014, and their final report regarding the development review process was published on January 29, 2015.

On April 13, 2015, staff categorized Matrix' recommendations for improvement into topical areas and provided a recommendation to City Council regarding how all of this can be implemented. Due to staffing resources and implementation time, some of these recommendations were proposed to be instituted in 2016.

In order to keep City Council apprised with respect to audit recommendation implementation, staff will provide a quarterly report outlining the progress of implementation.

### Background Information

Attached is a matrix summarizing the consultant's findings and staff's recommendations from April 2015, the status of the recommendation and the originally and currently planned implementation dates. Additionally, below are some of the implementation actions staff has planned for Q1 2016:

- E-permitting project kick-off with TraKit
- Definition and creation of Pre-Application/Pre-Submittal phase including identification of staff resources and submittal requirements for soft launch in Q2
- Onboarding and training of new Community Development staff
- Website updates
- Coordination with Community Outreach Division on improved inter- and intra-departmental communication

- Continued coordination with Economic Development, including the organization of a developer/contractor meeting to identify current City standards that prevent rather than encourage development that is in line with the City's vision
- Development of a customer service post-service survey specific to the development review process
- Identification of minor plan amendments criteria, timeframes, and workflows.

Some modifications to the initially proposed implementation schedule are identified in the attached matrix, including a delay to the go-live date of an e-permitting system for Community Development. Due to the decision to implement a department-wide, instead of Planning Division only, e-permitting system combined with a 7-week delay from the e-permitting vendor, the go-live date for e-permitting is now estimated in Q4 of 2016. The kick-off meeting for this project is scheduled for January 26<sup>th</sup> and staff will endeavor to identify ways to streamline the project in order to deliver the system as early in 2016 as possible. Staff will provide a more detailed implementation schedule with the next Audit Update, which will include defined milestones.

Staff has also had to re-evaluate the proposed implementation timeframes for other audit recommendations as the e-permitting software was envisioned as the foundation for these items. These delays are identified in the attached matrix and include a delay to the multi-lingual development guide, which is dependent on the workflows that are enabled by the e-permitting system.

This report supports the City Council Strategic Plan goals of *Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Vibrant, Inclusive and Engaged Community; Dynamic, Diverse Economy; Beautiful, Desirable, Safe and Environmentally Responsible City; and Financially Sustainable Government Providing Excellence in City Services.*

Respectfully submitted,

Donald M. Tripp  
City Manager

Attachment A - Audit Summary Matrix Q4 2015

**Community Development Audit Implementation Status Update**

**Q4 2015**

January 25, 2016

<u>Consultant Report</u>	<u>Staff Recommendation</u>	<u>Planned Action</u>	<u>April '15 Planned Implementation Timeframe</u>	<u>Q4 2015 Status</u>	<u>January '16 Planned Implementation Timeframe</u>
<b>Pre-Application</b>					
The City should modify the pre-application process to provide greater clarity on the standards required for approval and the types of deviations from standards that have achieved approval in the past.	A pre-application meeting is currently an optional step in our planning entitlement process. Based on the audit recommendations a "pre-submittal" meeting will now be required. The pre-submittal meeting will focus on outlining the entitlement process, identification of potential issues that will need to be addressed, and where an applicant can find necessary resources (i.e. staff contacts, flood plain maps, etc.). Applicable hand-outs will be provided.	Integrate pre-submittal meeting into overall process update and roll-out, including updates to the website, applications, materials, and checklists to inform applicants of pre-submittal meeting requirements.			
Handouts and checklists should be provided to applicants at this [pre-application] phase of the process.	Pre-submittal meetings will be facilitated by the Principal Planner for consistency. Other staff may be invited to attend based on the location, project history, type of project, or applicant.	Integrate pre-submittal process into the multi-lingual development guide provided to prospective developers.	Beginning Q2 2016	The details and processes associated with the creation of a pre-submittal / pre-application phase are being developed by staff. A "soft launch" of the pre-application phase to allow for continued tweaks to the process will occur early in Q2 2016.	Q2 2016
Create a robust pre-development process for Westminster. A development team involving all major decision-making agencies (typically at the planner/reviewer level) should have a standing meeting for pre-development review.	Planning staff will work with IT and the COD to establish a web interface to allow for online scheduling of pre-submittal meeting requests. An applicant will be required to provide a project location and brief description as well as contact information.	Create web-based scheduling and/or meeting request for pre-submittal meetings.			
The applicant should be invited to attend.					
The minimum submittal requirement for predevelopment should be limited to the minimal detail needed to provide preliminary feedback on the feasibility of the development.	A project location and brief description as well as the applicant's contact information will be required as part of the pre-submittal meeting.	Integrate pre-submittal meeting into the multi-lingual development guide.	Beginning Q2 2016	Staff is evaluating the level of detail and staff resources required to provide preliminary feedback on development feasibility as part of the pre-submittal / pre-application phase.	Q2 2016

**Community Development Audit Implementation Status Update**

**Q4 2015**

January 25, 2016

<u>Consultant Report</u>	<u>Staff Recommendation</u>	<u>Planned Action</u>	<u>April '15 Planned Implementation Timeframe</u>	<u>Q4 2015 Status</u>	<u>January '16 Planned Implementation Timeframe</u>
<b>Development Guide(s) &amp; Public Outreach</b>					
A summary development guide outlining the City of Westminster's process, standards, and review timeframes should be developed and made widely available (in the office and online).	A comprehensive multi-lingual development guide (or guides) will be professionally developed to describe the planning entitlement process focusing on Comprehensive Plan Amendments, Annexation, and the Preliminary and Official Development Plan processes. The guide is recommended to be designed as a web-based document with cross-referenced links to specific materials (i.e. maps, codes, or applications).  The guide will include process overviews, detailed timeframes, references to locations of specific resources (i.e. staff contacts, flood plain maps, etc.), including application forms, and fee information.  Educational materials that explain the "why," not just the "how," will be interwoven through the multi-lingual development guide(s).	Create multi-lingual development guide language.  RFP and hire consultant(s) to ensure that the language and guide are appropriate for the audiences.  Update the website to include guide(s).	End Q4 2015  Roll-out Beginning Q2 2016	The creation of a development review guide that outlines our current process would not be beneficial as it will become out of date almost immediately as staff implements individual audit recommendations. Instead, staff will create a multi-lingual development review guide that coincides with the launch of the City's new electronic permitting development review process.	End Q3 / Beginning Q4 2016
The City should prominently outline in the development guide, in application materials, and on the website the types of administrative reviews and approvals that can be made at the staff Planner level to address the perception issue that exists regarding decision-making.					
As previously recommended, increased educational materials including a development manual should be developed and provided to applicants.					
Westminster should increase the public understanding of the process for minor amendments that require modification to the ODP process and implement a shorter time period for approval of these modifications.					
While no fee structure changes are recommended, the City should develop a handout summarizing the fee structure, the types of fees applicable to different application types to increase public awareness of the fees associated with development in the City of Westminster.					
All review timeframes should be included in development manuals, application materials, and prominently displayed on the website.					
A monthly report showing performance against the adopted timeframes should be distributed to communicate staff performance against the adopted review standards.	Report review time performance quarterly, and make review time performance available on website.	Provide quarterly report of performance, including posting on website.	Immediate	Complete. Quarterly report currently posted for Q3 2015. Q4 2015 report will be posted shortly.	Ongoing
The City should develop a guide focused specifically on the needs of small businesses to ensure an understanding of the process (outlining process, approvals needed, timeframes, etc.). This guide, will similar to the prior recommendation, should focus specifically on the needs of small businesses who often have a greater need for assistance than larger developers. This guide should be a joint effort of the Department of Community Development and the Economic Development Office.	The multi-lingual development guide(s) recommended to be developed above will form the foundation for the creation of a joint Economic Development + Community development guide. This guide will contain much of the same information as the multi-lingual development guide(s), but will be directed towards the small-business owner.  This guide will be professionally developed and produced to assure that it is easily understandable and provides a professional high quality experience.	Integrate with multi-lingual development guide.	End Q1 2016  Roll-out Beginning Q2 2016	Staff is working closely with Economic Development to ensure a guide is created specific for Small Businesses as part of the creation of the multi-lingual development review guide.  Additionally, staff has conducted outreach and will continue to outreach to small business to answer questions and simplify the development review process.	End Q3 / Beginning Q4 2016  Ongoing
The City should highly publicize the availability of Friday building inspections to address the perception of this service being unavailable.	The Building Division has taken steps to better promote the availability of Friday building inspection services to the public. Notices have been sent to all licensed contractors, included in City email newsletters and City Edition, and included in other notifications to groups that may have an interest in construction activities.	Updated Division website and developed materials promoting and outlining Friday building inspection process.	Q1 2015	Complete. Staff continues to advertise the availability of Friday inspections.	Ongoing



**Community Development Audit Implementation Status Update**

**Q4 2015**

January 25, 2016

<u>Consultant Report</u>	<u>Staff Recommendation</u>	<u>Planned Action</u>	<u>April '15 Planned Implementation Timeframe</u>	<u>Q4 2015 Status</u>	<u>January '16 Planned Implementation Timeframe</u>
<b>Timeframe &amp; Metrics</b>					
<p>The City should modify the review timeframes to provide shorter review timeframes for conceptual reviews and resubmittals.</p>	<p>Reduced timeframes and/or increased workload will be possible by the introduction of additional staff and by reducing administrative time from the planning process with the introduction of an e-permitting system.</p> <p>Currently the review process is: 2 Concepts = 10 weeks + 2 Technical = 10 weeks. Total: 20 weeks.</p>	<p>Additional staff.</p> <p>Implement e-permitting software with clear timeframes and review responsibility for project reviews.</p>	<p>Beginning Q2 2016</p>	<p>The hiring of new planning staff will be complete in February 2016. New projects will be reviewed utilizing the new timeframes (Pre-Application submittal and review = 3 weeks + 2-3 Technical reviews = 6 to 9 weeks. Total: 9-12 weeks) beginning Q2 2016. The integration of the pre-application phase into the development review process will be ongoing throughout 2016.</p>	<p>Q2 2016 / Ongoing</p>
<p>Establish a target of four weeks for staff review and one week for compilation and distribution of comments to the applicant.</p>	<p>As proposed the process will be: Pre-Submittal conference with the Principal Planner followed by a Pre-Application submittal and review = 3 weeks + 2-3 Technical reviews = 6 to 9 weeks. Total: 9-12 weeks.</p>				
<p>Progress towards these targets should be tracked carefully and reports on performance widely disseminated.</p>	<p>Quarterly reporting will begin (currently reporting every 6 months). The e-permitting system will also allow more effective project tracking and reporting.</p>	<p>Produce quarterly reports for Council and publish on the website.</p> <p>Implement e-permitting system to allow applicants or other stakeholders the ability to monitor a projects progress in real time.</p>	<p>Beginning Q2 2016</p>	<p>An e-permitting system that can efficiently and effectively track performance is necessary to fulfill this recommendation. The identification of an e-permitting software that excels in project tracking was a key metric in the identification of TraKit, the chosen vendor. Creation of dashboards that are available to the public, Council, applicants, and others is a key milestone with the implementation of TraKit.</p>	<p>Q3 2016</p>
<p>The City should reduce the review timeframe for minor changes to ODPs.</p>	<p>New thresholds for minor ODP amendments will be established to allow review times of 1 week or less for minor changes.</p>	<p>Implement e-permitting software with clear timeframes and review responsibility for project reviews.</p>	<p>Beginning Q2 2016</p>	<p>Although the e-permitting system will not be live by Q2 2016, staff is working to identify key criteria for minor ODP amendments with minimized review timeframes, which are planned to be implemented by the end of Q2 2016.</p>	<p>Q2 2016</p>
<p>Westminster should examine its administrative amendment and minor administrative amendment categories and processes with the goals of: expanding criteria for projects that would meet these standards and ensuring the administrative process is as streamlined as possible.</p>					
<p>Westminster should implement a shorter review timeframe for select types of approvals (smaller amendments and minor ODP modifications). The approval timeframe should be established at no more than two weeks.</p>					
<p>Economic Development staff should work with Community Development staff to develop an "expedited review" process for projects that meet pre-defined criteria for investment, job creation, etc. Clear timeframes for review should be included within this policy.</p>	<p>Community Development and Economic Development staff will work closely to identify criteria and timeframes for expedited reviews.</p>		<p>Beginning Q2 2016</p>	<p>Ongoing coordination with Economic Development. Coordination with minor ODP amendment criteria and e-permitting workflows required.</p>	<p>Q2 / Q3 2016</p>
<p>The City should increase the hours for submittal of applications. This can be accomplished either through an expansion of the hours to more than four per week, or assignment of a "Planner of the Day" who is responsible for all completeness reviews and intake of plans on the assigned day.</p>	<p>Currently project submittals are accepted on Tuesday and Wednesdays from 3-5 PM to ensure staff are available to provide a completeness check. The project review clock begins Immediate once the completeness check is finished.</p> <p>All project submittals will now be accepted any day of the week with a weekly deadline of Thursday at noon. The project review clock will begin on the following Monday.</p> <p>This allows for efficient use of staff resources and creates clear expectations for the development community. Completeness checks will occur within the first day of the project review (Monday).</p>	<p>Update current website, application, checklists, and materials with expanded project submittal timeframe.</p>	<p>Immediate</p>	<p>Complete. All project submittals are now accepted any day of the week with a weekly deadline of Thursday at noon. Applications, checklists, and materials have been updated to reflect the expanded project submittal timeframe. The website is up to date and continues to be updated with new materials.</p>	<p>Ongoing</p>

**Community Development Audit Implementation Status Update**

**Q4 2015**

January 25, 2016

<u>Consultant Report</u>	<u>Staff Recommendation</u>	<u>Planned Action</u>	<u>April '15 Planned Implementation Timeframe</u>	<u>Q4 2015 Status</u>	<u>January '16 Planned Implementation Timeframe</u>
<b>Customer Service &amp; Training</b>					
Continued efforts should be undertaken to ensure that staff involved in development review and staff conducting economic development are in alignment with the process and timeframes adopted by the City. It is critical that the City be seen as consistent across departments.	Continue efforts to improve coordination and communication between Economic Development and Community Development, including the establishment of regular meetings to review pending projects.	Continue attendance at Tech Review Meeting. Establish regular coordination meeting.	Immediate	Community Development and Economic Development staff meet almost daily at all levels to discuss specific projects as well as overall policy issues to minimize any perceived or real disconnects between the two departments. This will continue through 2016.	Ongoing
Consideration should be given for each development review staff member to have dedicated hours allocated for customer access – either via phone or in-person meetings to discuss applications. While this would not limit public access during other hours, it would provide a set schedule where staff do not schedule meetings and are available to meet with applicants without a scheduled meeting.	Currently all development review case planners are available for customer access during business hours via phone and email. In-person meetings can be scheduled as needed.  Additionally, a minimum of 4 hours per week will be built into the staffing model for customer service interactions. These interactions will focus on building relationships with the development community, project applicants, and internal customers. Interactions may include touching base with an applicant who has not re-submitted an expected project or be as simple as touching base with an applicant to let them know the current status as well as next steps in the process.	Advertise availability of staff and willingness to schedule meetings (on the web, in the multi-lingual development guide, at pre-submittal conference, etc.)  Communicate with staff the importance of customer interactions and the changes proposed in the staffing model to allow for increased outreach.	Q2 2016 (with E-permitting system)	Although the e-permitting system will not be live by Q2 2016, the availability of staff and changes to the staffing model are being implemented to allow staff to develop higher quality relationships with the development community and to allow for improved customer service. Management and staff will continue to focus on improving customer service.	Ongoing
A customer service commitment and philosophy should be implemented for all development review staff that places a high priority on clear, timely, and constructive interactions with applicants.	Additionally, a comment review meeting will be scheduled at each step in the review process to minimize mis-communication and ensure applicants understand the review comments.				
Training should be provided to all staff involved in the development review process to ensure consistency across all departments.	Training courses will be developed as part of creation of multi-lingual development guide(s) and onboarding of new staff.	Develop training + education as part of creation of multi-lingual development review guide.	Beginning Q2 2016	To be developed as part of creation of e-permitting system and development review guide.	Q3 2016
A standard should be established for timely responses to all voicemails and emails to increase service provided to applicants.	Continue to meet the 1-business day policy target to return phone calls and emails.	Management to outline the standard for staff and include as part of training.	Q1 2015	Complete. Management continue to reinforce the importance of customer service targets to all staff.	Ongoing
All plan review comments issued by staff should reference the code, city requirement, or policy that it relates to in order to provide further direction and guidance to applicants on the basis of the comment.	Coordinated within e-permitting system as part of comment letter automation.  All comments will be rooted in code or policy. Not all planning is science and Westminster's unique PUD development review process requires flexibility to achieve the great design.	Integrate with e-permitting system.	Q2 2015	All staff are required to include references to the City Code, Policy, or guideline as part of the development review process.	Ongoing
<b>Permitting System</b>					
Longer-term, the City should implement a single development review software that encompasses the entire development review process and not only the building permitting function. This software will address many concerns identified and provide much greater functionality to both staff and applicants including: electronic plan submittal by applicants, electronic plan review by staff, simpler and more timely compilation of development review comments by all reviews, ability for applicants to review status of applications and review specific staff comments online.	The implementation of an e-Permitting system will accomplish many of the concerns identified in the audit, such as increasing transparency, reducing review times, and tracking/publishing review timeframes. An e-permitting system will also reduce the amount of administration tasks required by the case planner and allow more time for project review, applicant communication, and outreach.	RFP e-permitting system and receive bids  Implement e-permitting system	Beginning Q2 2016	The contract for TraKit, the e-permitting vendor was signed December 15, 2015. Due to TraKit's availability the kick-off for the project is scheduled the week of January 25th. It will take 9-10 months to "go-live" with e-permitting; however there will be a period of testing and training prior to go-live.	Q3 / Q4 2016
While Westminster's process of using Excel and paper plans, manually distributed and marked up, is not greatly out of step with other jurisdictions, an upgrade to a true permit tracking system would help improve accountability, transparency, and customer service.					

**Community Development Audit Implementation Status Update**

**Q4 2015**

January 25, 2016

<u>Consultant Report</u>	<u>Staff Recommendation</u>	<u>Planned Action</u>	<u>April '15 Planned Implementation Timeframe</u>	<u>Q4 2015 Status</u>	<u>January '16 Planned Implementation Timeframe</u>
<b>Other Recommendations</b>					
<p>A position of Development Review Coordinator should be considered to provide an individual focused on serving as the ombudsperson for applicants when issues arise regarding responsiveness of review staff, conflicting review comments issued by staff, or other issues related to an application. Applicants should be directed to this individual when questions arise. This position should also serve as a coordinating point for all development review applications to ensure staff are meeting review timeframes and to adjust work assignments as needed.</p>	<p>The Development Review Coordinator role already exists in Westminster as the Principal Planner position. The Principal Planner position's role is to ensure the responsiveness of review staff, mediate review conflicts, ensure consistency across project reviews and provide support to applicants as needed. The Principal Planner is empowered to adjust work assignments as needed.</p> <p>The role of the Principal Planner will be widely publicized and will be included in the multi-lingual development guide(s).</p>	<p>Widely publicize the role of the Principal Planner.</p>	<p>Immediate</p>	<p>The Principal Planner is performing the role of development coordinator and serves as a ombudsperson for applicant concerns. All applicant concerns are funneled to the Principal Planner to address with the appropriate staff. Staff is continuing to inform the development community and stakeholders of the Principal Planner's role.</p>	<p>Ongoing</p>
<p>The City should undertake an internal review of the sign [code] to determine if modifications are warranted.</p>	<p>Regular updates to the sign code are a good idea and are prioritized with other long-range planning items. The recommendation to update the sign code is unrelated to the development review process. No changes to the sign code are proposed at this time.</p>			<p>NA</p>	<p>NA</p>