

**PLANNING AND DEVELOPMENT SERVICES DEPARTMENT
ADVISORY COMMITTEE
REPORT TO THE CITY MANAGER
JULY 28, 2016**



**Planning and Development Services Department (PDSD)
Advisory Committee
Report to the City Manager
July 28, 2016**

Committee Members

Note: The PDSD Advisory Committee was formally established by the Mayor and Council on November 17, 2016. All members had to be residents of the City of Tucson, or had to own, manage or operate a business in the city. The Mayor and Council Members each appointed two members, and the City Manager appointed one member. A total of six committee meetings were held on February 16, 2016; March 30, 2016; April 26, 2016; June 6, 2016; June 28, 2016; and July 28, 2016.

<u>Members:</u>	<u>Appointee of:</u>
Bill Assenmacher	Ward 5
Jesus Bonillas	Ward 1
Lisa Bowers	Ward 4
Joseph Cesare	Ward 1
Jude Cook	Ward 5
William Ford	City Manager
Robert Gugino	Ward 3
Phil Lipman	Ward 2
Frank Mascia	Ward 6
Linda Morales	Mayor
Bruce Paton	Ward 4
Noah Sensibar	Ward 3
Robin Shambach	Ward 6
Steven Shell	Ward 2
Keri Silvyn	Mayor

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TABLE OF CONTENTS

BACKGROUND.....	1
PDSD ADVISORY COMMITTEE PROCESS.....	1
RECOMMENDATIONS AND ACTIONS.....	2
<i>Theme #1: Clarity and Transparency</i>	2
<i>Theme #2: Streamlined Review Process</i>	4
<i>Theme #3: Project Facilitation</i>	6
<i>Theme #4: Reducing Policy and Regulatory Barriers</i>	8
SELECTION OF NEW PDSD DIRECTOR.....	11
CONCLUSION AND NEXT STEPS.....	12

Appendices

- A. Materials from November 4, 2015, Mayor and Council Meeting
- B. Materials from November 17, 2015, Mayor and Council Meeting
- C. Current PDSD Organizational Chart
- D. PDSD Advisory Committee Members' Ideas for Improving PDSD
- E. Flipchart Notes from PDSD Advisory Committee Meetings (February 16, 2016; March 30, 2016; April 26, 2016; June 8, 2016)
- F. Compilation of All Actions Included in PDSD Advisory Committee Report
- G. Code Amendments Being Undertaken or Considered by PDSD as of July 2016
- H. PDSD Staff Responses to Comments Received Before, During, and After June 28, PDSD Advisory Committee Meeting

BACKGROUND

In September 2015, Ernie Duarte, who had served as Director of the Planning and Development Services Department (PDSD) for 18 years, retired, and Jim Mazzocco, then PSDS Deputy, was appointed Interim Director. On November 4, 2015, Mayor and Council discussed undertaking an assessment of PSDS. (See Appendix A.) On November 17, 2015, Mayor and Council established the PSDS Advisory Committee and described its function to “review the internal processes of the Planning and Development Services Department as well as relevant criteria for the selection of the Director.” (See Appendix B.)

In January 2016, the City Manager undertook some reorganization of City departments, which included merging the Office of Integrated Planning (OIP) with PSDS. Nicole Ewing Gavin, then Director of OIP, was named Interim Director of PSDS, and Lynne Birkinbine, the Administrator of OIP, became Interim Deputy Director. During this period, Code Enforcement was transferred from PSDS to the Environmental Services Department, and budget cuts and retirement incentives led to a further reduction in PSDS staff from 87 to 57 positions. (See Appendix C.)

Following the reorganization of PSDS, the City Manager empowered PSDS leadership to begin making improvements to the department.

PDSD ADVISORY COMMITTEE

The PSDS Advisory Committee, comprised of 15 members appointed by the Mayor, Council, and City Manager, met a total of 6 times between February and July 2016. The initial committee meeting, held on February 16, began with introductions and a presentation by the City Manager on the purpose and scope of the committee. PSDS staff then provided an overview of the department’s functions. Next committee members were asked to write their top three ideas for improving PSDS on Post-Its, after which members shared, posted on the wall, and discussed their ideas. The process continued until the committee members felt they had covered all of the major ideas.

Following the meeting, staff transcribed the Post-Its into a list of the ideas received. Then using the list, staff evaluated each idea based on the following criteria: (1) whether PSDS was already taking steps to address the idea, (2) how simple or difficult it would be to address the idea, and (3) whether the idea could be addressed in the short term or whether a longer timeframe would be needed. The end result was three groupings of ideas that, in general, focused on: (1) People, (2) Process, and (3) Code. (See Appendix D.)

The “People” grouping includes those ideas that were already being addressed within PSDS or could be addressed in the very near term. “People” ideas focused on such issues as staff attitude, helpfulness, consistency, and level of training.

The “Process” grouping includes ideas that were considered more complicated and likely to take some time to address, but for which some initial steps could be taken relatively quickly. Examples of ideas raised were creating a concurrent review process, reducing the need for multiple plan submittals, and increased use of pre-certified architects and engineers.

Code-related ideas were considered the most challenging, generally requiring longer term efforts. Some examples of the ideas included simplification of the Unified Development Code, consistency of the Building Code across all regional jurisdictions, and addressing dated neighborhood and area plans.

Each of the next three committee meetings focused on one of the ideas groupings, beginning with “People” at the March meeting, “Process” at the April meeting, and “Code” at the first June meeting. At each meeting, PDS staff began by reminding the committee of the ideas identified in the relevant grouping and then described actions that PDS had already taken or was proposing to take to address some of the ideas. The committee was asked to provide feedback on the actions already underway by the staff and to make additional recommendations, including suggested changes to existing efforts.

Following the fourth meeting, staff reviewed the feedback provided by the committee and condensed the discussions that occurred over the four meetings into four themes: *Theme #1: Clarity and Transparency*; *Theme #2: Streamlined Review Process*; *Theme #3: Project Facilitation*; and *Theme #4: Reducing Code Barriers*. The next section of this report describes the recommendations and actions suggested to address key ideas identified for each theme. Each theme begins with recommendations, followed by a table with actions keyed to the recommendations and categorized as (1) complete/in progress, (2) short-term, (3) mid-term, and (4) long-term.

It should be noted that there are significant changes that will be occurring in PDS that will impact the implementation of many of the actions identified in this report, in particular, the planned retirement of the Interim PDS Director and hiring of a replacement, and a major technology upgrade from Permits Plus to Accela Automation. As a result, short-term actions are being defined as those that can be undertaken before a new Director is hired and prior to the conversion to Accela Automation; mid-term actions as those that should wait until the new PDS Director is in place; and long-term actions as those that require the new Accela Automation system to be in place, plus any others that for various reasons require a longer timeframe.

Prior to the fifth PDS Advisory Committee meeting, members were provided a draft copy this report. During the first hour of that meeting, the committee provided feedback on the draft report and made suggestions for what should be included in the report’s conclusion. For the second hour, the City Manager was present and asked members for their thoughts about the committee process and about attributes the City should be seeking in a new PDS Director. A final meeting was held in July to approve the report, choose whether to sunset the committee, and agree to next steps. The motions made and approved at that meeting are detailed in the Conclusion and Next Steps section. (See *Appendices E & F.*)

RECOMMENDATIONS AND ACTIONS

Theme #1: Clarity and Transparency

The permitting process will always have some level of complexity and uncertainty, but efforts need to be made to better educate customers about the process, provide clear and easy to find information, and more clearly delineate roles and responsibilities. Committee members emphasized the need for clear expectations for the review process, including time expectations, information on when reviewers are available for individual discussions, and development of written policies.

Recommendation 1: Clarify information, including staff roles and responsibilities, hours and reviewer availability, and workflow process

One challenge that was noted by the committee is the difficulty in knowing which PDS staff have the expertise and/or authority to provide particular types of guidance, or make determinations or decisions regarding a project. Among the actions suggested by the committee to address this challenge are making the PDS organizational chart and staff contact information readily available, and clearly describing the roles, responsibilities, and limitations of authority for all staff. Another suggested action is to require the name and phone number of the appropriate City point of contact be included on project signs. The committee also expressed confusion over when various services, e.g., walk-throughs, pre-submittals, and other interactions with reviewers, were available. Clarity around workflows and timing of process is also desired.

Recommendation 2: Provide training and education opportunities

The committee recommended that PDS should provide training opportunities for external professionals and the public. They felt that staff, in particular, needs to educate applicants about the code and how to be in compliance. Committee members suggested working with other entities, such as the Metropolitan Pima Alliance and the Tucson Chamber of Commerce, to provide these opportunities.

Recommendation 3: Compile determinations and interpretations and make them accessible

The committee noted that staff frequently makes building code interpretations, as well as zoning and other determinations. Understanding what has been allowed in previous projects is valuable to applicants and they would like to have this information made more accessible.

Recommendation 4: Maintain and broaden stakeholder involvement as changes are made at PDS

Committee members expressed an interest in participating in various ways after the PDS Advisory Committee Report is completed. Also, members mentioned that some groups had not been represented on the committee, such as small businesses and neighborhood groups, and suggested efforts be made to include broader involvement as changes are implemented at PDS.

Recommendation 5: Improve public notification process

One committee member mentioned PDS's role beyond permitting, in particular, notifications. PDS has several code requirements that mandate notification of property owners within a certain distance of a proposed project at various points in the entitlement and permitting process, as well as registered Neighborhood Associations within a mile of a project. PDS is exploring how the notification process might be modified to increase transparency.

Recommendation 6: Employ best practices

Committee members strongly encouraged PDS to use best practices, including reviewing best management practices every 6 months and working with stakeholders to compare City and County practices.

Table 1 presents suggested actions to address the recommendations related to the Clarity and Transparency theme above. Some of the actions were proposed by the committee; others were suggested by PDS staff and reviewed with the committee. The number in parentheses after an action corresponds to the number of the recommendation it supports. Staff recommendations are noted as such.

Table 1: Actions re Clarity and Transparency

Timeframe*	Actions (# = Associated Recommendation)
Complete/ In Progress	<ul style="list-style-type: none"> • Re-organize staff into function-based teams (1) • Update organization chart with names, titles, and phone numbers (1) • Pilot an upgraded PRO (Property Research Online) website: https://www.tucsonaz.gov/prodev/pdsd/ ** (1) • Establish PDSDwebsite@tucsonaz.gov to allow for reporting of problems with the information provided on the PDSD website** (1) • Clarify hours for walk-throughs, pre-submittals without appointments, and times where reviewers are available to talk one-on-one (1) • Compile list of past Building Code interpretations (3)
Short Term	<ul style="list-style-type: none"> • Make changes to PRO to assist applicants in tracking progress of their projects, such as when information on an activity was last updated (1) • Develop FAQs for staff and the public (1) • Develop a website to allow residents to sign up for notifications about projects within their vicinity (5)
Mid Term	<ul style="list-style-type: none"> • Internally map workflow processes (1) • Compile existing PDSD policies (1) • Expand organizational chart to include information on roles and responsibilities (1) • Begin larger overhaul of PDSD website** (1) • Remodel PDSD first floor office to make it easier for customers to navigate** (1) • Develop marketing materials to better explain process, options, etc.** (1)
Long Term	<ul style="list-style-type: none"> • Continue to improve PDSD website to coincide with move to Accela Automation, including flowcharts of workflow processes** (1) • Improve development activity reporting** (1) • Require a City point of contact (name and phone number) on all project signs (1) • Re-evaluate PDSD policies, considering other cities’ standard operating procedures; revise the policies; and continue to refine over time (1, 6) • Conduct public training presentations, including changes to the code, process, and policy (2) • Rethink communications to include a focus on applicants who “don’t know the ropes,” such as small business owners or residents with one-time needs (4)

* *Short-term actions: can be undertaken before a new Director is hired and prior to the conversion to Accela Automation; mid-term actions: should wait until a new PDSD Director is in place; long-term actions: require the new Accela Automation system to be in place in order to implement, or for various reasons.*

** *Action proposed by PDSD staff in response to committee recommendations.*

Theme #2: Streamlined Review Process

Committee members emphasized many times that “time is money.” An efficient and quick permitting process encourages more development, which has a direct positive impact on the local economy. Streamlined review focuses on the overall process of entitlement review and permitting, while Theme #3, Project Facilitation, deals more with how to improve the outcomes for individual projects.

Recommendation 7: Invest in better technology

The current data management system (Permits Plus) is antiquated and leads to inefficiencies, poor quality reporting, and frustration among staff and customers. The committee would like to see newer and better data management technology employed at PDS. Committee members also expressed concern that these upgrades be addressed as soon as possible so that they do not become a major part of the new Director's work load.

Recommendation 8: Move toward paperless

One cost-cutting measure that PDS staff shared with the committee was a push to move toward electronic distribution of meeting materials for all PDS boards, commissions, and committees. It has been estimated that PDS boards, commissions, and committees meet a total of more than 150 times per year. Committee members indicated a strong desire in also moving the permitting process to a paperless approach, especially by accepting electronic submittals.

Recommendation 9: Expand scheduling options

As staffing levels have been reduced over the past 6 months, PDS has looked at alternate ways for applicants to be able to sign up in advance or otherwise reserve time for meetings or walk-throughs with review staff. The committee indicated that they were supportive of having other scheduling options available.

Recommendation 10: Modify the review timeframe

Committee comments about the review timeframe addressed both the amount of time that was provided for staff to review projects, including whether a completeness review could be done prior to PDS accepting an application, as well as how multiple submittals could be reduced as a result of improving review consistency. It was also noted that there are applicants who would be willing to pay an additional cost for expedited reviews. Modifying the timeframe for reviews in Permits Plus is problematic. This recommendation can be addressed most effectively by designing new queue management during the transition to Accela Automation.

Recommendation 11: Allow overlapping reviews

Overlapping review processes as a means of reducing total entitlement and permitting review time were mentioned several times during the committee's discussions. Among the desired improvements are overlapping processing of plan amendments and rezonings, as well as opportunities to identify and begin processing variances during plan amendment and rezoning review.

Recommendation 12: Increase use of external reviews

The committee saw an increase in the use of external review as a way to free up sufficient staff time for cross-training, training on new technologies, and being more available for meetings or walk-throughs.

Table 2 presents suggested actions to address recommendations related to the Streamlined Review Process theme above. Some of the actions were proposed by the committee; others were suggested by PDS staff and reviewed with the committee. The number in parentheses after an action corresponds to the recommendation it supports.

Table 2: Actions re Streamlined Review Process

Timeframe*	Actions (# = Associated Recommendation)
Complete/ In Progress	<ul style="list-style-type: none"> • Pilot Bluebeam electronic review software (7) • Allow electronic submittals for any activities that can be done through the Automated Payment Account (APA) portal, or for entitlements review (8) • Develop an online portal for credit card payments (8) • Accept email applications prior to plan submittal (8) • Set up an appointment-based pre-submittal program (9) • Expand third-party reviews by reducing the “minimum valuation” threshold (12) • Expand second-party reviews by piloting building code reviews with Pima County (12)
Short Term	<ul style="list-style-type: none"> • Pilot electronic submittals for solar projects (8)
Mid Term	<ul style="list-style-type: none"> • Make electronic review (using Bluebeam) available to all applicants (7) • Fully transition to electronic submittals as an option for all projects (8) • Continue to explore with stakeholders what a modified review timeframe would look like, including whether there should be a review for completeness (10) • Take Overlapping Plan Amendment and Rezoning option to Mayor and Council** (11)
Long Term	<ul style="list-style-type: none"> • Upgrade Permits Plus to Accela Automation (7) • Implement modified processes, including application, queue management, and workflow, in conjunction with the Accela upgrade and based on stakeholder input (10) • Develop an on-line sign-in queue for walk-throughs (9)

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** Description of proposed Code Amendments can be found in Appendix G.

Theme #3: Project Facilitation

Another major theme that was identified by the PDSO Advisory Committee is the need for PDSO staff to better facilitate projects through the permitting process. To undertake this, staff should be encouraged to have a problem-solving attitude, avoid a “culture of no” mentality, provide more information earlier in the review process, and look for creative solutions when codes provide significant barriers to projects. A related need is to improve coordination between the various reviewing agencies and between reviewers and inspectors.

Recommendation 13: Improve staff morale

The morale of staff has a direct impact on how they interact with customers. The committee recognizes that the staff needs to feel supported and comfortable in their roles in order to provide optimal customer service. As one committee member noted “Better morale leads to more willingness to come up with out-of-the-box solutions and creativity in reaching common ground.” Several strategies are recommended to assist with improving staff morale, including better top-down communication and support, and more focus on teamwork.

Recommendation 14: Improve pre-submittal meetings

Pre-submittal meetings are a critical tool for identifying potential issues with projects early in the process, including conflicts that might arise through the review process, developing solutions for these problems, and ensuring that expectations are clear and surprises are avoided during the review process. Among the suggestions offered by staff are to ensure a more thorough review during the pre-submittal meeting, and for decisions to be clearly documented.

Committee ideas for improving the outcomes of a pre-submittal meeting included: having the meeting serve as the completeness review, making the meeting mandatory, making sure all relevant staff are present at the meeting, and requiring that the application be filled out and provided at the meeting. In the ensuing conversation, it was clear that there is no one-size-fits all for pre-submittal meetings. As a result, multiple tweaks may be needed to maximize the use and usefulness of these meetings. For example, more than one kind of pre-submittal meeting may be needed, but applicants will have to be clear about their expectations for that meeting. A full range of staff being present is desired, but that requires that staff have sufficient detail about the project soon enough before the meeting to be able to schedule the appropriate staff. Similar to Recommendation 10, this recommendation can be addressed most effectively during the transition to Accela Automation as process is refined, new policy is developed, and the technical capabilities of the software better understood.

Recommendation 15: Expand use of project facilitators

More complex and large-scale projects can greatly benefit from having a dedicated PDSD project facilitator throughout the entire permitting process. The committee placed a high value on having a single point of contact for large or complex projects that will follow those projects from beginning to end. As projects move through the entitlement and permitting process they change and evolve -- reviewers that were not needed in the beginning become important, new issues arise requiring new variances, and comments not needed on earlier submittals become relevant. Project facilitators could help smooth this process of change. Project facilitators can also play a role in helping identify potential conflicts between various review comments and ensure that these conflicts are addressed as early as possible.

Current staff levels and varied knowledge levels preclude the assignment of a single project facilitator to all projects, even if it were only for the more complex projects. PDSD is working toward developing “generalist reviewers” who are cross-trained sufficiently on site review to be able to do an entire site review themselves; but currently this can only work with simple projects. The next step is to have the site review team cross-check rezoning and special exception conditions prior to them going to Mayor and Council to avoid conditions being placed on projects that would create conflicts at the site review stage. Eventually, cross-training will be extended to include site reviewers being trained in entitlement processes. The most problematic aspect of cross-training, however, is the building code. It is unlikely that any single reviewer could be trained to take a project from entitlement, through site review, and then through building permitting since a very thorough understanding of a wide range of very technical processes is required. Ideally, however, the cross-training will allow PDSD to reach a point where all staff will be able to direct any customer to the person(s) that can answer their questions and address their needs.

Recommendation 16: Improve coordination between reviewers and inspectors and between PDSD and other review agencies

The committee identified two main areas where better coordination could improve permitting process outcomes. The first deals with issues that arise when there is insufficient coordination between PDSD reviewers and PDSD inspection staff. The second concern is regarding how to better integrate all of the

reviews (e.g., PDSB, Transportation, Environmental Services, Tucson Fire, Tucson Water, Pima County Wastewater, Pima County Health Department) through which projects have to go, including through delegated authority. Improved coordination also extends to another aspect of PDSB’s work that was presented in the first committee meeting – that of Integrated Planning. This aspect of coordination will be discussed under Recommendation 20.

Table 3 presents suggested actions to address the recommendations related to the Project Facilitation theme above. Some of the actions were proposed by the committee; others were suggested by PDSB staff and reviewed with the committee. The number in parentheses after an action item corresponds to the recommendation it supports.

Table 3: Actions re Project Facilitation

Timeframe*	Actions (# = Associated Recommendation)
Complete/ In Progress	<ul style="list-style-type: none"> • Create a broader management team to better support front-line staff (13) • Provide staff with customer service training (13) • Cross-train site review staff to develop a more generalist understanding and ability to do more varied site reviews, and also be able to ensure that all of the expertise that is needed is represented at pre-submittal meetings (14, 15) • Cross-train all PDSB staff to be able to direct customers to the correct person(s) (15) • Implement cross-checking by the site review team of rezoning and special exception conditions prior to them being sent to Mayor and Council for approval (15) • Coordinate site reviewers and inspectors through regular meetings (16) • Regularly meet with TDOT to address/reduce conflicts in permit review process (16)
Short Term	<ul style="list-style-type: none"> • Include PDSB staff in the selection process for a new PDSB Director (13) • Expand regular inter-departmental coordination to include Environmental Services and Tucson Water (16) • Expand cross-training of PDSB staff to include cross-training between site review and entitlement review (16)
Mid Term	<ul style="list-style-type: none"> • Begin to develop criteria regarding what constitutes a “simple” versus a “complicated” project (14) • Expand PDSB training sessions to include trainings from/with Environmental Services, Tucson Water, and Tucson Fire (16)
Long Term	<ul style="list-style-type: none"> • Expand staff training to encompass elements of the entitlement process, site review, and building permitting (16) • Develop ongoing staff training programs to ensure consistency of reviews over time (16)

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Theme #4: Reducing Policy and Regulatory Barriers

A fourth theme that arose from the committee discussions addressed the ways in which City codes can present significant barriers to development, especially infill and adaptive reuse of buildings. There was

also an interest expressed simplifying the Unified Development Code (UDC), moving toward increased regional consistency in building codes, and re-looking at area and neighborhood plans . Another related area of committee concern is the PDSB boards, committees, and commissions and how the role and operation of the various bodies can impact projects. General issues were raised over committee membership levels, committee member advocacy, and continuity between committees.

Recommendation 17: Address the Sign Code and Sign Code Committee

One particular area of concern is the Sign Code, and along with it, the role of the Sign Code Committee.

Recommendation 18: Continue to make changes to the UDC as issues are identified

The committee felt it was important for staff to track variances and, when particular variances occur frequently, examine the need for UDC changes.

Recommendation 19: Continue to make changes to the IBC as issues are identified

The committee appreciated PDSB staff's work to compile previous International Building Code (IBC) determinations. Like the UDC, the IBC should be revised over time in instances where a particular issue occurs relatively frequently.

Recommendation 20: Continue to focus on integrated approaches

As mentioned under Recommendation 16, PDSB needs to be concerned not just with different departmental reviews happening in silos, but also planning happening in silos. A lack of integration between planning efforts can lead to conflicts or inconsistencies between land uses, infrastructure, and other City investments. *Plan Tucson*, the voter-adopted City's General and Sustainability Plan, lays out a vision for the future of Tucson, but it is a vision that cannot be fully realized without tracking, continued revisiting of how the goals and policies are being implemented, and concerted efforts to ensure that the vision presented in the Plan is being reflected in plans, policies, regulations, and investments across City departments. The City is required by State law to track implementation of the General Plan and to update the Plan every 10 years. Beyond that requirement, however, *Plan Tucson* provides a broad framework for how City activities need to come together to make the whole greater than the sum of its parts. This integrated approach is essential to realizing the vision of a healthy, prosperous, safe, efficient, and attractive city.

Staff is recommending that a 3-year report on the implementation of *Plan Tucson* be prepared, that additional outreach to City departments be conducted to ensure continued consideration of *Plan Tucson* goals and policies across the organization and integration of *Plan Tucson* goals and policies into projects such as the Grant Road Improvement Project, the Broadway Boulevard Project, and South 12th Avenue Planning Project. A committee member expressed an interest in relooking at neighborhood and area plans. The latter could be considered in conjunction with an exploration of the Planning and Services Area concept outlined in *Plan Tucson*.

Table 4 presents suggested actions to address the recommendations related to the Reducing Policy and Regulatory Barriers theme above. Some of these actions were proposed by the committee; others were suggested by PDSB staff and reviewed with the committee. The number in parentheses after an action item corresponds to the recommendation it supports.

Table 4: Actions re Reducing Policy and Regulatory Barriers

Timeframe*	Actions <i>(# = Associated Recommendation)</i>
Complete/ In Progress	<ul style="list-style-type: none"> • Assess Sign Code regarding needed re-writes to match existing UDC format, remove redundancies, and bring into Reed v. Town of Gilbert Compliance* (17) • Eliminate the Sign Code Appeals Advisory Board (SCAAB) and transfer those duties to the Board of Adjustment (17) • Take the Auto-wash Amendment to Mayor and Council (M&C)** (18) • Take Expanded use of Planned Area Development (PAD) to M&C** (18) • Take MS&R Setback Relief to M&C** (18) • Develop Grant Road Land Use Planning Tools, including a Remnant Parcel Disposition Strategy and Urban Overlay District** (20) • Continue to pursue grants and technical assistance for South 12th Avenue** (20)
Short Term	<ul style="list-style-type: none"> • Take the Time Extension Amendment to M&C** (18) • Take the Utility Use Groups Amendment to M&C** (18) • Take the Urban Overlay Amendment to M&C** (18) • Using input from a multi-year public process, prepare Broadway Vision as guidance for ongoing land use planning** (20)
Mid Term	<ul style="list-style-type: none"> • Develop amended Sign Code text and evaluate role of Sign Code Committee (17) • Take the Historic Preservation Zone (HPZ) Window Amendment to M&C** (18) • Take the Historic Landmark Amendment to M&C** (18) • Take 1-2 pilot Reinvestment Urban Overlay District(s) to M&C** (18) • Take the Flexible Lot Development (FLD) Amendment to M&C** (18) • Take the Wireless Communications Facilities Amendment to M&C** (18) • Take the Accessory Dwellings Units Amendment to M&C** (18) • Assess Pima County’s approach to “Tiny Homes” (18) • Prepare a 3-year report on <i>Plan Tucson</i> implementation** (20) • Continue outreach to City departments regarding <i>Plan Tucson</i> goals and policies** (20)
Long Term	<ul style="list-style-type: none"> • Take Sign Code Amendments and Sign Code Committee recommendation to M&C (17) • Continue to look for opportunities to use the International Existing Building Code (IEBC) for revitalization of existing buildings (19) • Refine amendments to the IBC to reflect common appeals (19) • Refine amendments to the IBC for consistency with neighboring jurisdictions (19) • Explore <i>Plan Tucson</i> Planning and Service Areas concept as possible approach to addressing dated Neighborhood and Area Plans** (20)

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** *Action proposed by PDSO staff in response to committee recommendations.*

*** *Description of Code Amendments being undertaken or considered by PDSO can be found in Appendix G*

SELECTION OF NEW PDSD DIRECTOR

In terms of qualities of a new Director, there were two general lines of thinking. On one hand, the committee felt that it was important for this person to have local knowledge and be able to connect with the local situation/conditions. Another line of thought was that, since Tucson is in a transitional period from being relatively suburban to becoming more urban, someone from the outside, and especially someone who had successfully gone through this kind of transition in a similar community, could be beneficial.

Other suggestions included: do not just focus on someone who is looking for a job, rather work to identify people who would be good for the job; and the new Director should be someone who has worked in various roles in a department like PDSD, as this would provide a good perspective.

With respect to process, the committee expressed an interest in meeting with the City Manager to share their thoughts and in being part of the selection process.

Both the committee, and the PDSD Interim Director` when she was asked, felt that there had been many positive changes in PDSD already, and a new Director should work with and support the existing team, continuing the positive momentum rather than trying to take the department in a different direction. Committee members also felt that PDSD staff should be involved in the choice of a new Director so that this person fits well with the existing team.

When asked directly by the City Manager at the June meeting, the committee offered the following attributes as desirable for the new PDSD Director:

- Someone who reflects an understanding of the effort PDSD has been making over the past six months to address challenges and is supportive of building on and continuing that progress
- Someone who is willing to assess and evaluate the past 6 months before making changes; doesn't try to undermine the changes over the past 6 months
- Development professional
- Collaborative approach
- Understands City vision and direction and works to sustain that
- Gets smallest to largest scale
- Common-sense, practical, will work with customers and with staff
- Likes people and will work with people
- Thinks development is a right and not a privilege
- Has people skills and willingness to sit down and learn, willingness to talk and work it out
- Trusts staff and builds staff that is trustworthy
- Someone with technical background, who has detailed knowledge of code (but the people skills are still more important)
- Someone who is looking for solutions and not obstacles/problems
- Instead of pushing decisions up the bureaucracy (e.g., "this is above your pay grade"), asking staff "what would you do"?
- Give staff more discretion/latitude; but protect them if they make a mistake (those mistakes need to be learning experiences)

One committee member emailed a request that the PDSO Director position be updated and modernized by adding the following:

“The director shall understand personnel management, policymaking, department planning and will have refined knowledge in the following areas: 1) Understanding of entitlement process, codes, overlay zones, planning districts and Plan Tucson goals; 2) the director shall have an urban focus with knowledge of sustainable practice and community design interface; 3) the director shall have interdisciplinary skills and develop synergistic working relationships between all departments that interact with PDSO and the public; 4) the director shall be solutions oriented and 5) this person will understand effective development and community interface process.”

CONCLUSION AND NEXT STEPS

With this report, the work of the PDSO Advisory Committee to review and provide a framework for the direction of PDSO is complete, and members in attendance voted unanimously to recommend to Mayor and Council that the PDSO Advisory Committee be sunsetted, and that PDSO look at convening smaller working groups as issues arise, including but not limited to trash enclosure requirements, adaptive reuse of older buildings, sign code issues, unnamed alleys, lot splits, and pre-submittal possibilities and processes.

Additionally, the committee recommended that

- implementation of actions presented in this report be tracked through the following mechanism: a quarterly update prepared by PDSO staff, posted on the PDSO website, and sent to those who served on the PDSO Advisory Committee, as well as other interested parties, with the first update to be completed in mid-Fall 2016.
- this report be shared with candidates for the PDSO Director position, and that upon selection of a new PDSO Director, staff review the status of actions presented in the report with the Director and determine how to proceed.

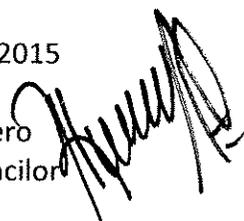
The committee concluded the July 28 meeting by voting to approve this report, including the revised section of the report on PDSO Director Selection Criteria and the next steps identified in the Conclusion. Committee members also asked that, for the record, it be noted that they are all willing to volunteer to participate on future working groups, and that they would like to keep efforts to address the issues identified in this report moving forward, including those issues listed in the committee motion described in the first paragraph of this Conclusion.



MEMORANDUM

DATE: October 14, 2015

TO: Roger Randolph
City Clerk

FROM: Regina Romero
Ward 1 Councilor 

SUBJECT: Planning & Development Services

I would like to request 30 minutes on the November 4th Mayor & Council study session meeting agenda to discuss Planning and Development Services Department (PDS) administration.

PDS has come a long way over the past several years. Mayor & Council has worked to encourage streamlined development processes and incentivize the right kind of growth for Tucson.

We are well-positioned at this time to envision a new PDS, with the help of community stakeholders. I'd like to opportunity to discuss some options for moving PDS forward. This would include:

- 1) Appointing a stakeholder group to create a new vision for the department and make recommendations on relevant criteria that will help the city select the next PDS director
- 2) Establishing a building official position, or a PDS ombudsperson. This role will allow one contact person to follow projects from start to finish, facilitating the connection between the City of Tucson and developers

I look forward to continuing the conversation about how we can continue to improve our development services department, and support smart growth in our community.

cc: Mayor & Council
Michael Ortega, City Manager
Mike Rankin, City Attorney
Albert Elias, Assistant City Manager
Jim Mazzocco, Interim Director – Planning & Development Services



MAYOR & COUNCIL MEMORANDUM

November 4, 2015

Subject: Discussion of Planning and Development Services Department Administration (City Wide) Page: 1 of 1

Issue – Council Member Romero asked for a discussion of Planning and Development Services Department’s administration. With recent retirements and departures of senior staff at the Planning and Development Services Department, there is an opportunity to consider options on moving forward with updating the organization.

City Manager's Office Recommendation – It is recommended that considering stakeholder participation and an ombudsman role to follow projects should be part of the on-going assessment of the department’s future.

Background – Planning and Development Services is comprised of 90 staff members. This number is a reduction from a high point in 2008 where there were 138 staff members. The department added code administration, administrative staff, and planning review staff from the former Department of Urban Planning and Design in 2009 and added Code Enforcement Division from Housing and Community Development in 2013. While there are numerous policy changes over the last ten years such as a simplified zoning code, updated parking and residential subdivision standards, flexible redevelopment standards, flexible infill overlays and more emphasis on design review, there is still more room for process and organizational improvements.

Present Consideration(s) – With the retirement and departure of the PDSO director and the Building Official, these positions are now being occupied by interim director, Jim Mazzocco and interim building official, Clayton Trevillyan. There is currently a department assessment occurring that will involve input from city-wide stakeholders, staff, and other jurisdictions. The assessment report should be completed in the first quarter of Calendar Year 2016. Stakeholder groups and other participants will have ample time to provide input into the future of the organization and also recommend best practices on improving customer service.

The goal of this assessment is to improve customer service and reduce overall costs.

Plan Tucson Considerations – This item relates to the Element of Government and Participation, and is supported by the following policies:

- G8 – Support a representative and balanced multi-jurisdictional, regional approach to short term and long-term planning
- G9 – Coordinate consistent and integrated policy, program and project planning across City departments.
- G10 – Establish a repository of City planning documents and policies that can be accessed easily by the public.

Respectfully submitted,

Albert Elias
Assistant City Manager

Attachment: Memo from Council Member Romero dated October 14, 2015

SS/NOV04-15-177



MAYOR & COUNCIL COMMUNICATION

November 17, 2015

Subject: Creation of the Planning and Development Services Department Advisory Committee (PDSDAC) (City Wide) Page: 1 of 2

Issue – At the November 4, 2015 Study Session, Mayor and Council approved an advisory committee to create a new vision for the Planning and Development Services Department (PDSD) with the help of community stakeholders.

City Manager's Office Recommendation – It is recommended the Mayor and Council approve the attached resolution creating the Planning and Development Services Department Advisory Committee (PDSDAC).

Background – Due to recent retirements and departures of senior staff at the Planning and Development Services Department, there is an opportunity to consider options to update, and make improvements to the department's organization for the future. It would include creating checks and balances for positive results in the department.

Planning and Development Services is comprised of 90 staff members. This number is a reduction from a high point in 2008 when there were 138 staff members. The department added code administration, administrative staff, and planning review staff from the former Department of Urban Planning and Design in 2009 and added Code Enforcement Division from Housing and Community Development in 2013.

Present Consideration – The advisory committee would make recommendations for a new vision for the department and relevant criteria that will help the City Manager select the next Planning and Development Services Department Director.

The committee would also consider the creation of a building official position, or an ombudsperson concept, which would allow for one contact person to follow projects from start to finish, and facilitate the connection between the City of Tucson and developers.

The committee would consist of fifteen (15) members, with the Mayor and Council each appointing two individuals and one person appointed by the City Manager. All members would serve without compensation, and all members must be residents of the City; or must own, manage or operate a business in the City.

This public body is defined as an advisory committee, and shall comply with all of the provisions of the Open Public Meeting Law, including providing for legal action reports and minutes from each meeting. Support for the PSDAC will be provided by the City Manager's Office.

Plan Tucson Considerations – This item relates to Chapter Four, Plan Implementation & Administration, and the City's ability to implement Plan Tucson by having the right foundational elements in place, such as resources, partnerships, procedures, agreements and other administrative elements.

MAYOR AND COUNCIL COMMUNICATION
Creation of the Planning and Development Services Department
Advisory Committee (PDSDAC) (City Wide)

Page: 2 of 2

Financial Considerations –None. All members of this advisory committee will serve without compensation.

Operating Cost and Maintenance Input – None.

Legal Considerations – The City Attorney's Office has prepared a resolution to create the Planning and Development Services Department Advisory Committee.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "M. Ortega", with a long horizontal flourish extending to the right.

Michael J. Ortega, P.E.
City Manager

MJO:RWR:DR
CITYCLERK

Attachment: Resolution

ADOPTED BY THE
MAYOR AND COUNCIL

November 17, 2015

RESOLUTION NO. 22497

RELATING TO BOARDS, COMMITTEES AND COMMISSIONS; CREATING THE PLANNING AND DEVELOPMENT SERVICES DEPARTMENT ADVISORY COMMITTEE; AND DECLARING AN EMERGENCY.

BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF TUCSON, ARIZONA, AS FOLLOWS:

SECTION 1. CREATION. Pursuant to Tucson Code (T.C.) § 10A-139(a), the Planning and Development Services Department Advisory Committee ("Committee") is created as a Mayor and Council advisory committee.

SECTION 2. APPLICABILITY OF T.C. CHAPTER 10A, ARTICLE XIII. The provisions of T.C. Chapter 10A, Article XIII (T.C. §§ 10A-133 through 10A-139 inclusive) shall apply to the Committee, except where otherwise specifically provided by this Resolution.

SECTION 3. COMPOSITION; NOMINATION AND APPOINTMENT; TERMS; QUORUM.

(a) Composition. The Committee shall be composed of fifteen (15) members, who shall serve without compensation.

(b) Appointment. The Mayor and each Council Member shall appoint two members each. The City Manager shall appoint one member. All members must be residents of the City; or must own, manage or operate a business in the City.

(c) Terms. Consistent with the term of the Committee itself, as set forth in Section 7 below, each member shall serve until December 31, 2016.

(d) Quorum. Eight members of the Committee shall constitute a quorum.

SECTION 4. CONCURRENT SERVICE PERMITTED. T.C. §10A-134(c) does not apply to the Committee. Notwithstanding any other provision of law, members of the Committee may serve concurrently on other City boards, committees or commissions.

SECTION 5. MISSION, RESPONSIBILITIES, AND FUNCTIONS (T.C. § 10A-139(b)(3)). The Committee shall review the internal processes of the Planning and Development Services Department as well as relevant criteria for the selection of the Director. The Committee shall also consider the creation of a building official position or ombudsman to follow projects from start to finish. The Committee shall provide their recommendations to the City Manager.

SECTION 6. LIMITATION OF POWERS. Neither the Committee nor any member thereof may incur city expenses or obligate the City in any way without prior authorization of Mayor and Council.

SECTION 7. TERM. Tucson Code § 10A-139(b)(1)'s presumptive term of twenty-four months does not apply to the Committee. The Committee shall automatically terminate on December 31, 2016.

SECTION 8. STAFF SUPPORT. As authorized under T.C. § 10A-139(b)(2), the City Manager shall provide staff to support the functions of the Committee and to maintain minutes of its meetings. The Committee's meeting minutes shall be filed with the City Clerk.

SECTION 9. NO ANNUAL REPORT REQUIRED. T.C. § 10A-139(b)(5)'s annual report requirement does not apply to the Committee, which shall make reports as directed by Mayor and Council.

SECTION 10. The various City officers and employees are authorized and directed to perform all acts necessary or desirable to give effect to this Resolution.

SECTION 11. WHEREAS, it is necessary for the preservation of the peace, health, and safety of the City of Tucson that this Resolution become immediately effective, an emergency is hereby declared to exist and this Resolution shall be effective immediately upon its passage and adoption.

PASSED, ADOPTED AND APPROVED BY THE MAYOR AND COUNCIL OF THE CITY OF TUCSON, ARIZONA, November 17, 2015

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:

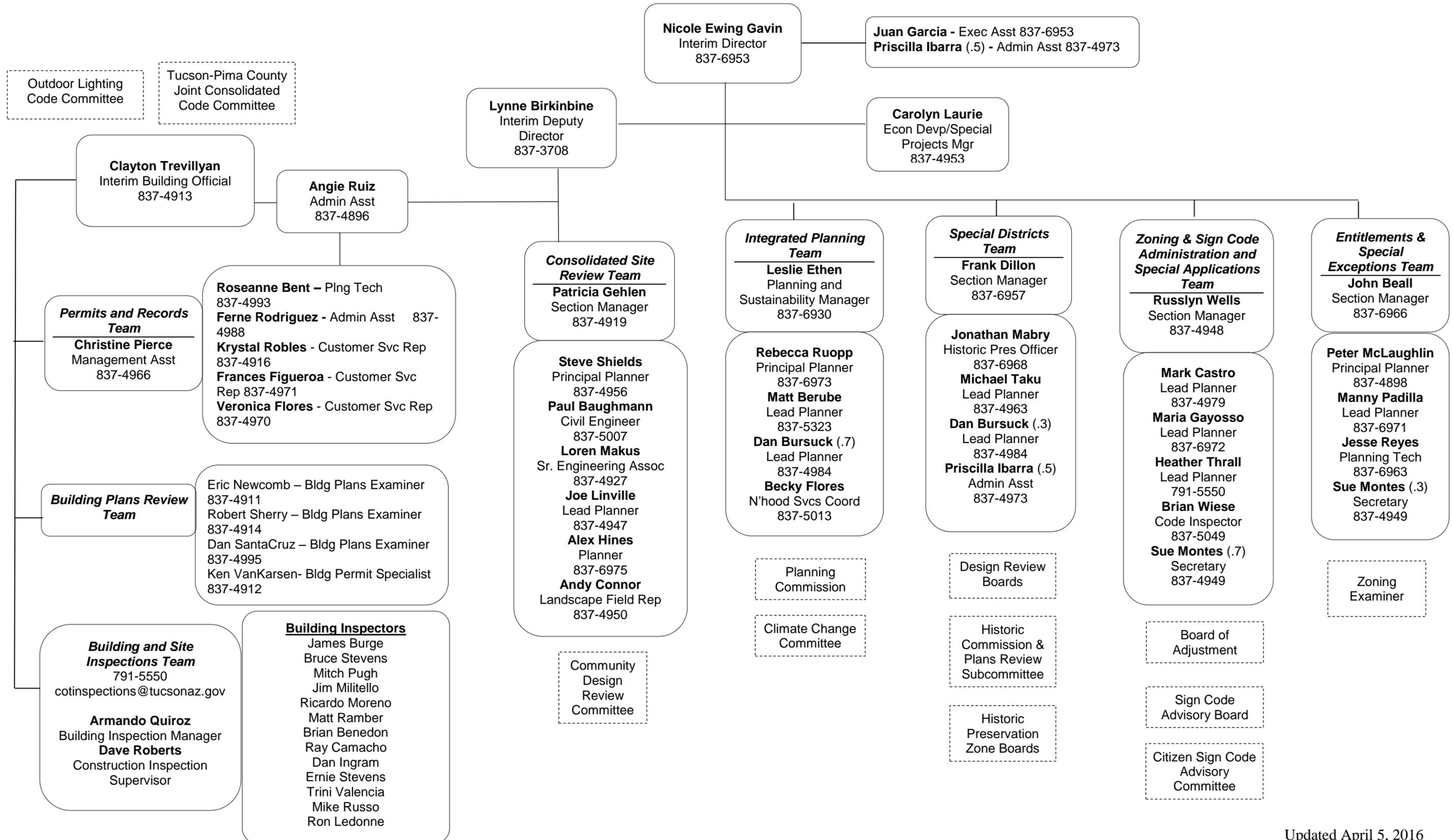
REVIEWED BY:



CITY ATTORNEY
DPM/dg
11/12/15

CITY MANAGER

PDSO Organization Structure & Contact List



Planning and Development Services Advisory Committee
FIRST MEETING / February 16, 2016, 1:00 – 3:00 p.m.

COMMITTEE MEMBERS' IDEAS FOR IMPROVING PDS

Explanation: For Agenda Item #4, each PDS Advisory Committee member was given 3 index cards and asked to write one idea on each card regarding something that should be considered for the improvement of PDS. A member then shared an idea, and other members were asked if they had written a similar idea and were given an opportunity to provide further explanation about the idea. The written ideas provided by committee members were grouped into three categories to be addressed at each of the next three meetings. The transcript of those comments is below.

ITEM	SECOND MEETING (MARCH 30, 2016) General Focus: People	THIRD MEETING (TENTATIVE: APRIL 26, 2016) General Focus: Process	FOURTH MEETING (MAY, TBD) General Focus: Code
<u>Overarching Topics:</u>			
<ul style="list-style-type: none"> • Use best practice from any city/county. • Time is money. [Process important.] • Welcoming attitude and thanks for investment. 			
1	<ul style="list-style-type: none"> - Reversing the “culture of no.” - Adopting an attitude of helping to facilitate the project through the process. - Not looking for the most onerous code interpretation. - In addition to answering the specific question, offer suggestions or insight into keeping the project moving. 	Look at better concurrent review process with Rezoning and Plats / Site Plan Review. County is currently doing the same. Idea is to come out or Rezoning with an approved plat and/or DP.	Phasing out and/or consolidation of neighborhood/ area plans, and concurrent plan review and rezoning process.
2	Find ways to provide more current software and hardware so that staff can be more efficient. Printing problems and software crashes take time and add to frustration for both customers and staff.	<u>Professionals:</u> What other professionals are subject to the level government oversight that contractors and architects are?	Bicycle parking requirements are out of touch with reality.
3	Improve staff morale through better top-down communication and support. Better morale leads to more willingness to come up with out-of-the-box solutions and creativity in reaching common ground.	Pre-certify architects and engineers to speed outside review.	Water/sewer addressing. Charging for services and providing nothing.
4	Provide staff training on how to better deal with challenging customers and provide management tools. As staff is shifted, people may be placed in roles they don't have training for. Provide support team as they learn new roles.	As stated in Areas of Focus, make outside review as available as possible for more than building plan reviews.	Simplify the UDC.
5	<u>Permitting & Entitlement: Early Determinations & Assurances. (due diligence)</u> <ul style="list-style-type: none"> - Site base IEBC compliance determination - Better outcome based pre-sub site - Better outcome based pre-sub building (add) 	<u>Permitting & Entitlement: Early Determinations & Assurances. (due diligence)</u> <ul style="list-style-type: none"> - More opening to zoning compliance of non-conforming uses - C/O simplification - Neighbor sign off [??] on DDO 	Consistency in application of <u>building codes</u> between County and City (includes ADA and others). <ul style="list-style-type: none"> - They are same/similar, yet not handled that way. - Would help with annexations.
6	CLARITY – comments which are tied to and referenced to code or requirement clearly articulation issued based on intent... <ul style="list-style-type: none"> - Not redesign - Not preference 	Consistency of time expectations for various approvals. For example, How long to get a rezoning in Tucson?	Sign code changes.
7	Consistency of reviewers and process.	Understanding how the City uses the various documents (TP, DP, FP) in their permitting process and the unintended consequences of that process.	<ul style="list-style-type: none"> - Sign code interpretations that have changed over time. - Review sign in the initial overview.
8	CONSISTENCY – <ul style="list-style-type: none"> - Clear expectations of process of review and of approach to interpretation. We understand we need to meet rules/requirements, but need to be able to count on a reasonable outcome. - One time round per issue. 	<ul style="list-style-type: none"> - Review of technical and administrative manuals for reasonable requirements. - Provide a processing agenda for land development. 	Address other aspects/responsibilities of PDS in addition to permitting. For example, notifications. Maybe in a 5th meeting.
9	Coordinate field inspectors with plan reviewers.	Integration of as many reviewers as possible into PDS, TDOT, Tucson Water, Environmental Services, Economic Development, Real Estate, and others. These are the agencies that seem to hold up reviews and PDS Director has little or no authority over them in decision making.	
10	<ul style="list-style-type: none"> - Bring a problem-solving attitude into meetings. [Means working to understand the proposal/development and concerns through customer's eyes to be able to solve.] - Read intent of code provisions as administering code. 	Final Plan Review Process (applies also to DP, Building Plans – Streamline: <ul style="list-style-type: none"> - Develop a process to help eliminate the need, as much as possible, of multiple submittals, review, and comments. - Prior to end of 20 days, offer to have a meeting to review “issues” and an opportunity to [??] without the need of additional extended review periods. 	
11	Attitude of - How can we help?	<u>Permitting and Entitlement:</u> <ul style="list-style-type: none"> - Ombudsman - User-friendly permitting counter – flexible work flows. 	
12	<u>Permitting and Entitlement:</u> <ul style="list-style-type: none"> - Promote permitting and cross training (synergistic) - Quick turn around - Team focus on larger projects and multi-disciplinary review on smaller projects - Positive outcome based. 		
13	Communicate with the public better. (Written policy and work flows.)		

Planning and Development Services Advisory Committee

KICK-OFF MEETING

February 16, 2016, 1:00 – 3:00 p.m.

Explanation: Following is a transcription of notes recorded on a flipchart by PDS staff during the meeting.

Committee Member Comments Made During Agenda Items #1, #2, or #3

- Streamline process. City's attitude should be, "How can we help you."
- Have you looked at "best practices"?
- Are you working on upgrading computer systems?
- Phoenix has a process that allows "certified" architects to review plans
- Have been some other groups that have looked at processes such as Certificates of Occupancy
- Need to be careful about changes to processes – remembering that intent is often to deal with health and safety issues (two sides of argument)
- Big difference between developers, lawyers, etc.
- PDS reviewers tear apart architects' and engineers' plans. Horrible.
- Need to look at attitude of reviewers
- Over the 15 years I have interacted with PDS have seen attitudes change in a positive way. We as public need to help with improvements.
- Going forward, will site and building inspectors be cross trained?
- Committee member asked what information/data systems PDS currently uses.
- Have you looked at Tucson Water and other departments (besides Transportation) re delegated authority?
- Given announced reduced hours – would be helpful to know when reviewers are available to talk to individually. Should be lots of time for reviews on Friday given that many engineering firms are closed.

Committee Member Comments Elaborating on Written Ideas They Provided in Agenda Item #4.

See Attachment 1 for transcription of index card ideas.

- Sign code – various interpretations
- Consistency in interpretation and inspection needed
 - Time – predictability needed. Increases with reviewers/inspectors
 - Lack of training
- Consider concurrent reviews (as done by Pima County)
- Plan amendment vs. rezoning
- Would be helpful if PDS staff understood/saw themselves as a link in the overall chain that leads to a completed project
- Need a proactive, problem solving attitude. Synergy.
 - Clients need choices with associated time lines
- Building code consistency with Pima County
- The amount of information required on entitlement documents complicates later revisions.
- Scale down process for variances.
- Consider establishing a subcommittee of the PDS Advisory Committee to compare PDS and County practices.
- Increase off-site resources.

Planning and Development Services Advisory Committee

KICK-OFF MEETING

February 16, 2016, 1:00 – 3:00 p.m.

- Promote self-certification.
- Keep staff on same page.
- Educate the public on process and policy.
- Late comments / hold-ups
- Cross over between signs and building codes.
- Comprehensive sign package.
- Signs holding up business
 - Include with rest of process
 - Historic signs?
 - Signs aren't about health and safety – more subjective.
- Process agenda
 - Flow charts
- Simplify UDC
- Improve staff morale
 - Technology
 - Training / education
- Keep process moving
 - Eliminate culture of “no”
 - Provide options w/denial
- Need fast turnaround
 - Multi-process
 - Third party
- Urban building code is not understandable
- Combine addressing of water and sewer with PSDS process.
- Renovations of existing buildings / “grandfathering”
- Discretionary complications
- Simplify pedestrian variances
- Streamline development process
 - Empower the registrant
- Promote a cooperative process to reduce delays
- New comments on successive reviews
- Connect all external agencies
 - Project manager
 - Collaborative process with applicant
 - Real Estate, Water, TDOT
- PSDS is bigger than just permits. Notifications, etc.

**Flipchart Notes from
Planning and Development Service Advisory Committee Meeting
March 30, 2016**

Flipchart Notes by Rebecca Ruopp; detailed notes taken by Leslie Ethen.

Committee Member Comments

- Seeing better attitude. Great changes overall.
- Post organizational chart. Provide contact information.
- Will there be opportunity to take re-submittals, etc. to Project Manager?
- Staff: Expect to have more generalists by end of summer
- Triage?
- Clarify responsibilities of “project manager” or “generalist” or whatever you are calling them
- Used to do sessions for public regarding such things as ADA
- There are opportunities for education from other professional organizations
Staff: Perhaps links to relevant educational opportunities could be included on PDSD website
- Compiling list of issues that need to be addressed – provide written interpretation
- In Australia, the name and cell number of person responsible for a project is put on a sign at the project site.
- Change-of-use code – helped, but still some problems/unintended consequences
- How do we memorialize interpretation so public can see. Lot of public frustration probably comes from not have consistent interpretations. Have zoning administrator put interpretations in writing.
- For consistency, same staff should be assigned to a project throughout process.
- Will a simple plan with one complicated piece stay with generalist?
- Should flag project at beginning if there is a complicated piece.
- (Comment regarding Hillside Development Zone.)
- Do you categorize a project based on size or value (\$)?
Staff: Would be more about site constraints.
- What about more structural reviews by third parties? Expand through contracts.
- What about charging for faster reviews?
- Teaming with Pima County structure reviews? County could help City when needed and vice versa.
- Early determination
- Need to recognize conflict between flexibility and consistency.
- Was a problem at Information Desk when you were just sent to someone else and ended up waiting there only to be told it wasn't the person you needed to see.
- If you could provide plans to PDSD as pdfs rather than as hard copies, more than one reviewer could review plans simultaneously.
- Overloaded staff – technical training adds one more responsibility

Parking Lot:

- Read 60% of buildings don't have Certificates of Occupancy (COs). What does staff think about this?
Staff (Clayton): Need to do outreach to let the public know that the CO outreach process has been simplified.
- Named/un-named streets: Can part on named streets/alleys. Should name those alleys that are un-named so one can park on them.

PDSD Advisory Committee Meeting / April 26, 2016

Flipchart Notes

Recorded and transcribed by Rebecca Ruopp

- Why are we looking for third party site review? Is there a problem?
- Why can't you hire former City employees as contractors?
- Why is third party site review difficult?
- What is demand for self-certified architects?
- When you have an issue with self certification, can PDSD override?
- Wanted these processes looked at for streamlining. (Self-certification not working very well in Phoenix.)
- Sounds as if third party is working?
- What have other communities done for expediting zoning review?
- 20-day response time – who sets this time?
- Re 20 days – architects and engineers call on 19th day to see if review is done.
- A 20-day wait is expensive for development teams.
- Lisa explained City is training more employees as generalists.
- Could City consider doing a completeness check of development package first (similar to County)?
- County does completeness check within 5 days – once that is complete, County tries to get the review done in another 5 – 10 days.
- If 20 days is deadline, people tend to take 20 days – if less, they take less time.
- Talked about a pilot program.
- County gets fewer plans than City.
- City has been good about doing small/simple plan reviews at the counter.
- Afraid people are submitting deficient plans. This is causing problems for everybody.
- Why can't everybody do pre-submittals?
- Lots of time when I (Keri) am involved in pre-submittals, don't have all materials yet. Doing pre-submittal to get guidance, therefore, don't think pre-submittal would work as a completeness check.
- Combine – same PDSD people either pre-submittal for guidance, or let them do completeness check
- How do people feel about appointment based vs. walk-in? (*Some committee members said that would be fine.*)
- To set up meeting, should be some material required – application.
- Pre-apps – could range from guidance to completeness checks.
- Going to be asking for variance – more pre-apps.
- Cautionary note – could need more variances.
- Risk associated with approach. Applicants need to understand risk. Could be expedited with risk, or undertake full approach.
- Talking about getting people through process faster and to Board
- Process should take into account confidentiality
- Think about forum for getting some initial guidance (*Someone responded that was already in place – i.e., walk through.*)
- Tuesday afternoon is time to get general questions answered.
- Confusion around table reflects the need for cheat sheet with options and potential consequences

PDSD Advisory Committee Meeting / April 26, 2016

Flipchart Notes

Recorded and transcribed by Rebecca Ruopp

- Boiler plate comments without specificity – you have to get hold of reviewer to interpret
- Bit more proactivity – get accused of wanting staff to design project (See in other jurisdictions.)
- Want people to pull more permits.
- Staff has insular attitude.
- Collaborative attitude doesn't mean we are asking staff to design project.
- Applicants don't always know code has changed – staff should let applicant know.
- There is generally a cooperative attitude.
- Love walk through.
- Why does everything have to be administrative standards?
- Development package used to be three parts/standards.
- Development package – don't know why we have to show details (it's in the standards). Gets repetitious and redundant.
- Lots of people don't know what the standard actually means.
- Last two months more openness to concurrent review, etc.
- Like Pro system – can look at reviewer comments within 20 days – rather than at end of 20 days
- Pro updates twice a day
- Pro being completely rebuilt
- Can you put a note on Pro that says when it was last updated?
- Is City open to look at shorter than 20 days?
- Could a list be created of different times for different processes?
- Another strategy for “pedestrian” projects.
- Second round comments should take less than 20 days.
- Need to consolidate rezoning (laborious) and variances.
- 60 days can be a problem.
- Sounds like key is to get in early, get right people together, work as a team.
- Find out at tail end that there is a problem with sign.
- If you see same variance over and over, suggests need to change code.
- Sign code appeal board – only four people – problem.
- Anything that helps building City – faster. Feel as if half a dozen neighborhoods are running things (comment from Chamber rep.)
- Recommendation – more consistency across committees/boards
- This Committee has an opportunity to streamline to save \$. Delays aren't helping City generate revenue.
- There's going to be competition – people will go elsewhere.
- Get rid of some committees that aren't that helpful.
- Haven't begun to look at micro-business help.

PDSO Advisory Committee Meeting / June 6, 2016

Flipchart Notes

Recorded and transcribed by Rebecca Ruopp

NOTES RELATED TO INTRODUCTORY COMMENTS

- This is the fourth meeting of the PDSO Advisory Committee.
- Nicole announced that she had shared with the City Manager that she would be retiring in Fall 2016.
- Nicole explained that right now the Advisory Committee meeting scheduled for Tuesday, June 28, 2016, was planned as the last meeting of the full committee. However, she suggested the possibility that if there were topics that warranted further exploration that might be done through in informal working groups.
- One participant suggested that if issues needed to be further defined that be done by members of the existing Advisory Committee.
- A participant noted that he had to keep explaining to members of the public with whom he talked that the Advisory Committee is just looking at issues that he described as technical, “low-hanging fruit.” He suggested that for broader, more public process issues consideration be given to involving others, including community activists.

NOTES RELATED TO DISCUSSION RE UDC CODE CHANGES

- *[Note: Dan Bursuck distributed to Committee members a handout titled, “Planning and Development Services Advisory Committee; Item 3: Unified Development Code (UDC) Code Changes, Monday, June 6, 2016. He then reviewed the handout with the Committee and answered questions. Committee members then discussed.]*
- Re MS&R Setback Relief – Participant asked whether developer would still need to sign covenant. *[Nicole noted that PDSO was meeting with Real Estate and Attorney’s Office to discuss.]*
- Participant asked whether rezoning-related variances requested of Board of Adjustment taken into consideration in ongoing review of Overlapping Plan Amendment and Rezoning.
- Participant noted he hoped that the “HPZ Window Amendment” would allow use of more “off-the-shelf” windows in historic structures.
- In regard to ongoing discussion regarding “Plan Tucson Urban Overlay District,” Committee member inquired whether PDSO would be willing to extend discussion beyond several groups staff mentioned (e.g., Mayor and Council and Grant Road Task Force).
- In ongoing discussion re “Plan Tucson Overlay District,” participant said it was important to have criteria for decision as to where overlays would be applied, so the locations don’t seem arbitrary.
- Staff noted that the intent for each overlay would need to be articulated.
- Participant suggested that if there were areas for which studies had been done to identify impacts, etc., that information might help in providing a rationale/justification for an overlay.
- Participant asked staff if a generalized overlay was being considered. Went on to say that an ongoing challenge was often parking, particularly related to businesses.

PDSO Advisory Committee Meeting / June 6, 2016

Flipchart Notes

Recorded and transcribed by Rebecca Ruopp

- *[Nicole explained that initially had thought about a code change that could apply city-wide, but there was enough public concern about such an approach that staff was now looking at a more strategic overlay approach.]*
- Participant shared that it seemed difficult to select specific areas for overlays.
- Suggested that maybe criteria be tied to residential areas along arterials where residential directly adjacent to an arterial is challenging. Opens door to using alleys. (Currently can't access commercial off alleys in residential areas.)
- Suggestion that maybe incentives be given to take down non-conforming buildings.
- It was noted that MS&R affects lots of old sites.
- Short-term rentals – Can do in residential area, but constraints such as lot size that don't work in older areas of Tucson
- Consider changes to code that would make short-term rentals legal.
- Someone said they thought this might be searching to fix a problem that doesn't exist.
- Participant noted that State Legislature just addressed the issue of _____. Participant said that given Legislature's decision he didn't think anything could be done now.
- Participant noted that public is beginning to ask questions about permitting related to tiny houses.
- Regarding impact fees – several participants noted that change of uses fees were a problem. Thought impact fees were OK for new development.
- Staff pointed out in response to a comment, that County and City Impact Fee regulations were different.
- Participant said finding information on how to calculate impact fees was difficult.
- Participant suggested that identification of possible impact fees be part of pre-application process, including information on how to calculate.
- Participant brought up some issues related to R4 (residential care). Noted that should make sure that specific standards and site exemptions relate.

NOTES RELATED TO DISCUSSION RE NEW PDSO DIRECTION SEARCH & SELECTION

- Participant asked how qualifications are set for position.
- *[Albert Elias, who attended this meeting, explained that the process began with review of the posted job description to see if needs adjustment.]*
- Someone asked what the current description was. Staff distributed a copy to each Committee member.
- Participant expressed concern about someone coming in without understanding of department's current processes/approaches.
- Participant suggested that it would be important to find out what heads of various PDSO sections think regarding what PDSO should be doing and take that into consideration in Director selection.

PDSD Advisory Committee Meeting / June 6, 2016

Flipchart Notes

Recorded and transcribed by Rebecca Ruopp

- *[Nicole noted that the message she had discussed with the City Manager was that the department is in the process of rebuilding itself and wants to continue with this process.]*
- Participant expressed concern about someone coming in without understanding of department's current processes/approaches.
- Participant shared experiences with "head hunters" and said he was worried about those who don't look at local approach.
- Worried about potential candidates who don't connect with local situation/conditions.
- *[Albert Elias explained it was important to have a Clear Scope of Work and to understand that the City Manager was the hiring authority.]*
- Committee member asked whether members could email comments to staff regarding Director job description.
- Suggestion that maybe possible local candidates be vetted first before going outside.
- Seems local knowledge is important.
- Consider possible candidates among City staff first.
- Local could be broader than just department.
- What are the Mayor and Council's criteria? Do they provide input? *[Nicole said that CM would be talking to Mayor and Council about position.]*
- Seems important that a Director understand they will be interacting with Mayor and Council; might not always be the case elsewhere.
- *[Albert Elias pointed out that Directorships were no longer civil service positions in the City, which could allow more open interview process.]*
- Committee member noted that city was in a transitional period from more suburban to more urban and that given this there could be positives to bringing in outside person/someone new.
- Pointed out that don't necessarily want someone who is looking for a job – maybe someone who has been identified as the type of person that would be good for the job.
- It was suggested that perhaps Advisory Committee members could meet with City Manager to share their thoughts regarding Director position.
- Participant asked Nicole her thought regarding important criteria for her replacement. *[Nicole responded that very important to her was that the new person be like by and able to work with staff.]*
- Participant noted that they thought the person should be someone who had served in various roles performed in a department such as PDSD.
- Could we also look at the Building Official's job description?
- Suggested that someone who had had a positive experience elsewhere addressing types of issues Tucson is facing could be helpful.

PDSD Advisory Committee Meeting / June 6, 2016

Flipchart Notes

Recorded and transcribed by Rebecca Ruopp

- Participant said he had been thinking about an earlier Committee meeting at which the extensive needs for IT upgrades had been discussed. Thought it was important that that be addressed so that it didn't become a key effort of new Director. Wondered if impact fees could be used to help with upgrade process. *[Nicole pointed out that a technology fee is part of permit fee and that technology upgrade is underway.]*
- Participant asked about steps in Director selection process. *[Albert Elias explained that generally there would be an initial short list of candidates who would then be assessed through a multi-prong approach that would go beyond just oral interviews with candidates. The short-list would then be narrowed down further.]*
- Participant asked if it would be possible for Committee service to be extended and for members to be part of interview process. *[Nicole said she would talk to the City Manager about this and other suggestions.]*

COMPILATION OF ALL ACTIONS INCLUDED IN PDSD ADVISORY COMMITTEE REPORT, JULY 28, 2016

Note: Associated recommendation from report referenced by number

Timeframe*	Theme	Action	Recommendation #
COMPLETE/ IN PROGRESS	Clarity and Transparency	1. Re-organize staff into function-based teams	1
		2. Update organization chart with names, titles, and phone numbers	1
		3. Pilot an upgraded PRO website: https://www.tucsonaz.gov/prodev/pdsd/	1**
		4. Establish PDSDwebsite@tucsonaz.gov to allow for reporting of problems with the information provided on the PDSD website	1**
		5. Clarify hours for when walk-throughs, pre-submittals without appointments, and times where reviewers can talk one-on-one are available	1
		6. Compile list of past Building Code interpretations	3
	Streamlined Review Process	7. Pilot Bluebeam electronic review software	7
		8. Allow electronic submittals for any activities that can be done through the Automated Payment Account (APA) portal	8
		9. Accept applications by email prior to plan submittal	8
		10. Develop an online portal for credit card payments	8
		11. Set up an appointment-based pre-submittal program	9
		12. Expand third-party reviews by reducing the “minimum valuation” threshold	12
		13. Expand second-party reviews by piloting building code reviews with Pima County	12
	Project Facilitation	14. Create a broader management team to better support front-line staff	13
		15. Provide staff with customer service training	13
		16. Cross-training site review staff to develop a more generalist understanding and ability to do more varied site reviews, and also be able to ensure that all of the expertise that is needed is represented at pre-submittal meetings	14, 15
		17. Cross-train all PDSD staff to be able to direct customers to the correct person(s)	15
		18. Site review team cross-checks rezoning and special exception conditions prior to them being sent to Mayor and Council (M&C) for approval	15
		19. Coordinate site reviewers and inspectors through regular meetings	16
		20. Regularly meet with TDOT to address/reduce conflicts in permit review process	16
	Reducing Policy and Regulatory Barriers	21. Assess Sign Code regarding needed re-writes to match existing UDC format, remove redundancies, and bring into Reed v, Town of Gilbert Compliance*	17
		22. Eliminate the Sign Code Appeals Advisory Board (SCAAB) and transfer those duties to the Board of Adjustment.	17
		23. Take Expanded use of Planned Area Development (PAD) to M&C***	18**
		24. Take Auto-wash Amendment to M&C***	18**
		25. Take MS&R Setback Relief to M&C***	18**
		26. Develop Grant Road Land Use Planning Tools, including a Remnant Parcel Disposition Strategy and Urban Overlay District	20**
		27. Continue to pursue grants and technical assistance for South 12th Avenue	20**
SHORT TERM	Clarity and Transparency	28. Make changes to PRO to assist applicants in tracking progress of their projects, such as when information on an activity was last updated	1
		29. Develop FAQs for staff and the public	1
		30. Develop a website to allow residents to sign up for notifications about projects within their vicinity	5
	Streamlined Review Process	31. Pilot electronic submittals for solar projects	8
	Project Facilitation	32. Include PDSD staff in the selection process for a new PDSD Director	13
		33. Expand regular inter-departmental coordination to include Environmental Services and Tucson Water	16
		34. Expand cross-training of PDSD staff to include cross-training between site review and entitlement review	16
	Reducing Policy and Regulatory Barriers	35. Take Time Extension Amendment to M&C***	18**
		36. Take Utility Use Groups Amendment to M&C***	18**
		37. Take Urban Overlay Amendment to M&C***	18**
		38. Using input from multi-year public process, prepare Broadway Vision as guidance for ongoing land use planning	20**
* Short term actions: can be undertaken before a new Director is hired and prior to the conversion to Accela Automation; mid-term actions: should wait until the new PDSD Director is in place; long term actions: require the new Accela Automation system to be in place in order to implement, or for various reasons require a longer timeframe.			
** Action proposed by PDSD staff in response to Committee recommendations.			
*** Description of Code Amendments can be found in Appendix G.			

COMPILATION OF ALL ACTIONS INCLUDED IN PDSO ADVISORY COMMITTEE REPORT, JULY 28, 2016

Note: Associated recommendation from report referenced by number

Timeframe*	Theme	Action	Recommendation #	
MID TERM	Clarity and Transparency	39. Internally map workflow processes	1	
		40. Compile existing PDSO policies	1	
		41. Expand organizational chart to include information on roles and responsibilities	1	
		42. Begin larger overhaul of PDSO website	1**	
		43. Remodel PDSO first floor office to make it easier for customers to navigate	1**	
		44. Develop marketing materials to better explain process, options, etc.	1**	
	Streamlined Review Process	45. Make electronic review (using Bluebeam) available to all applicants	7	
		46. Fully transition to electronic submittals as an option for all projects	8	
		47. Continue to explore with stakeholders what a modified review timeframe would look like, including whether there should be a review for completeness	10	
		48. Take Overlapping Plan Amendment and Rezoning option to M&C***	11**	
	Project Facilitation	49. Begin to develop criteria regarding what constitutes a “simple” versus a “complicated” project	14	
		50. Expand PDSO training sessions to include trainings from/with Environmental Services, Tucson Water, and Tucson Fire	16	
	Reducing Policy and Regulatory Barriers	51. Develop amended Sign Code text and evaluate role of Sign Code Committee	17	
		52. Take Historic Preservation Zone (HPZ) Window Amendment to M&C***	18**	
		53. Take Historic Landmark Amendment to M&C***	18**	
		54. Take 1-2 pilot Reinvestment Urban Overlay District(s) to M&C***	18**	
		55. Take Flexible Lot Development (FLD) Amendment to M&C***	18**	
		56. Take Wireless Communications Facilities Amendment to M&C***	18**	
		57. Take Accessory Dwellings Units Amendment to M&C***	18**	
		58. Assess Pima County’s approach to “Tiny Homes”	18	
59. Prepare a 3-year Report on Plan Tucson implementation		20**		
60. Continued outreach to City Department regarding Plan Tucson goals and policies		20**		
LONG TERM	Clarity and Transparency	61. Require a City point of contact (name and phone number) on all project signs	1	
		62. Continue to improve website to coincide with move to Accela Automation, including flowcharts of workflow processes	1**	
		63. Improve development activity reporting	1**	
		64. Re-evaluate PDSO policies, considering other cities’ standard operating procedures, revise the policies, and continue to refine over time	1, 6	
		65. Conduct public training presentations, including changes to the code, process, and policy	2	
		66. Rethink communications to include a focus on applicants who “don’t know the ropes,” such as small business owners or residents with one-time needs	4	
	Streamlined Review Process	67. Upgrade Permits Plus to Accela Automation	7	
		68. Implement modified processes, including application, queue management, and workflow, in conjunction with the Accela upgrade and based on stakeholder input	10	
		69. Develop a sign-in queue for walk-throughs	9	
	Project Facilitation	70. Expand staff training to encompass elements of the entitlement process, site review, through to building permitting	16	
		71. Develop ongoing staff training programs to ensure consistency of reviews over time	16	
	Reducing Policy and Regulatory Barriers	72. Take Sign Code Amendments and Sign Code Committee recommendation to M&C	17	
		73. Continue to look for opportunities to use the International Existing Building Code (IEBC) for revitalization of existing buildings	19	
		74. Refine amendments to (International Building Code) IBC to reflect common appeals	19	
		75. Refine amendments to the IBC for consistency with neighboring jurisdictions	19	
		76. Explore <i>Plan Tucson</i> Planning and Services Area concept as possible approach to addressing dated Neighborhood and Area Plans	20**	
	* Short term actions: can be undertaken before a new Director is hired and prior to the conversion to Accela Automation; mid-term actions: should wait until the new PDSO Director is in place; long term actions: require the new Accela Automation system to be in place in order to implement, or for various reasons require a longer timeframe.			
	** Action proposed by PDSO staff in response to Committee recommendations.			
	*** Description of Code Amendments can be found in Appendix G.			

Code Amendments Being Undertaken or Considered by the Planning and Development Services Department as of July 2016

COMPLETE / IN PROGRESS

Assess Sign Code regarding needed re-writes to match existing UDC format, remove redundancies, and bring into Reed v. Town of Gilbert Compliance

- Reorganize and rewrite portions of Sign Code to address Reed v. Town of Gilbert compliance and provide more clarity for staff, developers and citizens.

Decision to terminate the Sign Code Advisory and Appeals Board

- A proposed amendment to the Tucson Sign Code to eliminate the Sign Code Advisory and Appeals Board (SCAAB) and transfer the powers and duties to the Board of Adjustment.

Take Auto-wash Amendment to Mayor and Council

- Unified Development Code text amendment to allow use of auto washing conveyors within the C-1 zone to address recent advances in technology which mitigate noise impact.

Take Expanded use of Planned Area Development (PAD) to M&C

- UDC text amendment to lift the requirement of a waiver for a PAD of less than 40-acres, as outlined in UDC Section 3.5.5.E.2.

Take MS&R Setback Relief to M&C

- Addition of UDC Section 5.4.5.7 MS&R to introduce a streamlined internal review process for MS&R future right-of-way encroachment.

Develop Grant Road Land Use Planning Tools, including a Remnant Parcel Disposition Strategy and Urban Overlay District

- A proposal for strategy of sale and use of remnant parcels along Grant Road from Oracle Road to 1st Avenue and development of pilot Urban Overlay District to spur adaptive reuse and address dimensional challenges. New Urban Overlay District will be used as model for other land use planning efforts throughout the city, including future phases of the Grant Road Redevelopment and Broadway Boulevard.

Continue to pursue grant and technical assistance for South 12th Avenue

- May need Maria or Rebecca to address this.

SHORT TERM

Take Time Extension Amendment to M&C

- Amend UDC to clarify when a public hearing is required for a Rezoning Time Extension.

Code Amendments Being Undertaken or Considered by the Planning and Development Services Department as of July 2016

Take Utility Use Groups Amendment to M&C

- Amend UDC to correct error in translation from LUC to UDC related to general standards for Utility Use Groups.

Take Urban Overlay Amendment to M&C

- Amend UDC to correct error in section reference for amendment process of Urban Overlay Districts.

Using input from multi-year public process, prepare Broadway Vision as guidance for ongoing land use planning.

- As part of the Broadway Boulevard Project Land Use Planning Process prepare Vision for review and input by public; take to Mayor and Council for adoption.

MID TERM

Develop amended Sign Code text and evaluate role of Sign code Committee

- Revise amended Reed compliant Sign Code text based on feedback from Stakeholders, Staff, Mayor and Council, and Citizen Sign Code Committee (CSCC). Conduct joint Planning Commission & CSCC to review and revise document. Bring to Mayor and Council for approval.

Take Historic Preservation Zone (HPZ) Window Amendment to M&C

- Draft amendments to the Unified Development Code (UDC) Technical Standards in regards to enabling each HPZ Advisory Board the option to amend their design guidelines so that when reviewing plans for replacing historic windows, they may consider substitute materials on a case-by-case basis.

Take Historic Landmark Amendment to M&C

- Amend UDC so that Historic Landmark reviewing staff focuses on the eligibility criteria and not land use.

Take 1-2 pilot Reinvestment Urban Overlay District(s) to M&C

- Using Grant Road (Oracle Road to 1st Avenue) and Broadway Boulevard, develop pilot Reinvestment Overlay District(s) to spur adaptive reuse and address dimensional challenges associated with redevelopment of those corridors.

Take Flexible Lot Development (FLD) Amendment to M&C

- Amend UDC to better clarify requirements of the FLD option.

Code Amendments Being Undertaken or Considered by the Planning and Development Services Department as of July 2016

Take Wireless Communications Facilities Amendment to M&C

- Amend UDC to match federal mandate regarding 6409(a) compliance.

Take Accessory Dwelling Units Amendment to M&C

- Amend UDC to address potential expanded use of Accessory Dwellings Units with mitigation measures.

Assess Pima County's Approach to "Tiny Homes"

- Assess recently passed Pima County code amendments related to "Tiny Homes," and develop code amendment proposal appropriate for City of Tucson.

Prepare a 3-year Report on *Plan Tucson* implementation

- Continue outreach to City departments regarding efforts to implement *Plan Tucson* goals and policies

LONG TERM

Take Sign Code Amendments and Sign Code Committee recommendation to M&C

- Present revised Sign Code to Citizen Sign Code Committee and Planning Commission. Bring to Mayor and Council for approval.

Continue to look for opportunities to use the International Existing Building Code (IEBC) for revitalization of existing buildings

Refine amendments to International Building Code (IBC) for consistency with neighboring jurisdictions

Explore Plan Tucson Planning and Service Areas concept as possible approach to addressing dated Neighborhood and Area Plans

PDSD Staff responses to comments received before, during, and after the June 28 PDSD Advisory Committee meeting			
#	Received via	Comment	Staff Response
THEME 1: CLARITY AND TRANSPARENCY			
1	Email	All project signs? What does this mean? [Comment on: Require a City point of contact (name and phone number) on all project signs]	A Committee member requested that all building project post signs with a City Point of Contact and phone number. Staff has not discussed this in more detail.
2	Email	Recommendation 2: Provide user and staff training for IBC, UDC, TSM, and best code methods for older buildings and sites	This is the intent of Recommendation 2 and the Actions that support it.
3	Email	Recommendation 3: Provide retrievable archive for determinations, appeals, and variances and a schedule for code changes	Determinations can be viewed at https://www.tucsonaz.gov/pdsd/all-codes-plans-determinations . Appeals and variances are available on PRO.
4	Email	Document findings for use of 1st, 2nd, and 3rd parties.	Determinations can be viewed at https://www.tucsonaz.gov/pdsd/all-codes-plans-determinations . Appeals and variances are available on PRO.
5	Email	Notes on Recommendation 4 (Maintain and broaden stakeholder involvement as changes are made at PDSD): Provide a next PDSD-AC study focus on the required interface between the public and development including notification improvements. Include a focus to guide the public and the development community in the intermediate and long term development of PDSD changes and policies include Plan Tucson goals. Consider a cross section of committee members that include resident-community interests such as TRGG member(s)	This suggestion for focused study of the public and development, including notification improvement, is noted and will be considered along with other focused study suggestions. It should be noted, that PDSD staff are looking into implementing an on-line notification process in which anybody interested could sign up for any of the notifications PDSD provides.
6	Email	Recommendation 5: Improve public notification process One Committee briefly mentioned PDSD's role beyond permitting, in particular, notifications. PDSD has several code process requirements that mandate notification of residents within a certain distance of a proposed project at various points in the entitlement and permitting process.	PDSD staff are looking into implementing an on-line notification process in which anybody interested could sign up for any of the notifications PDSD provides.
7	Email	Related to R5 - I recommend that we simplify DDO notification options for a single sign off from adjacent property owners for simple residential yard setbacks. Consider options in other notification processes to allow NHA sign-off of certain requirements for projects that deemed by said NHA to be an asset to said community, thereby creating incentives for positive development.	NHA sign-off for detached accessory buildings is already allowed. Applying this for residential additions would change setback requirements for all residential development.
8	Email	Move this from Long Term to Short Term: Re-evaluate PDSD policies, considering other cities' standard operating procedures, revise the policies, and continue to refine over time	We are already starting to do this, but establishing new formal SOPs will take time.
9	Email	Short term actions under Theme 1: Add a policy that acknowledge's architect's qualifications to perform engineering incidental to their work.	The Board of Technical Registration allows individuals to perform within their expertise.
10	Email	I also am asking for a policy that acknowledges state law, allowing architects to do engineering on their projects.	The Board of Technical Registration allows individuals to perform within their expertise.
THEME 2: STREAMLINE REVIEW PROCESS			
11	Email	Clarify, I heard that once the online Portal is available that they will do away with APAs, is that true? Seems fine to me but please clarify if both options will be available. [This comment in regards to: Develop an online portal for credit card payments]	APA is intended as a mechanism for contractors to pull permits online, over the phone, or via fax. The proposed credit card portal, plus the ability for electronic review, would eliminate the need for the APA portal. There are no immediate plans to remove the APA as our new systems are not available yet. PDSD will make notification to APA account holders prior to deleting their accounts.
12		Building appeals process - not one-by-one but process appeals as a group	Processing appeals as a group would require denying all submissions associated with the group if one or more is denied. Since appeals are an exception to a regulation based on unique situations, they should be reviewed on a case by case basis.
13	Email	Add Action under Theme 4: A deeper integrated building appeal process that supports early determinations and can handle bundle appeals for older buildings under the IEBC.	Appeals must be associated with a specific code determination. See also response to #12.
14	Email	Add Action under Theme 4: PDSD pre-submittal process that enables applicants to obtain integrated site and building determinations for change of use and infill projects.	The information provided at pre-submittal is usually not sufficient to make determinations.
15	June Meeting	Predetermination process - should not be done in isolation, should be seen as part of the process	The information provided at pre-submittal is usually not sufficient to make determinations.
16	Email	Add Action under Theme 4: Develop a policy for Tucson's CBO that supports independent determinations by 2nd and 3rd party review services.	PDSD already has a policy in place (IBC Section 103.3) to allow the CBO to appoint technical officers for code interpretations.
17	Email	Note on Recommendation 9 (Expand scheduling options): Match criteria here with 3rd party criteria so we are all on the same page	Setting out firm timelines for 3rd party reviewers would hinder an applicant's ability to negotiate a favorable review timeline.
18	Email	Note on Short Term Action under Theme 2: Expand third-party reviews to all projects	PDSD staff already will consider projects that have a lower valuation than the threshold for 3rd party review.
19	Email	There is a feeling that 3rd party options should have a valuation threshold. I'm recommending against any limitation.	PDSD staff already will consider projects that have a lower valuation than the threshold for 3rd party review.
20	Email	If they give us the 7 day turn around for small projects and use cross discipline reviewers, people won't want to pay the extra for 3rd party.	PDSD provides over-the-counter review for small projects. For projects that do have to submit, providing additional options for review timeframes will require the migration to Accela Automation be complete.
21	Email	Note on Recommendation 10 (Modify the review timeframe): 7-day turnover for small projects with a 3-day back check. Match with 3rd party criteria.	PDSD provides over-the-counter review for small projects. For projects that do have to submit, providing additional options for review timeframes will require the migration to Accela Automation be complete.
22	Email	Move this from Long Term to Short Term: Implement modified processes, including application, queue management, and workflow, in conjunction with the Accela upgrade and based on stakeholder input	Providing additional options for review timeframes will require the migration to Accela Automation be complete.
23	Email	Add Action under Theme 2: Streamline policy that mimics what Pima County is doing.	In order to do this, PDSD would need to have electronic submittal process up and running. Staff is working toward that goal, but existing systems do not currently support this option.
24	Email	Add Action under Theme 2: Policy for small projects that need site compliance formality to submit an integrated site and building package with simpler content control and flexibility in layout...and reviewed by a single source if possible.	One package for smaller projects is something that could be considered. It is unlikely that PDSD could get to a place where one person could be responsible for both site and building review.
25	Email	Add Action under Theme 2: Relieve staff concerns over the regulatory bill of rights, which resulted in overstated and lengthy review comments designed to protect staff from State law.	Staff has attempted to reduce over statement and lengthy comments.

THEME 3: PROJECT FACILITATION			
26	Email	I am also lobbying to get rid of the development package protocol for small projects that need site compliance. It needlessly isolates site and building review. Additionally, there is no constructive reason for the additional formatting protocol the package mandates.	The formatting protocol facilitates faster reviews of projects. The isolation of building and site review is a result of the isolation of the building code and UDC, not the result of the development package. An inspector does not have the authority to 'trump' a plan reviewer. When discrepancies arise, however, we require staff to discuss the issue to determine the application of the code. Unfortunately, mistakes do occur on occasion and we rely on our inspectors to help identify them when they happen.
27	June Meeting	Inspectors shouldn't trump site reviewers in the field (or only rarely)	
28	June Meeting	Presubmittal - design your own process, including site visits if needed Notes on Recommendation 14 (Improve pre-submittal meetings): Allow applicant to design a specific pre-submittal. Use a fee structure for requested site visits and pre-determinations, appeals, etc., if necessary, but don't limit content. Do this for for building and site. Train staff to cross reference building and site requirements for better response to applicant questions.	Applicants can request a specific presubmittal meeting, including with a site visit. Providing custom presubmittal meetings automatic ally to all applicants would be challenging given limited staff resources. One of the challenges with pre-submittals is that applicants often aren't fully ready and ask staff to answer hypotheticals.
29	Email	Recommendation 15: Use project facilitators on larger projects and allow smaller projects to benefit from cross-discipline review	Applicants can request a specific presubmittal meeting, including with a site visit. Providing custom presubmittal meetings automatic ally to all applicants would be challenging given limited staff resources. One of the challenges with pre-submittals is that applicants often aren't fully ready and ask staff to answer hypotheticals.
30	Email	Recommendation 15: Use project facilitators on larger projects and allow smaller projects to benefit from cross-discipline review	Cross training is underway for site reviews.
31	Email	New Action under Theme 3: Use cross-trained reviewers earlier on small work. Pima County maintains a flexible approach, project specific.	Cross training is underway for site reviews.
32	June Meeting	Add Pima County Health Department to Recommendation 16	Done.
33	June Meeting	More coordination with Economic Initiatives	Staff agrees that more coordination with Economic Initiatives is a good idea, and will pursue.
34	Email	Notes on Recommendation 16 (Improve coordination between reviewers and inspectors and between PDS and other review agencies): Require that inspectors support reviewer decisions by policy allowing the override of compliance to said policy stipulations.	we agree with the need to, and are working on, improving coordination between PDS reviewers and inspectors, and reviewers and other review agencies. Due to the complexities of site conditions, the plan review process may not always provide a comprehensive determination of such conditions. Field staff are encouraged to identify plan review discrepancies.
35	Email	New Action under Theme 3: In the short term, I recommend better understanding between building codes and zoning staff.	Staff agrees with this recommendation; continual efforts are made to increase the understanding between building code and zoning staffs.
36	Email	New Action under Theme 3: Developing long-term goals of cross training should begin with an attitude shift in the short term.	Efforts to address staff morale and attitude has been underway for some months. External and internal anecdotal evidence suggests these efforts are having an effect.
THEME 4: REDUCING POLICY AND REGULATORY BARRIERS			
37	Email	The description of the 4th meeting being about the code changes seems off. Although I was not present, I was told that meeting focused almost entirely on the PDS Director criteria and process?	The first half of the meeting consistent of a presentation/update on code revisions that are planned or in process. Committee members asked questions at that time, and suggested a couple of other code changes. The second half of the meeting focused on the PDS Director, desired qualifications, and selection process.
38	Email	In the last section, there is mention of a number of code amendments (time extensions, etc). I do not remember the committee getting that specific in its discussions on the Code issues/changes. Again, these may be things that staff is moving forward to fulfill the committee's desires. If that is the case, I think it should be clear these are staff's suggestions to move these goals/items forward and the report should give more detail on what these amendments actually are so committee members are aware.	At each meeting, PDS staff presented on actions the department was already taking or planning to take to address the Committee concerns that were to be addressed at that meeting. Since the Committee had time to ask questions and comment on any of those actions, the lack of disagreement was reflected as support for PDS continuing those efforts. All actions planned or in progress by PDS staff that were not raised during the Committee meetings are noted with "Staff" at the end. Appendix G will provide a description of all proposed Code changes.
39	Email	Related to the Sign Code – my recollection was a discussion about moving the Sign Code INTO the UDC (thereby eliminating the need for the Sign Committee since any changes to the UDC go through Planning Commission and would not then need the Sign Committee.) As opposed to making it sound like a formatting issue with the Sign Code and UDC. Definitions also need to be aligned, which would be taken care of if the Sign Code is moved into a chapter of the UDC.	Moving the Sign Code into the UDC is the ultimate plan of PDS and a longer-term goal of the Sign Code rewrite. In the shorter-term, however, staff is starting by aligning the language, including definitions between the Sign Code and the UDC, in order to provide an easy integration process. Another factor in this discussion is the Mayor and Council-initiated review of all City boards, committees, and commissions. PDS is respectful of that process and is waiting to see the recommendations regarding the Sign Code Committee before moving forward with any changes. Various options could be considered that would inform the Sign Code/UDC integration process, including making the Sign Code Committee a sub-committee to the Planning Commission or getting rid of the Sign Code Committee altogether.
40	June Meeting	Don't see anything about the sign code that addresses my concerns. Signs may be an issue that needs to be further researched, options identified, then codified.	City staff is working on a sign code proposal that will be shared with stakeholders for review and comment. See also response to Comment #39.
41	June Meeting	Look at groups of appeals to determine items that could become code	If multiple appeals are approved for the same regulation, then a recommendation can be made to the Building Code Committee for an amendment to the code. This was done in the process of preparing the UDC, and should be done on a continuing basis.
42	Email	Notes on Recommendation 18 (Continue to make changes to the UDC as issues are identified): Correlate code changes with archiving of determinations, interpretations, and variances with a priority list for UDC revisions and building code amendments that may support appeals and other processes until said change occurs.	If multiple appeals are approved for the same regulation, then a recommendation can be made to the Building Code Committee for an amendment to the code. This was done in the process of preparing the UDC, and should be done on a continuing basis.
43	Email	Notes on Recommendation 19 (Continue to make changes to the IBC as issues are identified): Correlate archiving determinations, interpretations, and appeals with a priority list for IBC revisions.	If multiple appeals are approved for the same regulation, then a recommendation can be made to the Building Code Committee for an amendment to the code. This was done in the process of preparing the UDC, and should be done on a continuing basis.
44	Email	Add Action under Theme 4: Look at changes in the UDC that work towards correlating better between use descriptions in the IBC and use descriptions in the UDC.	This is a good idea, but very challenging given IBC frequent updates and differences in intent between UDC and IBC. Staff will continue to look for opportunities to correlate the two.
45	Email	Add Action under Theme 4: Codify the 200 square foot allowable size for accessory storage buildings.	PDS staff are working on this issue by proposing revised amendments to the IBC.
46	June Meeting	Issue: Trash and recycling enclosures (size)	This topic is already under discussion by stakeholders and PDS staff.

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THEME 4: REDUCING POLICY AND REGULATORY BARRIERS, continued			
47	June Meeting	Issue: Reusing older buildings and sites that are hard to work with; bring buildings up to code	Issue of adaptive reuse of buildings is suggested in the PDSD Advisory Committee Final Report as a possible topic for focused consideration.
48	June Meeting	Issue: Getting rid of old buildings	Assuming that it is not disrupting the historic fabric of our community, there is a process in place to accommodate demolition of older buildings.
49	June Meeting	Issue: Naming alleys so that parking is allowed	Issue of naming alleys to allow parking is suggested in the PDSD Advisory Committee Final Report as a topic for future focused consideration.
50	June Meeting	Issue: Lot splits shouldn't require a Final Plat. Can criteria be established?	Issue of lot splits is suggested in the PDSD Advisory Committee Final Report as a possible topic for focused consideration.
51	June Meeting	Issue: Overlays - there are too many, it is too complicated	The issue of the number of overlays is a repeated theme. PDSD has been exploring possible ways to have a set of "overlay-like" standards that could be applied more broadly, but initial public reaction suggests that this will be a challenging effort.
52	June Meeting	Planning tools should apply city-wide rather than to specific projects such as Broadway or Grant	Staff is meeting with each Council Member to talk about where and how planning tools, such as reinvestment overlay districts, could be useful in their ward.
53	Email	The first part of this recommendation was discussed by the committee relative to the "silos." I do not remember any discussion of Plan Tucson or the need to create a system to ensure those policies are followed. I agree with the statements, but if this is a report of the committee work, there should be a clear delineation between what the committee discussed and recommended and then what staff is suggesting to help to bring forward these goals/actions.	The broader role of PDSD with respect to long-range planning and Plan Tucson was covered at the first meeting. A committee member provided a written comment at the first meeting saying: "Address other aspects/responsibilities of PDSD in addition to permitting. For example, notifications." Another comment stated: "Phasing out and/or consolidation of neighborhood/area plans, and concurrent plan review and rezoning process." Addressing this comment would be under the purview of the long-range planning unit of PDSD, which was not explicitly revisited in later meetings. Staff attempted to address all comments that were raised during the meeting, and this recommendation tries to capture both of these comments, while also supporting the Committee's broader concern about internal coordination. All actions planned or in progress by PDSD staff that were not raised during the Committee meetings are noted with "Staff" at the end.
54	Email	Note on Recommendation 20 (Continue to focus on integrated approaches): Think synergy. The CM has already pushed staff to work effectively together and in more suited ways.	PDSD's intention is to continue working on integrated approaches.
55	Email	Add Action under Theme 4: Review of conditions to site compliance exemption section 3.3.3.H...for conditions that exclude uses that otherwise are desirable.	Staff is unaware of this being a broad-based issue. Clarification of this issue would be helpful.
56	Email	Add Action under Theme 4: (Regarding short-term rentals) - Reduce 10,000 square foot site threshold to a more optimal limit. Allow use of site and building standards that are allowed when occupancy duration is over 30 days and occupancy is less than 4 unrelated persons regarding UDC needs.	Staff understands the issue, but given State statute regarding short-term rentals, the silence of the UDC on this topic, and the provisions in the IBC related to this topic, it is unclear how this issue can be addressed.
CLARIFICATION NEEDED			
57	Email	Note on Recommendation 12 (Increase use of external reviews): Assume external review is 2nd or 3rd party. 2nd party review, i.e., ESD is currently isolated from the applicant. Require 2nd party reviewers to work with applicants and coordinate issues	Clarification needed.
58	June Meeting	Issue: Requiring assurances for \$250 worth of off-site improvements is not reasonable	Clarification needed.