



Planning, Development & Transportation

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MEMORANDUM

Date: January 9, 2013
To: Darin Atteberry, City Manager *DA*
From: Laurie Kadrich, Director of CDNS *LK*
Through: Karen Cumbo, Director of PDT *KC*
Regarding: Development Review Project Transparency Update

This memorandum provides an update on efforts associated with Development Review project transparency.

Community Development and Neighborhood Services' (CDNS) staff received feedback from customers asking for additional transparency and improved, consistent and reliable processes related to development project reviews. Staff responded to these requests in numerous ways, dating back to 2009; however, the significant increase in multi-family project submittals starting in 2011 resulted in additional community concerns. Interested citizens wanted the ability to become fully informed about specific development projects being proposed as early in the process as possible. Although much of this information was already available on the City's website, they requested access to related documents and records in a consolidated, clear and easily accessible manner.

In response, a combined effort between CDNS and IT staff, have resulted in numerous additional improvements. Early 2012 efforts included:

1. Development Review weekly email: This was started in April, 2012 and has continued to evolve and improve throughout the year. This is available to any citizen through a subscription on the City's website, and appears online as well. It provides information on: scheduled neighborhood meetings, scheduled administrative hearings, upcoming Building Review Board, Landmark Preservation Commission, Planning & Zoning Board and Zoning Board of Appeals meetings, development-related City Council agenda items, and, beginning in January, new project reviews and submittals.
2. Citizen's Role in Development Review Guide: This guide was implemented in February, 2012 as a development review guide tailored to residents and neighbors. The toolset contains an "at-a-glance" guide to the development review process and emphasizes how neighbors and affected citizens can engage in the process at the different stages of a

project. It also provides information outlining the different processes associated with development review.

3. **Current Applications List:** This was enhanced early in 2012 so that the report automatically updates on a daily basis and provides live links to Citizen Access where customers can get additional project details.
4. **Development Review Signs:** These were changed, making them larger, brighter and adding a number to further facilitate finding information on planning projects. Sign numbers are included in the Current Applications list and are searchable to assist with readily finding additional details.
5. **CityDocs:** Finalized and fully implemented an electronic file cabinet dedicated to development review records and started scanning Current Planning development project files into the system in May, 2012. This was a major piece of missing information that citizens were requesting as it allows us to provide citizens access to all documents related to a submittal, not simply the agenda. Additional resources were required to do this. A contractual position was approved as part of the 2011 exceptions process for this purpose. The position was filled in May, 2012. The delay in hiring was planned, and moved a retiring City Planner into this new position. Although planned, it did create a delay in making this information available to citizens.

Staff's goal related to this effort is to get new projects scanned within a week of submittal so that citizens can access the information quickly. Additionally, we are working to get information from already completed development project files placed into the system as well. It is anticipated that it will take a number of years to get all archived planning file information scanned.

Once implemented, the above efforts continued throughout the year. Additional refinements were delayed due to the increased work load we have continued to experience, together with the efforts required for Budgeting for Outcomes and other large projects. In late summer, 2012, staff was able to refocus our efforts on this project and additional improvements were made. These efforts included:

6. **Current Projects Table:** Just released on January 2, 2013, this new web page provides a listing of all current development projects within the city. It allows a citizen to search by type of application, status, sign numbers or key words (including address). It provides links to Citizen Access, the Current Applications Map, CityDocs, neighborhood meetings, administrative hearings, conceptual reviews and the Planning & Zoning Board. It also enables a citizen to email the staff contact or applicant associated with the project.
7. **Current Applications Map:** This was enhanced in November, 2012 as part of the new mapping application implemented by IT staff. The current projects layer gives a visual representation of current projects within the City, provides summary details and then offers links to Citizen Access and CityDocs so a customer can get further project details and/or see images of related documents that have been submitted.

8. **Boards and Commissions:** Web pages were enhanced starting in October, 2012 for the Building Review Board, Landmark Preservation Commission, Planning & Zoning Board and Zoning Board of Appeals. An interested party can now see all documents related to an agenda item, similar to the City Council Agenda. As well, links to the video for Planning & Zoning Board meetings have been added.
9. **Conceptual Review:** A summary of all Conceptual Review projects was added to the web page to enable customers to find a specific item from a consolidated source to avoid having to hunt and peck through individual agendas to find the item. Related documents remain located in the individual agenda files. Staff comments regarding all proposed projects will be added starting in 2013 and will provide additional transparency in the earliest stages of a project.
10. **Type 1 Hearings and Neighborhood Meetings:** Project documents are now being included as part of the agenda or notice for all projects, as well as staff comments or meeting notes.

We are extremely excited about these improvements and the added level of transparency that is now provided. We have reviewed these items with Michelle Haefele, as well as a handful of other interested citizens, to gather their feedback and to identify further refinements. Based on this outreach, we feel that these changes meet a majority of the requests that have been received. Some future enhancements/refinements that have been identified include:

1. Listing projects by address/ability to sort projects by address. The table currently allows a search of projects by address by adding the address into the search box. Sorting of the table alphabetically will require modifications, but is feasible. IT staff estimates that making this change to the table will require anywhere from 8-16 hours for coding, layout changes and testing.
2. Add meeting dates to the table. This item is feasible and will be done as part of upcoming refinement work, starting in February, 2013 and implemented by end of 2nd quarter, 2013.
3. Clearer, more legible current applications map. There is some concern over haziness that is caused by the layer that shows City limits which is needed to ensure accurate City boundaries. The City limits layer can currently be turned off, but requires the user to select layers and then de-select this item. Further discussion on this item is required with IT staff to determine if any further improvements can be made.
4. Add information for each specific project type giving citizens information on the steps required in the development review process for that type of project. This item is feasible and will be done as part of upcoming refinement work starting in February, 2013 and implemented by end of 2nd quarter, 2013.

5. Add a link to CityDocs in Citizen Access. This item is feasible and will be done as part of upcoming refinement work, starting in February, 2013 and implemented by end of 2nd quarter, 2013.
6. Add information on Historic Preservation projects and signs. This item is feasible and will be done as part of upcoming refinement work, starting in February, 2013 and implemented by end of 2nd quarter, 2013.
7. Explore the feasibility of adding a “last updated” date to each item listed. This item requires more discussion to determine whether this can be automated or whether this would require ongoing staff maintenance. Discussions will start as part of February, 2013 refinement efforts. The feasibility and any needed resources and/or associated costs can be better assessed at that time.
8. Make as many documents as possible searchable. This is currently being done. More discussion is required to determine the requirements of making all pdf files searchable. Discussions will start as part of February, 2013 refinement efforts. Any needed resources and/or associated costs can be better assessed at that time.
9. Explore the possibility of having one project name/number for the entirety of the process. More discussion is required to determine the feasibility of this item. Discussions will start as part of February, 2013 refinement efforts. Any needed resources and/or associated costs can be better assessed at that time.
10. Explore adding project name and a quick response code (QRC) to signs so citizens could scan and automatically be directed to project details.



Sample of a QRC:

This item requires additional discussion and research. Efforts will start on this item in January, 2013. Needed resources and/or associated costs will be assessed at that time.

11. Have all project information available, including meeting agendas, minutes, and staff notes available from the projects table versus through additional links. Staff will continue to refine links to everything citizens are asking to see as part of project development searches and make them as direct as possible to minimize the number of clicks required, etc. It is not recommended to have redundant information provided in various areas of the website due to decreased efficiency created by duplicative processing and increased need for resources to maintain and store the information. Discussion will continue on this item as well.
12. Explore the feasibility of having a project subscription service that would provide automatic updates and related documents on a project by project basis throughout the entirety of a project. There are some upgrades to the Accela system that may make this item feasible through social media efforts. More discussion is required to determine the

feasibility of this item. Discussions will start as part of February, 2013 refinement efforts. Any needed resources and/or associated costs can be better assessed at that time.

We are alerting all members who currently subscribe to the weekly Development Review newsletter of the new projects table in the January 4, 2013 edition. We are also including a spotlight on the Development Review web page as part of further outreach efforts. Any feedback received from the larger community will also be considered as part of these refinement efforts.

Earlier technology and other efforts to address citizen concerns related to transparency and improved, consistent and reliable processes related to development project reviews have included:

1. Reorganization of disparate departments under one director to facilitate a more cohesive approach to development planning and project reviews.
2. Hiring a Neighborhood Development Review Liaison to assist citizens with the development process and provide information.
3. Implementing a three-phase approach to multi-family development projects that enable staff to address compatibility and neighborhood impact concerns on an accelerated time frame.
4. Migration of all development review activities to Accela automation, giving us the ability to better manage associated processes within one system and providing related information to citizens through a web application known as Citizen Access. See attached memo for further information on this item.
5. Implementation of a Development Review Outreach process to assist neighborhoods understand the development process.
6. Creation of a Development Review Guide to assist applicants through the Development Review process;
7. Improvement to the Conceptual Review process which resulted in more timely, comprehensive and aligned comments for applicants.
8. Provision of a current projects report and map on the development review website.
9. Posting of Conceptual Review, Administrative Hearing and Neighborhood Meeting agendas on the development review website.

I can assure you that staff has been working earnestly to address citizen feedback in this regard and we plan to continue to listen, refine and improve our processes and transparency. I'd like to acknowledge Marcus Bodig, Sarah Burnett, Delynn Coldiron, Lindsay Ex, Danielle Franklin,

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Kristi Kreisher, Courtney Levingston, Sandy Lindell, Billy Linn, Becca Henry, Ryan Mounce and Ginny Sawyer for their exceptional efforts in this project.

Please let me know if you need any additional information about this item. I would be happy to provide you with any further details

Action Items
Development Review Project Transparency and
Improved, Consistent and Reliable Processes

| 2012 Improvements At-A-Glance | | | | |
|---|----------|---------|---|--|
| Item | Complete | Date | Next Steps | |
| 1. This Week in Development Review (weekly email) | ✓ | 2Q 2012 | Continue to refine based on customer feedback. fcgov.com/weekreview | |
| 2. Citizen's Role in Development Review (guide) | ✓ | 1Q 2012 | Update guide as needed. fcgov.com/citizenreview | |
| 3. Current Applications List - Enhancements | ✓ | 1Q 2012 | Update as needed. May be replaced by the Current Project Table if this is found to be sufficient. http://www.fcgov.com/developmentreview/ | |
| 4. Development Review Signage | ✓ | 2Q 2012 | Continue to refine based on customer feedback. | |
| 5. CityDocs: Development Review Records | ✓ | 2Q 2012 | Continue to add project information (new as well as completed projects). citydocs.fcgov.com/?dn=Current+Planning&cmd=showdept | |
| 6. Current Projects Table | ✓ | 4Q 2012 | Fully released to public on January 2, 2013. Continue to refine based on feedback. fcgov.com/developmentreview/projects | |
| 7. Current Projects Map | ✓ | 4Q 2012 | Continue to refine based on customer feedback. gisweb.fcgov.com/FCMaps/Viewer.html?ViewerConfig=http://gisweb.fcgov.com/Geocortex/Essentials/REST/sites/FCMaps/viewers/FCMaps/virtualdirectory/Config/Viewer.xml&layerTheme=CURRENT%20DEVELOPMENT%20PROJECTS | |
| 8. Boards & Commissions Web Page Enhancements | ✓ | 4Q 2012 | Continue to make agendas and related documents/videos available to public. For an example, see Planning & Zoning Board . fcgov.com/PlanningZoningBoard | |
| 9. Conceptual Review Summary | ✓ | 4Q 2012 | Continue to refine process to make access to documents as easy as possible. fcgov.com/developmentreview/conceptualreview.php | |
| 10. Type I Hearings and Neighborhood Meetings | ✓ | 4Q 2012 | Continue to make information available to public. fcgov.com/developmentreview/agendas.php | |
| 11. Hiring a Neighborhood Development Review Liaison | ✓ | 4Q 2012 | Welcome Sarah Burnett . | |
| 12. 3-phase approach to multi-family projects | ✓ | 4Q 2012 | Continue to assess code and make changes as needed. | |

Earlier technology and other efforts

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|----|---|---|--------------------|---|
| 1. | Reorganization of disparate departments to create CDNS | ✓ | 2010-2012 | Continue to assess structure and make changes as needed. |
| 2. | Migration of all development review activities to Accela | ✓ | 2011 | Continue to refine processes and add needed functionality. |
| 3. | Implementation of Development Review outreach process | ✓ | 2011 | Continue to refine processes and make changes as needed. |
| 4. | Creation of a Development Review Guide | ✓ | 2009 | Continue to review and update as needed. fcgov.com/drg |
| 5. | Improved Conceptual Review process | ✓ | 2010 | Continue to review and update as needed. |
| 6. | Provision of current projects report and map on website | ✓ | Exact Date Unknown | These items have been available for many years. Both have now been upgraded and/or replaced with other things listed above. |
| 7. | Posting of Conceptual Review, Administrative Hearing and Neighborhood Meeting Agendas | ✓ | 2009 | This has now been augmented to include related documents. |

Future Enhancements/Refinements Under Consideration

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| 1. | Listing projects by address/ability to sort by address | | 2Q 2013 | IT estimates 8-16 staff hours will be required for coding, layout, changes and testing. |
| 2. | Add meeting dates to current projects table | | 2Q 2013 | Work with IT staff to implement changes. |
| 3. | Clearer, more legible current applications map. | ✓ | 1Q 2013 | IT has addressed and fixed this issue. |
| 4. | Add specifics on steps required for each specific development review process | | 2Q 2013 | Staff will be preparing information and adding to current projects table. |
| 5. | Add link to CityDocs in Citizen Access | | 2Q 2013 | Work with IT staff to implement changes. |
| 6. | Add information on Historic Preservation projects and signs | | 2Q 2013 | Work with IT staff to implement changes. |
| 7. | Explore feasibility of adding a "last updated" date | | Unknown | Will start discussions with staff in February, 2013. If feasible, related staff time, required resources and time estimates will be determined. |
| 8. | Make as many documents as possible searchable. | ✓ | Ongoing | This is currently being done. Staff will continue to refine and improve efforts in this regard. |
| 9. | Explore the possibility of having one project name and number through entirety of | | Unknown | Will start discussions with staff in February, 2013. If feasible, related staff time, required resources and time estimates will be |

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| process | | determined. |
| 10. Explore adding project name and QR codes to signs | Unknown | Will start work on this item in January, 2013. If feasible, related staff time, required resources and time estimates will be determined. |
| 11. Have all project information available on one web page | Ongoing | It is not recommended to have redundant information provided in various areas of the City's website. Continued discussions and refinements will occur on this item. |
| 12. Explore the feasibility of having a project subscription service. | Unknown | Will start work on this item in January, 2013. If feasible, related staff time, required resources and time estimates will be determined. |

Additional details for each of these items are provided in the body of this memorandum.