

# Proposed Interim Community Development Structure

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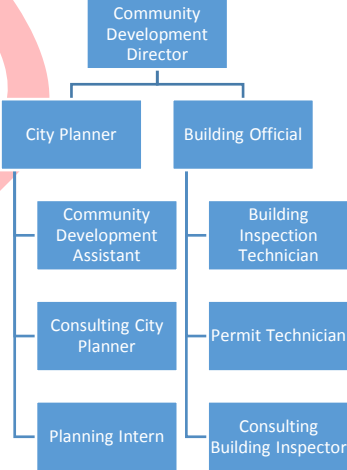
## Proposal

- Delegate supervisory and day-to-day operational roles to City Planner Chris Anderson and Building Official Rick Jarson to the respective divisions

## Existing Structure



## Proposed Structure



- Key Roles and Responsibilities
  - Community Development Director – Long Range Planning
    - Focus on more long range planning and policy effort, housing policy, Planning Commission support, and strategic leadership to the Community Development Department
    - Remains as liaison to the Planning Commission.
    - Continues to coordinate development review process (assign cases, review cases, etc.).
    - Provides direction to consulting planning team as it relates to land use plans.
  - City Planner – Current Planning/Zoning Administration
    - Coordinates permit review for zoning administration.
    - Supervisor for Community Development Assistant
    - Delegates permit review, site plan review, etc. to consulting planner as needed to offset additional workload.
    - Routine administrative tasks such as accounts payable, escrow tracking, and performance evaluations for division.
  - Building Official – Building Code Administration
    - Supervisor for the Building Inspection Technician, Permit Technician, and Consulting Building Inspector.
    - Provide more in-office time for walk up inquiries.
    - Routine administrative tasks such as accounts payable, escrow tracking, and performance evaluations for division.

There are several more routine tasks that are be re-delegated amongst other team members to make more effective use of time.

## The Need for Interim Structure

Several one-time, key projects and Planning Commission logistics require an increased amount of coordination by the Community Development Director. In order to most effectively utilize resources approved for the Department, a minor adjustment to the structure is recommended, without any overall budgetary impacts (adjust individual line items in budget without adding to the department budget).

This also addresses a Strategic Plan Initiative to ensure staffing effectiveness and continuity of services through ‘three-deep’ staffing.

The City Planner continues to enhance his education through training and seminars. In addition, the City Planner served an interim role as the lead for the department as a whole during a family leave for the Community Development Director. The City Planner proved to be an effective manager for the Community Development Department, and is believed to be able to be an effective leader for the Planning Division on a longer term basis.

The Building Official continues his training in code administration as well as an increase in other training goals, such as customer service and effective leadership. The Building Official is enrolled in the Leadership Academy through Anoka Technical College/Anoka Ramsey Community College.

The following projects require more focused, strategic management in order to move from discussion to action.

- Comprehensive Plan Update
- The COR Master Plan
- Highway 10 Corridor Improvement Plan
- Armstrong West Comprehensive Plan Amendment
  - Armstrong West Environmental Review (EAW or AUAR)
- Rum River Hills Comprehensive Plan Amendment
- ePermits Phase III – Plan Review
- Housing Assistance Policy Update
- LRRWMO Process Improvements
- Development Fee Study Update
- Rental License Implementation
- Official Map Update (Highway 10 Access Planning Study Land Use Controls)

Staff has identified the following topics as needing additional strategic direction.

- Adequate Staff Support for Planning Commission
- More Regular Updates/Communication to Planning Commission
- More Regular Updates on Development Projects to the Public
- Better Integration of System Planning and Land Use Planning and progress on long range planning efforts

## Detailed Project Description Summaries

City Council Priority

Required by Statute or Other Agency

Addresses Planning Commissioners' feedback and/or concerns

- Comprehensive Plan Update
  - Comprehensive Plan Steering Committee (additional evening commitment)
  - System Plans (not necessarily project manager, but need to ensure coordination)
    - Transportation
      - Corridor Improvement Program
    - Water Resources
    - Economic Development
    - Natural Resources
    - Housing
    - Others?
  - Required by Minnesota Statute Chapter 462 & 473
- The COR Development Plan
  - Several other processes are being held up by the visionary process.
  - The next stages coordinated by others (system plans, project pro-formas) will influence the final land use plan adoption.
  - Need to ensure integration with land use plan
  - Council/Planning Commission Priority
- Highway 10 Planning and Advocacy Efforts

- Council Directed to prioritize
- Armstrong West Comprehensive Plan Amendment
  - Future Business Park
    - Council Priority
  - Capstone Residential
  - Environmental Review (AUAR or EAW Required)
    - Capstone Residential Project will likely trigger mandatory review
    - Business Park Projects may trigger mandatory review
- ePermits Phase III
  - Ensure that the Project Manager for this task remains on task and within timeframe.
- Housing Assistance Policy Update
  - Several Projects have been completed, needing to reprioritize project type priorities
  - Need to strengthen financial component and work with Economic Development Authority
  - Planning Commission Sub-Committee
- Lower Rum River Watershed Management Organization (LRRWMO) Process Improvements
  - Previous Council concern expressed
  - Better integrate City and WMO process
- Development Fee Analysis
  - Several fees have changed
  - Compare holistic picture
  - Medium Priority pending completion of system plans drafts
- Rental License Program Implementation
  - Waiting for eLicensing to implement
  - Q2 2017
  - Council Priority
- Rum River Hills Comprehensive Plan Amendment (?)
  - Land Swap and Land Use Change
  - Need Planning Commission recommendation on land use plan
  - Request for subsidy/assistance – pending per land use discussion
- Communication and Support Hours for Planning Commission
  - Need to communicate more frequently regular updates to the Planning Commission
  - Planning Commission has expressed concern over roles, responsibilities, and overlap of other groups
  - Planning Commission Work Plan
  - Requested by Planning Commission
- More frequent development updates to the public
  - Numerous projects moving at same time
- Project Integration Coordination – (Planning Process requires continual integration with System Planning through several iterations. Not trying to manage all of these projects, but regular coordination with these practices needs some more focus/more frequent updates/meetings).
  - Parks
  - Engineering
  - Economic Development

## Long Term Goals

The Community Development Department will use this opportunity as a pilot to see if this is a more effective structure moving forward. This is the original structure for the Department prior to 2008. The Department has significantly reduced Staffing levels to match existing workload, but sees an opportunity to make more effective use of talent within the Department long term.

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