

**CITY OF DANA POINT
AGENDA REPORT{PRIVATE }**

Reviewed By:	
DH	<u> X </u>
CM	<u> X </u>
CA	<u> </u>

DATE: JANUARY 17, 2005

TO: CITY MANAGER/CITY COUNCIL

**FROM: KYLE BUTTERWICK, DIRECTOR OF COMMUNITY DEVELOPMENT
BRAD FOWLER, DIRECTOR OF PUBLIC WORKS AND ENGINEERING**

**SUBJECT: CONSULTANT'S REVIEW OF PLANNING, BUILDING AND PUBLIC
WORKS COUNTER OPERATIONS FOR THE CITY OF DANA POINT**

RECOMMENDED ACTION:

That the City Council (1) receive and file the Citygate Associates report of the Planning, Building and Public Works counter operations and (2) direct staff to prepare an implementation plan of Citygate Associates' report recommendations in conjunction with the FY2005-2007 City budget.

BACKGROUND:

A key initiative of the City's adopted Strategic Plan, titled "Bridges to Tomorrow", is to "***Achieve total excellence in municipal services and City administrative/planning with excellent customer service and cost effectiveness***". In September of 2003, the City Council, in the context of that initiative, directed the City Manager to execute a consultant services agreement with Citygate Associates, LLC, to conduct an evaluation of the City's Planning, Building, and Public Works counter operations. Goals of the evaluation included determining what type of services customers expect at the counter, whether the City is providing these services to the satisfaction of the public and to provide a detailed operational analysis of all customer service tasks as well as identify where organizational and operational performance and service levels can be strengthened.

DISCUSSION:

The Citygate Associates evaluation was initiated in 2003 and completed in 2004. As part of their review, Citygate interviewed members of the City Council, the City Manager, applicable department heads, in-house and contract staff. Citygate also conducted a customer survey to solicit comments, opinions and recommendations on customer service operations.

Through their analysis, Citygate found that significant increases in customer satisfaction have occurred over the past 18 to 24 months. This recent improvement in customer satisfaction is due to a number of management and operational changes accomplished in the City. These improvements include:

1. Recruitment of new management staff, including Department Heads in the Community Development and Public Works Departments.
2. Replacement of several contract staff members with in-house City staff, providing better stability in City operations.
3. Assignment of new public counter staff with greater work experience and expertise, resulting in more consistency and accuracy in the delivery of City information.
4. Development of tools to improve tracking plan check, transmittals, fees, and response timeliness.
5. Expansion of public counter hours to include the entire work day, as opposed to morning hours only.
6. Providing back-up staff support to the public counter during times of high activity to minimize customer wait time.
7. Creation of improved engineering procedural manuals and checklists.

The Citygate report also identified and included a number of findings, recommendations and implementation strategies to enhance efficiency, effectiveness, timeliness, and responsiveness of the public counter operations. While a number of recommendations have been implemented, others involve the allocation of additional staff resources, fee updates, and/or costs. These recommendations are outlined in an action plan within the report (Supporting Document "A"). Staff intends to return to the City Council in conjunction with the new City budget cycle, with an analysis and recommendations on additional customer service enhancements as described in the Citygate report.

NOTIFICATION AND FOLLOW-UP:

As part of the upcoming budgetary process, City staff will prepare a plan, fee, and cost estimate to implement the recommendations in the report.

STRATEGIC PLAN IMPLEMENTATION:

The project is in compliance with the Strategic Plan Initiative to achieve total excellence in City Government with excellent customer service and cost-effectiveness.

FISCAL IMPACT:

Implementation of customer service goals may involve additional costs and/or fees,

which should be considered as part of the FY2005-2007 City budget preparation.

ALTERNATIVE ACTIONS:

1. The City Council could reject the report document and elect not to proceed with the implementation plan.

ACTION DOCUMENTS:

None.

SUPPORTING DOCUMENTS:

- A. Citygate Associates, LLC, Report (Hard Copy Provided)