



# CITY OF SEATAC

## ORGANIZATIONAL REVIEW OF THE PLANNING, PUBLIC WORKS, AND ECONOMIC DEVELOPMENT DEPARTMENTS & FACILITIES DIVISION

Prepared by





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## **I. GOAL OF ASSESSMENT**

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The goal of the assessment is to provide the City of SeaTac with options for consideration regarding combining the Planning Department, the Facilities Department, the Public Works Department, and the Economic Development Division.

## **II. Overview**

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Prothman was retained in May, 2010 to conduct an assessment of the land use and development review management structure and operating practices within the Planning Department, Facilities Department, Public Works Department and Economic Development Division.

Prothman gathered documents, completed interviews of key city staff, reviewed three completed projects and conducted a focus group/permit user meeting. The following report is prepared with findings and recommendations, including but not limited to potential changes to the organization structure, prioritization of potential changes, identifying areas that can result in immediate savings with process improvements, and identifying functional areas that require further analysis. Recommendations are based on Prothman's professional expertise of best practices in the delivery of the services reviewed.

## **III. Methodology & Process**

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### **A. Areas of Investigation**

Prothman examined the Planning Department, Facilities Department, Public Works Department and Economic Development Division for structure, management practices and accountability, applicable codes, rules and regulations, and other factors that may impact the ability of the departments or divisions to accomplish their mission.

### **B. Methods**

#### **1. Document Review**

The city provided two notebooks of material which served as the basis for a literature review. Book 1 included the City Council Resolution, organization charts for departments, 2010 budgets, employee data, Management Partners' Review, and other information related to the operations and policies for each department. Book 2 included many of the codes and regulations that apply to land use and building activities such as Subdivisions, Zoning Code and Development Review Code, Titles 13, 14, 15 and 16A respectively of the SeaTac Municipal Code.



A review of the materials provided was completed prior to conducting interviews with staff, council members and customers. This work provided a picture of the organization, budget as well as insight into prior review of these departments conducted by Management Partners in 2007. The literature review also provided an important context for understanding the framework applicable to land use activity within the City of SeaTac. The review did not examine the history of the budget or permit volumes.

## **2. Interviews**

Prothman held discussions with city council members, the Interim City Manager, department directors and numerous city staff members. Follow-up interviews were also conducted. The interviews and informal discussions provided insight into the workings of the subject departments and gave those interviewed the opportunity to elaborate on areas working well and those needing improvement. The city's Human Resources Director observed the majority of the interviews.

Information derived from the interviews was reviewed by Prothman for consistency and common themes. This approach is called "Triangulation Interviewing" where we seek two or more independent accounts describing the same events, situations or circumstances.

## **3. Project Reviews**

A project review process was conducted to examine how projects are handled in the city. The three projects reviewed were chosen because they were noted examples of complex projects involving all of the affected departments or divisions. This review focused on a specific development project following the entire permit process from project intake, pre-application review, records management, internal coordination and relationship with applicants throughout the process. All projects examined were inactive. No current or pending project application was examined in this process. The city provided all files (four boxes) related to the selected projects for review. The materials were reviewed on a limited scope basis due to the large volume of related materials. However, where the State Environmental Policy Act (SEPA) was triggered by the project, the review of the files included a complete review of the SEPA submittal and checklist.

## **4. Permit User Focus Group**

Prothman conducted a focus group meeting with approximately 18 individuals representing large and small developers and property owners as well as individuals who are not professionals in the land development business but who have had recent experience with the city. This discussion was intended to hear directly from applicants regarding their personal experiences with the development review process.



## C. Evaluation Criteria

Any proposed recommendations will be made using the following criteria:

### 1. Process and Performance Improvements

Will the recommendation result in observable process and performance improvements resulting in a higher level of service productivity and efficiency.

### 2. Accountability

Will the recommendation result in improved levels of supervisory expertise and employee supervision relative to a specific area of expertise.

### 3. Best Management Practices

Will the recommendation be consistent with industry accepted best management practices.

## IV. Findings

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Using the information from printed materials we reviewed, interviews with managers and employees and customers, field observations, and consultant team knowledge of best practices in the areas studied, the Prothman team arrived at the following findings:

### A. No Single Point of Accountability

Accountability for the land use development review process is not clearly defined and simply does not exist across department boundaries. There is no clear point of contact, responsibility, and/or accountability for the review of projects or adherence to any predictable or reliable timeline for permit issuance. Uniformly throughout the interviews, there was no mention of an overarching framework, mission, or guiding set of values for the conduct of business or service to the public.

### B. Lack of Coordination Between Departments and Divisions

Leadership, management, supervision and accountability for the development process is not clearly defined or simply does not exist across department boundaries. Counter coordination is fragmented and personality conflicts exist that, at a minimum, detract from optimum customer service as evidenced by the interviews. The departments and department subdivisions that deal with land use and development appear to function as independent silos without any overarching oversight or permit coordination; and they conduct business in a manner designed to focus only on their respective part of the permit and development review. Most interviews cited "organization silos" as an issue.

### C. Lack of Customer Service Focus

We found little to no evidence that customer service is a primary mission, purpose or focus. This is not to say that individual staff members are not trying hard to provide service. Indeed, there is significant evidence that



many individual staff members do a good job in serving customers and are dedicated to this outcome. However, their efforts are in spite of an organizational structure and process that appears inwardly focused within each division.

**D. Fragmented Permit Process**

A “big picture” or “model” as to how the development review process should be managed was not in evidence. As each department functions independently, there is no process in place that "pushes or pulls" the project from one department to the next, thus allowing for projects to sit idle, sometimes for weeks at a time.

Presently, the permit process is fragmented and dispersed throughout the subject departments with multiple departments responsible for portions of the processing of permits. These departments have set aside ½ hour each week to come together for a pre-review of the larger projects but often with larger more complex projects unusual circumstances arise and the appropriate person is not always at the meeting. This is simply not an efficient, customer-focused way to review permit applications.

Many communities of this size have transitioned to a "one stop permit center" (where a customer can obtain all permits at one location such as the City of Kent, WA permit center) permit center resulting in faster permitting for the applicant, a more efficient process for staff and greatly increased citizen satisfaction. The permit process is one of the few services where city residents directly interact with city staff, so their experience here sets their overall opinion of city operations. This justifies greater effort and investment of resources to streamline this process.

**E. No Cross Department Records and Files Management Process**

There is no apparent cross department records and files management structure. This situation significantly contributes to the separation of the divisions and the strengthening of the silo structure. Each department appears to keep its own records and project files. During the project examination exercise, Prothman was presented with four boxes of files on three projects. There was no clear organization or structure to the files that allowed us to cross reference the project between organizational elements. Most of the files were duplicated. There appeared to be no master file for projects, no coordinated file tracking system and no single individual assigned to manage each permit through the entire process.

There is a file tracking system in development in cooperation with IT, however, there is no plan on how to deal with the existing situation until a file tracking system is in place.



**F. Conflicting City Development Codes**

Our review of the city's development code highlighted that the codes regulating development in many areas are uncoordinated and, in some instances, in conflict with one another. The SeaTac Municipal Code relating to development regulation has evolved from King County Ordinances that were in effect when the city was first incorporated, and ordinances, land use plans, codes and actions that have been adopted since incorporation. There were multiple accounts in the interview process from staff, private sector and City Council describing decisions having to be elevated to the Planning Director. Staff does not appear to be empowered to make decisions. While the Planning Department maintains a file of previous code interpretations it's unclear if this file is being used effectively or if the numerous code conflicts make this a less than useful tool.

**G. Lack of a Coordinated Code Update Process**

Changes to the development codes do not appear to have been incorporated in a systematic manner with the intention to reduce or eliminate conflicts. Conflicts between and among code provisions were evident. Conflicting codes and code interpretations lead to uncertainty, lack of predictability, confusion, potential liability and poor customer service. Conflicting codes also exacerbate the silo structure as each division within the city acts to defend their code, or their interpretation, sometimes at the expense of the applicant and ultimately the public.

**H. Lack of a Master Development Code**

There does not appear to be a master development code or overarching procedural ordinance to guide the development process. Furthermore, there does not appear to be an agenda or order in which the codes can or should be updated. Examples of this internal conflict were noted in the interviews and in the project examination exercise. It should be noted that there is a zoning code revision process ongoing. Funds for this process were granted in 2009 after several attempts to secure budget.

**I. Inconsistent Development Review Committee Process**

The "Development Review Committee" exists to provide a pre-application process. While overall this is viewed as a strength of the city's land development structure, this process may not be sufficiently robust to provide complete information at the earliest stages of a project. Inconsistent pre-application review could lead to incomplete or inconsistent directions being provided to applicants and could exacerbate the entrenchment of a "silo" perspective.

Interviews with both staff and customers indicated concerns with the Development Review Committee process not providing adequate answers



at the front end of the development review often resulting in substantial changes in applicant requirements late in the development process resulting in significant time delays and additional costs to the applicant. Applications may not be fully reviewed to determine what or how codes may apply. It was not clear whether this might result from the Development Review Committee process, inconsistent codes, code interpretation or misinterpretation, or some combination of these circumstances.

**J. Inconsistent Management Partner's Study Implementation**

The Management Partner's Study was not implemented in a systematic or accountable fashion. While it appears there were some recommendations implemented, there was no clear overarching accountability to see that the recommendations of the study were integrated into the operations of the departments. According to the interviews, there were apparently four implementing groups corresponding to the different operating elements of Planning and Public Works. As noted, some of the working groups did implement some recommendations. However, many of the recommendations were not addressed by any working group.

**K. Physical Layout and Space**

The physical layout and space is conducive to good customer service. The shared counter space is inviting to the public and applicants. Prothman did not evaluate the space requirements of the departments in a systematic way. However, we did physically examine the space and found it to be more than adequate and it provides a coordinated counter to conduct an integrated land use intake process for the public.





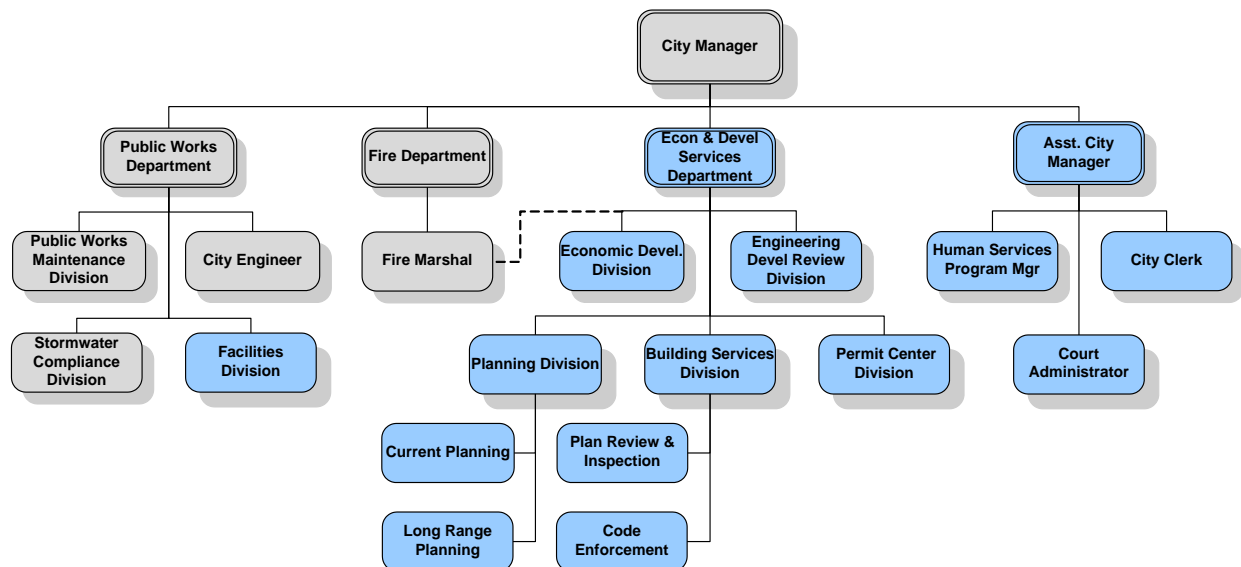
## V. Recommendations

### A. Reorganization

#### 1. Create a "Economic and Development Services Department"

We recommend the city create a "Economic and Development Services Department" reporting to the City Manager. Combining planning, building and civil development engineering into one department will provide a singular focus on the development review process.

**City of SeaTac  
Proposed Reorganization Chart**  
*Planning, Public Works, Economic Development & Facilities*



As noted in the findings, there is no single point of accountability, meaning no one "Director" responsible for the entire development permitting process. This recommendation would create a director accountable for the development permitting process and economic development. Additionally, there is a lack of coordination between the departments and divisions that have a role in the development permit process, resulting in a fragmented development review process and a lack of a customer service focus. This recommendation would resolve this issue and create the mechanism for excellent service to the development community.

Economic Development is a city priority. Having the planning manager and economic development manager reporting to a new Economic and Development Services Director, creates a strong team of substantial expertise able to provide significant "horsepower" to the goal of attracting new business to the city.



We recommend that the city:

- a. Create the Economic and Development Services Department with the following divisions:
  - Economic Development
  - Engineering Development Review
  - Planning
  - Building Services
  - Permit Center
  
- b. Create the positions of:
  - Economic and Development Services Director - Assigned to the Economic and Development Services Department
  - Planning Manager - Assigned to the Economic and Development Services Department
  - Building Services Manager - Assigned to the Economic and Development Services Department
  - Permit Center Manager - Assigned to the Economic and Development Services Department
  
- c. Eliminate the positions of:
  - Community Development Director
  - Principle Planner
  - Building Official
  - Permit Technician II (currently vacant)
  
- d. Transfer the following positions and functions:
  - Building Division functions and associated personnel from Public Works to the Building Services Division
  - Economic Development Manager from the City Manager's office to Economic Development Division
  - Current and Long Range Planning functions and associated personnel to the Planning Division
  - Engineering Development Review function and associated personnel from Public Works to the Engineering Development Review Division
  - Assign two Permit Technician II positions and two Permit Technician III/Coordinator positions from public works and community development to the Permit Center Division.

## **B. Create a Permit Center Division**

We recommend that the city create a new Permit Center Division within the new Economic and Development Services Department. The city has a vacant Permit Technician II position, we recommend that the city eliminate this position and create the position of Permit Center Manager. We further recommend that all of the new Permit



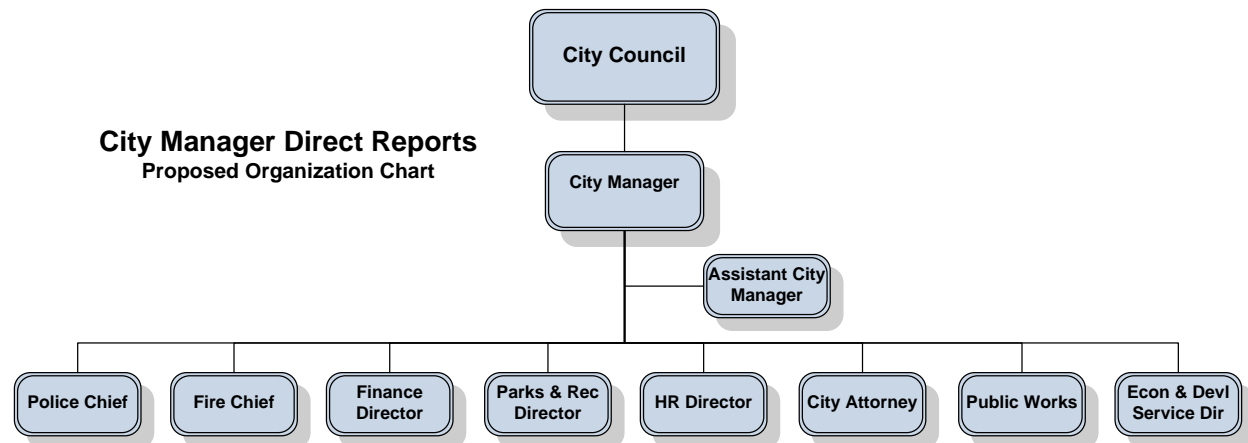
Center personnel be crossed trained to accept all land use development and right of way permits thereby creating a "one stop shop" permit center.

### C. Move "Facilities Department" to Public Works

We recommend that the Facilities Department be redefined as a division and reassigned to the Public Works Department and be a direct report to the Public Works Director. The Facilities Department presently has one director and four employees, and reports to the City Manager. Typically the facilities function is rarely a separate department and is often found in public works, parks or administrative services department in other cities. Under the proposed organization changes, the Public Works Department has lost two divisions to the new Development Services Department and has management capacity to supervise the facilities function.

### D. City Manager Span of Control

We are concerned with the number of direct reports to the City Manager. Presently, the City Manager has 12 direct reports including, police, fire, finance, parks and recreation, human resources, legal, public works, city clerk, municipal court, facilities, the assistant city manager and now economic and community development. 12 direct reports is beyond an effective span of control. While examining the City Clerk and Court Clerk function was outside our scope of work if the City wishes to reduce the number of direct reports to the City Manager (our recommendation) we recommend that the City Clerk and Court Clerk be reassigned to the Assistant City Manager. This reassignment, along with Facilities being moved to Public Works results in a more manageable 9 direct reports to the City Manager.



### E. Update of the Development Code

We strongly recommend that the city prioritize its continuing efforts to revise its development code and further develop an overarching procedural ordinance to guide the development process. The city is using staff to provide support to a citizens committee charged with revising the development code. We recommend that the city use a subject matter expert consultant to provide assistance and support to the citizens committee to accelerate the process. The end product should be a consistent



development code not in conflict; clear and understandable by all parties.

#### **F. Records Management**

We recommend that the city create a master records system for tracking all permits as they progress through the review process, and further develop a master permit thus eliminating all duplication of records. There is a file tracking system in development in cooperation with IT. We recommend that the city accelerate the time frame for this project.

#### **G. Implement Management Partners Study**

We recommend that the "Management Partner's Study" be fully reviewed for implementation and a senior manager be responsible for ensuring all relevant recommendations be implemented. As noted above in the findings, some of the working groups did implement some recommendations. However, many of the recommendations were not addressed by any working group.

#### **H. Review the Development Review Committee Process**

We recommend that the "Development Review Committee" process be reviewed to ensure that applicants are provided complete information at the earliest stages of a project, ensuring that applications are adequately reviewed to determine what or how codes may apply. The completion of the process to update the development code will be critical to this review.

#### **I. Develop an Implementation Strategy**

We recommend that the city develop an "implementation plan" should the city decide to move forward with the above recommendations. Phasing the implementation of the recommendations will be critical to the overall success of the change process. As noted in Appendix B - Comments several department directors have raised concerns regarding a number of unanswered questions and details involving implementation of proposed recommendations. In our experience, these are appropriate questions to raise and will need to be examined in the implementation phase. Indeed, we anticipate additional questions to arise and issue to be resolved if the decision to move forward is made. Although we believe the recommended reorganization will go a long way towards achieving the objective of creating a more development friendly permit review process, it may complicate other procedural issues within the impacted departments. These issues will need to be addressed as part of the implementation strategy.

## **VI. Appendix**

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## **A. Project Team**

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### **Greg Prothman**

With more than 20 years experience in various functions of government and the public sector, Greg Prothman brings a solid and grounded perspective to best serve his clients. Greg offers a unique combination of in-depth, firsthand city management experience combined with a thorough understanding of local government and public sector employment. Early on, he served as a Renton Police Officer before making the move to Assistant City Manager and then to City Manager, for the City of Des Moines, WA. Noted as one of the region's leading progressive municipal managers, Greg brings a creative and thorough understanding of all facets of municipal administration.

As President of the Prothman Company, Greg is uniquely positioned to offer recruitment services. He has conducted over 300 executive searches and placements, successfully placing city managers, finance directors, IT managers, police and fire chiefs, public works and community development directors and many other positions. He has also formed and managed startup teams for five newly incorporated cities, including the City of Spokane Valley, WA, (pop. 82,000), the second largest incorporation of its kind in the U.S. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington.

### **Paul Roberts**

Paul has over 20 years experience in senior management positions in municipal corporations (planning and community development director, public works and utilities director, and assistant city manager), and in developing business friendly regulatory procedures. His professional background is in land use and environmental law, regulatory reform, and economic development.

Roberts participated in the development of the Growth Management Act ((GMA)1990 & 1991) and served on land use technical committees of two Governors' Commissions (Governor's Commission on Regulatory Reform & Land Use Study Commission) focusing on integrating the GMA with the State Environmental Policy Act (SEPA) and the Shoreline Management Act (SMA). Roberts has played a major role in making permit procedures more business friendly while meeting the requirements of the GMA, SEPA, SMA, federal and state land use laws and regulations.

As the City of Everett Director of Planning and Community Development (1988 - 2004), he was responsible for the redesign and streamlining of Everett's permitting procedures, Boeing Master Plan - building the 777 and 787 airplanes, and permitting construction of Naval Station Everett. He co-chaired the Snohomish County Economic Development Council's Permit Streamlining Task Force.

Roberts was the Everett Site Coordinator for Governor Locke's "Team Washington", competing to bring the Boeing 787 assembly to Washington State. Formerly, he served



as Chief of Staff to Congressman Norm Dicks. Recently, he served as Vice Chair of the Washington State Aviation Planning Council and chaired the Land Use Subcommittee. Roberts currently serves on the Everett City Council, the Sound Transit Board of Directors and is Chair of the Puget Sound Clean Air Agency Board of Directors.

### **Sonja Prothman**

Sonja is a former councilmember for the City of Normandy Park and brings to Prothman the “elected official” side of city government; an invaluable perspective for understanding our client’s needs. Sonja also brings private sector expertise having worked with the Boeing Company, where she evaluated construction processes and conducted time management studies. She is a graduate of the University of Washington where she earned a Bachelor’s Degree in Communication.

## **B. Staff Comments on the Draft Report**

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### **Tom Gut - Public Works Director**

#### Recommendation 1

Recommendation 1 includes reassignment of the Engineering Development Review Manager and staff function, responsibility and authority from the Public Works Department to the new Economic and Development Services Department. While this reassignment would consolidate most permitting activity within one department, consideration, evaluation and mitigation would be needed to address the separation of permitting construction in the public right-of-way and connections to the Stormwater Utility from other responsibility, authority and liability.

SeaTac’s public right-of-way and Stormwater Utility assets are valued over \$300 million dollars. These two public assets contribute to the quality of life for the City’s residents and provide for economic development opportunity for its businesses. An effectively managed public right-of-way enables the safe and efficient movement of people, goods and services that our residents, businesses and visitors depend upon. Similarly, an effectively managed Stormwater Utility protects our natural environment and properties so that development and investment opportunities are viable.

There are three primary functions performed to effectively fulfill the responsibility of sustaining these assets: management, improvement and maintenance. Managing the right-of-way and Stormwater Utility includes managing their finances and changes made by private development. The mechanism for managing orderly changes to each system is a permit.

The issues created by separating the responsibility and authority of right-of-way and Stormwater Utility permits from the other functions of financial management, improvement and maintenance would need to be addressed to fulfill the City’s obligation as a responsible steward of these public assets.



### Recommendation 1A

This recommendation is the same as above, except that the Engineering Development Manager and permit review function for the right-of-way and Stormwater Utility would remain in the Public Works Department. All intake and permit issuance activities occur under the Permit Center located in the new Economic and Development Services Department so that these permits are efficiently coordinated with land use and building permits. The Development Review Manager is responsible to meet review deadlines as prescribed by the Permit Center. A commitment is established from the Public Works Department to meet permit deadlines and cooperatively resolve permit issues. A further enhancement would be to evaluate the permit routing process and eliminate unnecessary routing to streamline the process.

By maintaining the permit review function with the other asset responsibilities, the overall responsibility for these public assets would remain in a single department to ensure a cohesive, comprehensive and coordinated management approach. The benefit would be the long term vitality of the city's transportation and stormwater systems to allow for future economic development.



## RESPONSE TO THE PROTHMAN RE-ORGANIZATION STUDY

By Steve Butler, FAICP, Planning & Community Development Director

### Introductory Comments

- The City has experienced a lot of good development projects that were positively facilitated by the Planning Department during my time as Planning Director and Jack Dodge's time as Principal Planner, including:
  - Polygon's several phases of multi-family housing developments
  - WallyPark Parking Garage and Commercial Space (almost finished)
  - Soundview Apartments (construction not yet finished, due to financial difficulties)
  - Sunset Station apartments
  - Lutheran Community Services' Senior Citizen Housing Project and Angle Lake Office Building
  - Cedarbrook Lodge (formerly WaMu's Cedarbrook Corporate Training Center)
  - Hilton Hotel's expansion and construction of a major conference center
  - Ramada Hotel
  - Holiday Inn Express Hotel

I understand that representatives from these projects were not in attendance at the focus group session, which is unfortunate. This fact likely contributed to the very negative and imbalanced tone of the findings, which would lead the reader to the **erroneous** conclusion that SeaTac's existing development review process never works well for an applicant, when in reality we have had many successes over the years that have benefited both the applicants and SeaTac's citizens (see the partial list above).

- I was surprised that the consultants didn't include a second organizational alternative, which would allow the City Council to evaluate the pro's and con's of each option (instead of having to assess the consequences of just one alternative).

### A Few Comments on the Findings

- We have always emphasized great customer service (which includes applicants, City staff, and the general public), so I don't agree that the Planning Department (as well as the Public Works Department) has "a lack of a customer service focus." This level of customer service is evidenced by the care, dedication and hard work being done on a daily basis by the





Planning Department's development review staff and me. [*Finding C and Recommendation A*]

A specific example of our focus on customer service is work on developing an Early Design Guidance process. I have been the primary advocate for this system, which is designed to allow an applicant and the City to work out building and site design issues in an inexpensive manner upfront before the applicant has to pay lots of money to architects and engineers for construction drawings. This process would have the added benefit of encouraging applicants to submit their SEPA and building permit applications at the same time, thereby reducing the time needed when an applicant waits for the SEPA process to be completed before submitting a building permit application.

- I had recognized the shortcomings of SeaTac's Zoning Code for several years and had been the primary advocate of the Major Zoning Code Update. Accordingly, I consistently proposed a Decision Card to undertake such an update for several years, but it never made it past either the City Manager or the City Council. Finally, it was approved by the City Manager and City Council in FY '08 only when the Planning Department applied for and received a State GMA grant, which paid for a majority of the consultant cost. [*Findings F, G and H*]
- The Planning Department staff is empowered to make certain decisions at the appropriate level, but the antiquated nature of the existing Zoning Code is what has caused the need for Director decisions and zoning code interpretations, in order to ensure the consistent administration of the Zoning Code. Once the Major Zoning Code Project has been completed, the need for those decisions/interpretations will be reduced greatly. [*Finding F*]
- As land use and zoning issues have come up over the years, the Planning Department has developed new or revised sections to the existing Zoning Code. In doing so, our intent was to improve the Zoning Code and make those new sections as consistent with existing provisions as possible; this effort was sometimes hampered by pressure to get the code in place as fast as possible and/or by staff having to prepare the zoning language in between working on several other projects. [*Finding F*]



### Comments on the Recommendations

- I understand that the proposed re-organization would make one person accountable, but it is still unclear how the new organizational structure by itself would “create the mechanism for excellent service to the development community.” [*Recommendation A.1*]
- The City has good and dedicated staff people in the Planning Department, all of whom should be retained in any proposed re-organization. [*Recommendation A.1*]
- A new version of the draft Zoning Code was recently completed by Planning staff, and the AHC has been reviewing it at Committee’s own pace. While I would like the process to go faster myself, I do not believe that additional consultant assistance is warranted. Instead, if the City Council wants the process and the AHC to go faster, they should set specific milestones for the Committee. [*Recommendation E*]

### Concluding Comments

- I acknowledge that the City’s development review process needs improvement.
- I agree with many of the study’s recommendations (especially E, F, G, H, and I), but a **fundamental question** is – Will the turmoil and negative effect on staff morale caused by Recommendation A really achieve the results desired by the City Council, or is there another alternative?
- I would recommend that the consultants develop a second alternative for the City Council’s consideration, which would address implementing the needed improvements to the City’s development review process under our current organizational structure.



## **Pat Patterson - Facilities Director**

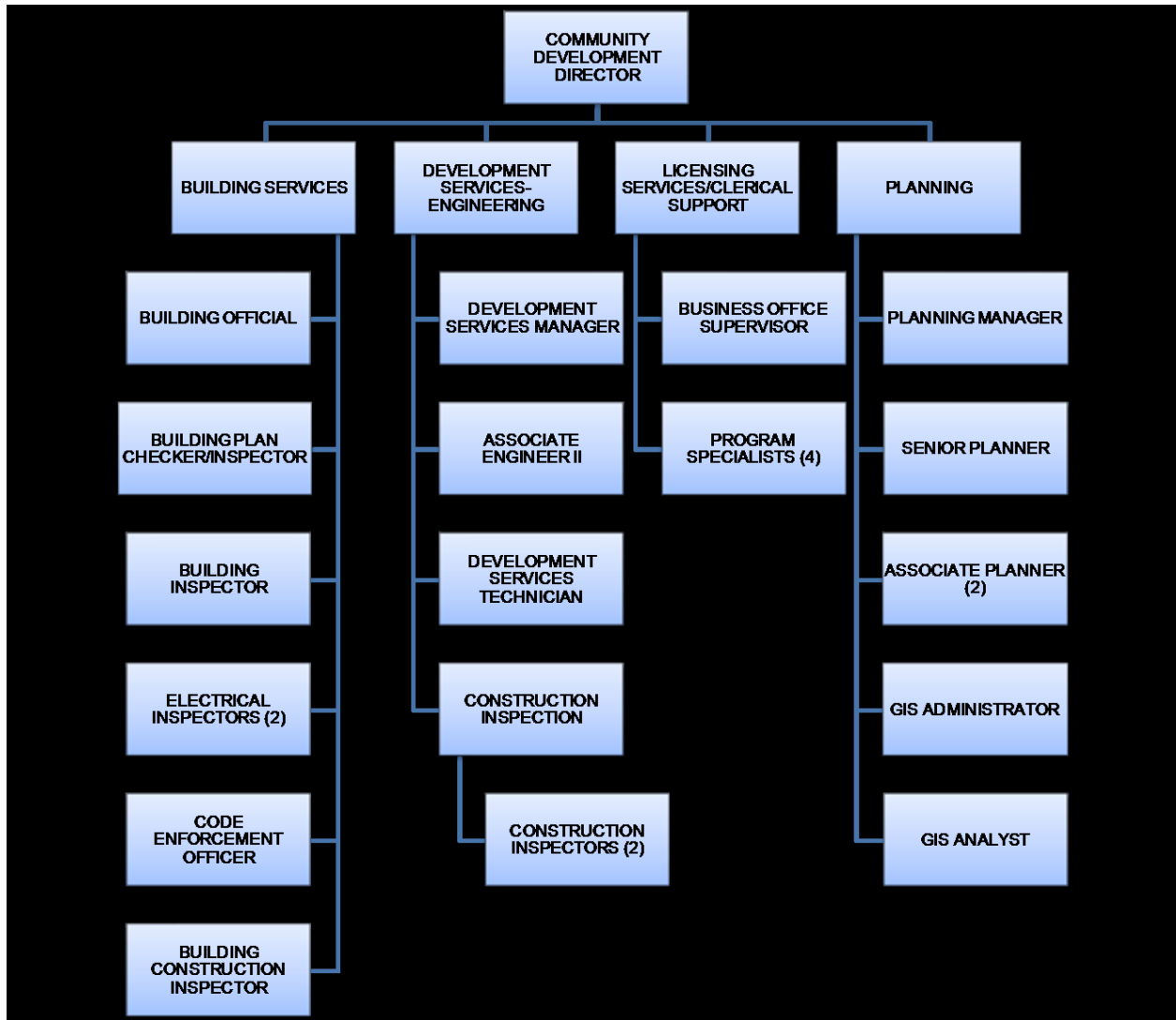
### **Comment:**

While it's true that other Cities have their Facility Dept. under Parks or Public Works, I still contend that our Facilities Dept has a larger reach in that we also do leasing and project management of capital improvement projects. Neither Parks, nor Public Works has much of a grasp of these particular issues as it relates to buildings much less building facility management as a whole. Having said that, I will say that should the Council deem it necessary to place my position in a managerial role, it makes more sense to put it under Parks rather than Public Works. Facilities is already heavily involved in the Parks and Rec Dept in as much as we take care of their facilities-ie. the two community centers, park restroom buildings, as well as handling several of their capital improvement projects (Valley Ridge Sports Field, Sunset Park Restroom). In addition, I have an already established relationship with Gwen Rathe, the admin asst. for that Dept. and, if it makes any difference, my office is located closer to Parks.



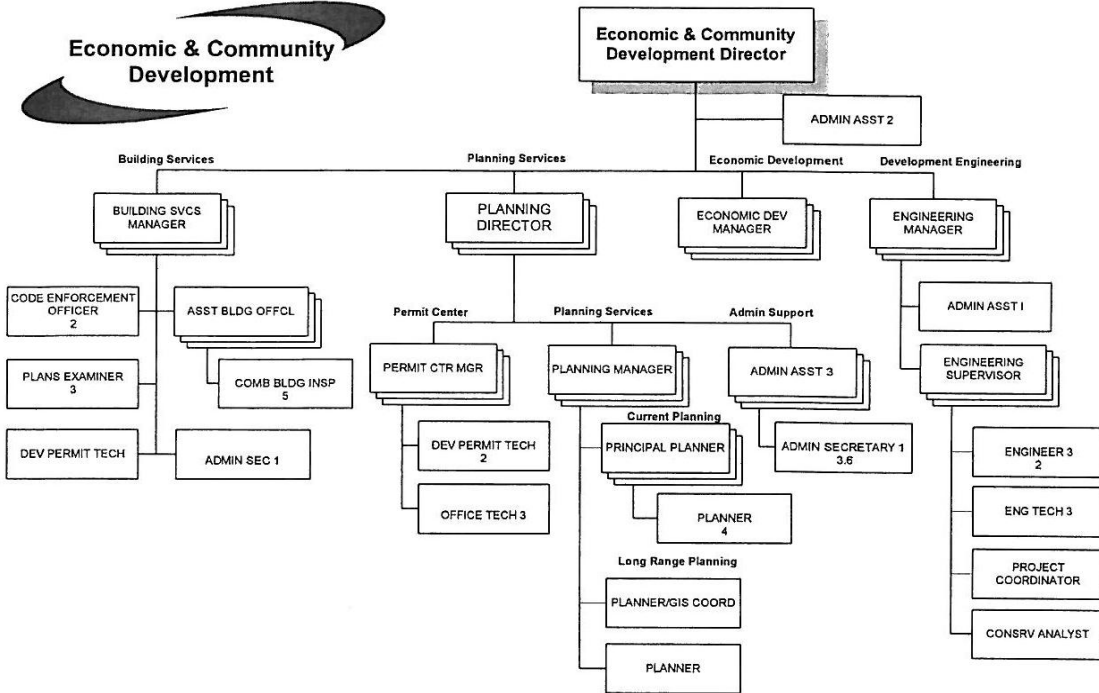
C. Comparison Cities Community Development Organization Charts

# City of Marysville Community Development Department



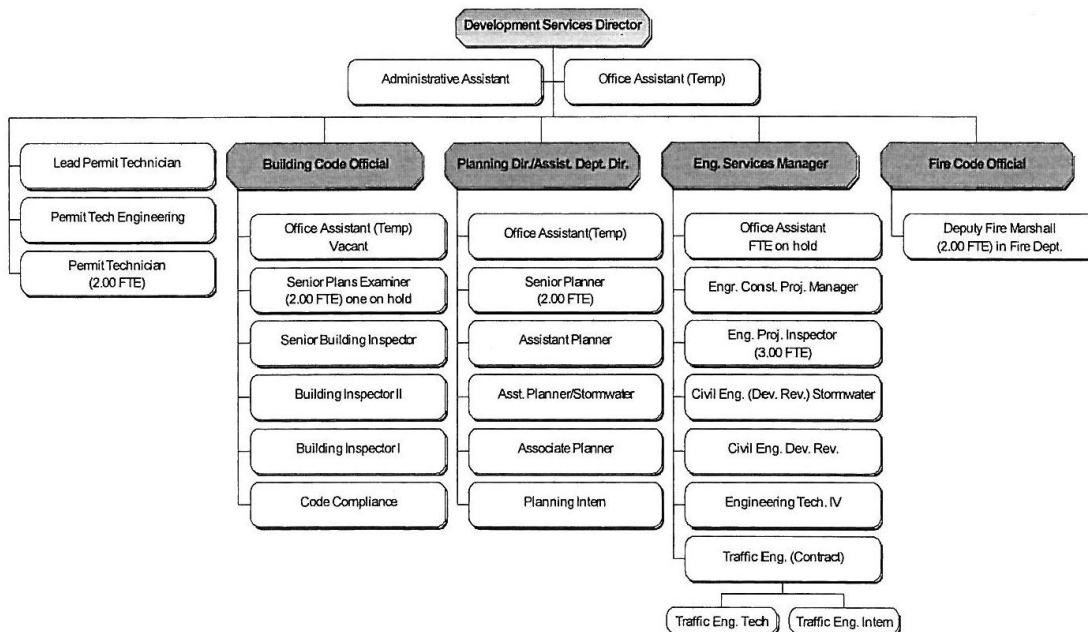


# City of Kent



# City of Puyallup

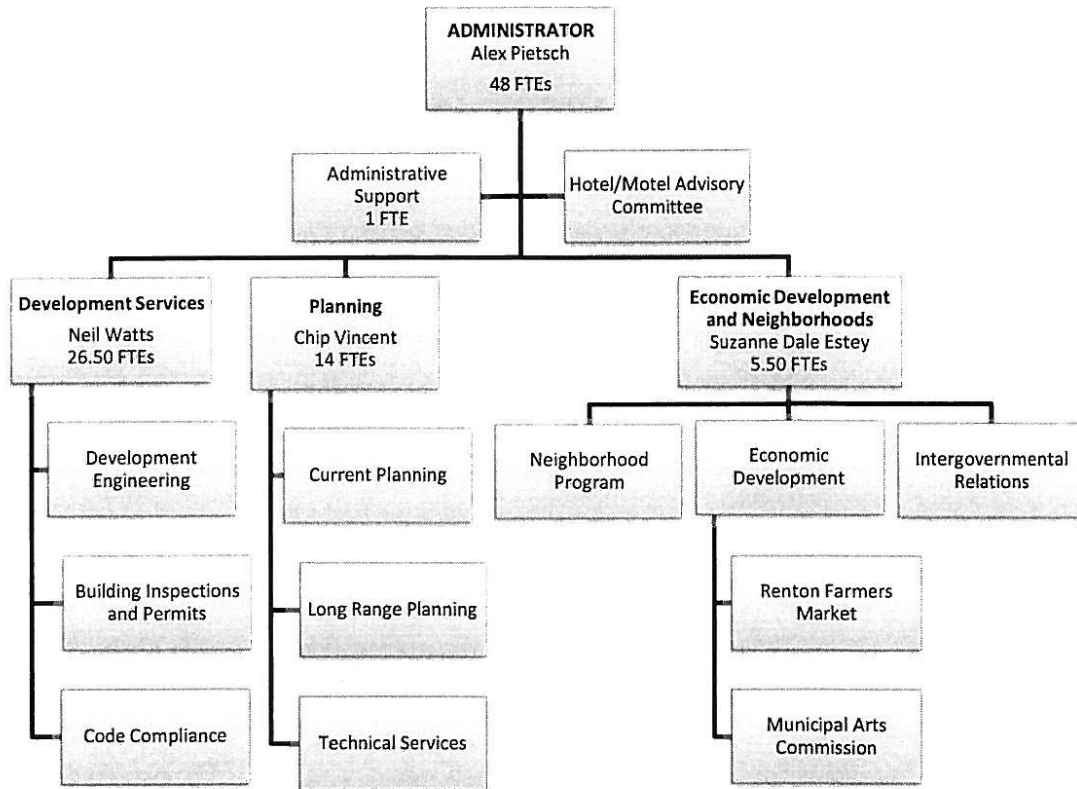
## DEVELOPMENT SERVICES





# City of Renton

## Community and Economic Development





## D. Inviations to the Customer Focus Group

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### LARGE DEVELOPMENT

<u>PROJECT</u>	<u>CONTACT</u>	<u>CONTACT PHONE NUMBER</u>
PROLOGIS WAREHOUSE	KATHRYN TAYLOR CRAFT ARCHITECTS 1932 1ST AVE - STE 408 SEATTLE, WA 98101	206.720.7001
WALLY PARK	DON MARKS INTL PARKING DESIGN 2 FARADAY SUITE 101 IRVINE, CA 92618	949-595-8004 (CA)
BOW LAKE ELEMENTARY SCHOOL	ROD SHEFFER HIGHLINE SCHOOL DIST 15675 AMBAUM BLVD SW BURIEN, WA 98166	206.433.2501
LIGHT RAIL STATIONS	TERRY BEALS SOUND TRANSIT 401 S JACKSON ST SEATTLE, WA 98104	206.398.5237
RETURN TO TERMINAL LOOP	RALPH WESSELS PORT OF SEATTLE PO BOX 68727 SEATTLE, WA 98168	206.787.5529
RAMADA INN	FARUQ RAMZANALLI HOTEL CONCEPTS 226 AURORA AVE N SEATTLE, WA 98109	206.441.0266
MASTERPARK GARAGE	ROGER MCCRACKEN MADA LLC 2003 WESTERN AVE SEATTLE, WA 98121 <b>ADDED PER ROGER'S REQUEST:</b> Jason Goetz PCL Construction Services, Inc.600 108 <sup>th</sup> Ave NE Ste 522 Bellevue, WA 98004	206.870.7050  425-454-8020 Phone 425-454-5924 Fax 206-255-7427 Cell
YMCA	MARK MAPLES	206.765.5745



GLY CONSTRUCTION  
 PO BOX 6728  
 BELLEVUE, WA 98008-0728

RIDGEVIEW CONDOS

RICHARD RAWLINGS  
 POLYGON NW  
 PO BOX 1349  
 BELLEVUE, WA 98009

425.586.7700

DOLLAR DEVELOPMENT

JAMES & DORIS CASAN  
 DOLLAR DEVELOPMENT  
 2737 78TH AVE SE #201  
 MERCER ISLAND, WA 98020

206.232.1980

**SMALL COMMERCIAL DEVELOPMENT**  
**PROJECT**

**CONTACT**

**CONTACT PHONE  
 NUMBER**

INTERNATIONAL PLAZA

ROBIN LOUDEN  
 DIRECT INVESTMENT  
 4043 57TH AVE SW  
 SEATTLE, WA 98116

206.243.8000

CEDAR BROOK LODGE

JOE SIMMONS  
 J SIMMONS CONSTRUCTION  
 P. O. BOX 9089  
 SEATTLE, WA 98109

206.362.7227

SL PACIFIC WAREHOUSE

SCOTT LEEK  
 SL PACIFIC INC  
 1204 S 200TH ST  
 SEATAC, WA 98198

206.870.3220

SCOTT PLAZA

JAMES & DORIS CASSAN  
 DOLLAR DEVELOPMENT  
 2737 78TH AVE SE #201  
 MERCER ISLAND, WA 98020

206.232.1980

BIG FOOT JAVA

MIKE BAILY  
 LDG ARCHITECTS  
 1319 DEXTER AVENUE N  
 SUITE 260  
 SEATTLE, WA 98104

206.283.4764

ALASKA AIRLINE (TENANT IMPROVEMENT)

SCOTT PETERSON  
 ECH ARCHITECTURE  
 1415 WESTERN AVE  
 SUITE 418

206.682.2857





SEATTLE, WA 98101-2051

SQUEAKY CLEAN CAR WASH

TOM ROUSH  
2000 ALASKAN WY #255  
SEATTLE, WA 98121

206.229.6051

JET MOTEL

GORDON TANG  
GORDON TANG CO INC  
17300 INTL BLVD  
SEATAc, WA 98188

206.835.9437

**RESIDENTIAL DEVELOPMENT  
PROJECT**

**CONTACT**

**CONTACT PHONE  
NUMBER**

TRADITIONS AT ANGLE LAKE

TODD MCKITTRICK  
MCKITTRICK REAL ESTATE CO  
19803 1st Ave. South, Suite 200  
NORMANDY PARK, WA 98148

206.878.8800

ANGLE LAKE ESTATES

BRANDT SCHWEIKL  
SCHWEIKL & ASSOCIATES  
1945 S 375<sup>TH</sup> ST  
FEDERAL WAY, WA 98003

253.815.1700

COTTAGES AT ANGLE LAKE

RICHARD WILLIAMS  
PBC  
19904 DES MOINES MEMORIAL DR  
SEATAc, WA 98148

206.241.1640

SHORT PLATS & SINGLE FAMILY RESIDENCES

DARYL TAPIO  
OLYMPIC DEVELOPMENT  
PO BOX 69736  
SEATAc, WA 98168

206.246.0055

SINGLE FAMILY RESIDENCE

HAROLD PONCIN  
H P CONSTRUCTION  
13037 OCCIDENTAL AVE S  
SEATTLE, WA 98168

206.246.5918

SINGLE FAMILY RESIDENCE

MATT GRIMM  
GOUGH DEVELOPMENT  
3002 S WALKER ST  
SEATTLE, WA 98144

206.931.7274

SINGLE FAMILY RESIDENCE

HEN QUACH  
21416 35TH AVE S

206.755.1622



SEATAc, WA 98198

SINGLE FAMILY RESIDENCE	LARRY STRONG 39006 244TH SE ENUMCLAW, WA 98022	253.795.0797
SINGLE FAMILY RESIDENCE	OREN HADALLER 19238 39TH AVE S SEATAc, WA 98188	206.878.6745

### **E. Staff Interview List**

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<b><u>Wk Group</u></b>	<b><u>Employee Name</u></b>
Police	Jim Graddon
Planning	Steve Butler
PW	Tom Gut
Planning	Sandy Neilson
Council	Pam Fernald
Council	Ralph Shape
Council	Rick Forschler
Council	Tony Anderson
Building	Schenk, Kingsley, Jolley
Facilities	Pat Patterson
CM's Office	Todd Cutts
CM's Office	Jeff Robinson
Fire Dept	Wiwel, Varao, Collins
Council	Mia Gregerson
Council	Terry Anderson
Engineering	Sanderson, Hallenberger, Carnes
Planning	Dodge, Scarey, Torrico, Kaehny, Woodmass
PW	Robinett & Clark



## F. Documents Reviewed

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### City of SeaTac 2010 Organization and Management Review Information for Prothman

#### **Included are the following:**

1. SeaTac City Council Resolution 10-008
2. Organization chart for City and for Departments
3. 2010 budget and relevant recent budget history
4. City Employee Handbook
5. List of employees and annual salaries
6. Relevant Resolutions of the SeaTac City Council related to establishment of City department organizations
7. The "Management Partners' Permit Process Review" study
8. Economic Development Division annual work program or business plans

#### ***Public Works Department:***

9. Engineering Permit Process Handbook
10. Stormwater Compliance Program:
  - Western Washington Phase II Municipal Stormwater Permit Implementation Schedule
  - Draft PW Spill Response Plan
  - Erosion/Sedimentation Control Inspection & Escalating Enforcement Procedures
  - Draft IDDE Inspection and Escalating Enforcement Procedures
  - Stormwater Pollution Prevention Plan (SWPPP)
11. Building Division Operations Manual
  - Permit Activity report 1/1/2010 to 4/28/2010
  - PW Interim Assistance to Planning Permit Counter (4/28/10)
12. Public Works Department annual work program or business plans: *2010-2019 Transportation Improvement Program*

#### ***Planning Department:***

13. Planning Department policy and procedures
14. Planning Department annual work program or business plans
15. Relevant sections of the SeaTac Municipal Codes related to land use and development

#### **Other Notes:**

- Facilities Department policy and procedures manual – none exist
- Facilities Department annual work program or business plans – included in 2010 budget document
- Economic Development Division policy and procedures manual – none exist



## **G. Scope of Work**

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### **Work Tasks and Project Schedule City of SeaTac Organization and Management Review revised 07/06/10**

The goal of the assessment is to provide the Interim City Manager and City Council with an objective effectiveness and efficiency analysis of the Planning Department, Facilities Department, Public Works Department and the Economic Development Division. A report will be prepared with findings and recommendations. The City Administration will designate a point of contact for the purpose of assisting in scheduling interviews and providing documents and information to consultants.

#### **Week of May 30th thru June 4th**

**Task 1. Conduct review of materials provided by SeaTac including:**

- Organization chart for City and for Departments
- 2010 budget and relevant recent budget history
- Department policy and procedures manual
- List of employees and annual salaries
- Relevant sections of the SeaTac Municipal Codes related to land use and development
- The "Management Partners' Permit Process Review" study
- City Council Resolution 10-008
- Department annual work program or business plans
- Other relevant documents as needed

City will provide two copies of materials organized in hard copy 3-ring binder(s) to Prothman. The reviews will establish a basic understanding of the City and Departments organization and structure, recent budget history, staffing, policies and procedures, permit activities, development regulations and procedures for processing land use development applications.

#### **Week of June 7th thru June 11th**

**Task 2. Conduct Interviews:**

Interviews will include City officials and staff as listed. Some staff interviews may be conducted with work groups. A kickoff meeting will be scheduled with the City Manager and appropriate staff. Interviews will include the following:

City Council Members

City Manager's Office

Interim City Manager

Acting Assistant City Manager/Economic Development Manager



Planning Department  
Planning & Community Development Director  
Permit Coordinator III  
Permit Technician  
Principal Planner  
Senior Planners (2)  
PT Associate Planner (1)...if time allows

Public Works Department  
Public Works Director  
Storm Water Compliance Manager  
P/W Maintenance Supervisor  
City Engineer  
Development Review Mgr.  
Inspector Supervisor

Building Department  
Building Official  
Assistant Building Official  
Permit Technician III/Coordinator

Facilities Department  
Facilities Director

Fire Department  
Acting Fire Chief  
Fire Inspector

Police Department  
Crime Prevention Office

Follow up meetings as needed

### **Week of June 20th thru 26th**

#### **Task 3. Conduct a three project reviews:**

Work with planning staff to identify and review three projects - from application through permit - and analyze the review process. Examples will be chosen to help illustrate typical application review procedures and challenges.

### **Week of June 27th thru July 3rd**

**Task 4. Conduct a Development Review Customer Focus Group:** Invite a cross section of the development community to provide candid input regarding the development review process from a users / customers perspective and to solicit ideas for potential areas of improvement.

### **Week of July 6th thru 9th**

**Task 5. Analysis**



Analyze all interviews, feedback from the Focus Group, relevant documents and project reviews.

**Task 6. Conduct follow up interviews as needed**

**Task 7. Prepare draft report including findings and recommendations**

**Week of July 12th thru 16th**

**Task 8. Review draft report with Interim City Manager and make required updates and corrections as needed**

**Task 9. Make available draft report to Department members for comments**

**Task 10. Revise the draft report as necessary based on new or corrected information**

**Week of July 19th thru 23rd**

**Task 11. Preparation of final report**

**Week of July 26th thru July 30th**

**Task 12. Presentation of final report**

**July 13<sup>th</sup>-Joint Administration & Finance/Public Safety & Justice Council Committee, Regular Council Meeting**