MANAGEMENT PARTNERS
INCORPORATED

City of Glendora
Development Review
Implementation Action Plan
June 24, 2010 (Updated 5/4/11)

The purpose of this implementation action plan is to assist the City in completing the steps necessary to implement the recommendations in the Management Partners organizational review report.

Our recommendations are included in this document. We suggest that staff review this document and include the appropriate tasks, lead person(s), funding needed, and due dates. By indicating the individuals responsible for specific tasks there is clarity about assignments and responsibility. Once this document is finalized, the action plan should be updated on a regular basis to indicate the completion of tasks and changes needed in the action plan.

Management Partners Recommendation	***Key Implementation Steps***	***Responsibility Assigned***	***Resource Needs (Funding and Staff)***	***Other Departments Involved***	***Timeline***
1. Cease using current permitting software system and purchase a system that has a good commercial track record.	Committee: Judi H; Diane H; Noel Z.; Josh; Matt; David C (Planning); Chuck (Community Preservation); Dave D; Lorrain; Kathleen; Eve; Ana; Dave C (Building)	Judi ,Dave	Building, Engineering, Planning, Community Preservation, Finance, IT Staff	Planning	18 Months **UPDATE 5/4/11-On Target** Staff has seen two demos, met with three vendors, RFP 90% complete

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2. Review the permitting process and internal deadlines.	Revise plan review checklists and plan review procedures. Simplify plan check checklists and comments. Eliminate drainage reviews for minor projects, eliminate majority of required traffic control plans, minimize reviews for encroachment permit process. Establish timeline for plan review turn around for Engineering.	Jerry, Doug, Dave, Judi Bill	Engineering, Building Staff		**COMPLETE**
3. Conduct a review of the development process, simplify plan review process and streamline Engineering role.	Management Partners completed the review with internal and external interviews, focus groups. Implementation is underway.	Management Partners Brenda, Dave Jeff	Building/ Engineering Staff/Funding for second study	Planning	**COMPLETE**
4. Develop efficiency and effectiveness measures, conduct training for staff on use of performance measures.	As a part of the teambuilding retreats, action plans developed for efficiencies and effectiveness and implemented with focus on performance measures.	Dave	Public Works Staff		**COMPLETE**

Management Partners Recommendation	*Key Implementation Steps*	*Responsibility Assigned*	*Resource Needs (Funding and Staff)*	*Other Departments Involved*	*Timeline*
5. Merge the Civil Engineering and Water Engineering Divisions into one Engineering Division	Schedule physical move after layoffs and first round of bumping. Hire interim Principal Civil Engineer. Develop rotation program and training program. Define responsibilities for each position.	Dave, Brenda, Jerry	Engineering Division Staff		**COMPLETE**
6. Dedicate resources for teambuilding annually to help ensure that the merger of the two engineering divisions is successful.	Select consultant, schedule teambuilding sessions. All divisions included for training. Three day session for Engineering, two day sessions for Building, Administration, Water and maintenance. Include performance measure and customer service training. Schedule annual training.	Dave, Brenda, Eve	Funding from salary savings, Public Works staff		**COMPLETE**
7. Reclassify Project Manager to Civil Engineering Assistant	Take to Council for approval.	Dave, Brenda	Cost neutral	HR	**COMPLETE**

Management Partners Recommendation	*Key Implementation Steps*	*Responsibility Assigned*	*Resource Needs (Funding and Staff)*	*Other Departments Involved*	*Timeline*
8. Eliminate the following five positions: Construction Inspector, Engineering Technician (2), Civil Engineering Assistant and Civil Engineering Associate.	Develop plan for layoffs and bumping. Notify bargaining groups. Implement layoffs.	Dave, Brenda, Chris	Staff	HR	**COMPLETE**
9. Reassign work responsibilities and projects to employees based on appropriate job classifications.	Review processes and procedures, eliminate Engineering plan reviews for minor projects, streamline Engineering permit process, eliminate traffic control plan reviews for franchises and minor projects. Develop specific duties for all positions consistent with job classifications, implement training and rotation program.	Dave, Jerry, Brenda	Engineering staff	HR	**COMPLETE**
10. Create a Principal Civil Engineer position which will be responsible for overseeing the day to day operations of the Engineering Division	Create job description, Council to approve new classification, hire interim Principal Civil Engineer, hire permanent position.	Dave, Jerry, Brenda, Chris	Public Works Administration	HR	**COMPLETE**
11. Eliminate the Senior Building Inspector position.	Pending retirement of Senior Building Inspector, do not fill position	Dave, Judi, Brenda	Building and Safety	HR	**COMPLETE**

Management Partners Recommendation	***Key Implementation Steps***	***Responsibility Assigned***	***Resource Needs (Funding and Staff)***	***Other Departments Involved***	***Timeline***
12. Provide annual supervisory training and customer service training for training for all current division supervisors and provide customer service training for all building and engineering division employees.	Select and attend supervisory training for division managers after the Principal Civil Engineer is hired. Provide customer service training during teambuilding retreats.	Dave, Brenda, Jerry, Eve	Salary savings used for funding, division managers and all Building and Engineering staff, Public Works Administration staff, Maintenance and Water staff.		**COMPLETE**