

# **Department of Planning and Development Strategic Business Plan July 1, 2010**

## **CITY VISION**

A world-class, vibrant, affordable, economically and ethnically diverse, progressive city where citizens feel safe, enjoy their neighborhoods and access their city government.

## **CITY MISSION**

To provide residents, visitors, and the business community with the highest quality municipal services in an efficient, courteous manner and to enhance the quality of life through planning and visionary leadership.

## **DEPARTMENT MISSION**

The mission of the Planning & Development Department is to provide long range planning, urban design, historic preservation and land use application services to citizens, developers, businesses and visitors so they can benefit from orderly and environmentally sensitive growth and redevelopment.

## ISSUE STATEMENTS

1. The increased demand for city services due to an emphasis on more complex infill and re-development projects as evidenced by individual projects with multiple code issues, existing neighborhood involvement and modifications to existing public infrastructure that require high-level coordination to issue permits, business licenses, and conduct inspections, which if not addressed, will result in:
  - Increased errors in applications, public notifications, and staff reports
  - Longer customer wait times and application processing times
  - Decreased customer satisfaction
  - Increased litigation
  - Reduced development in mature areas and the urban core
2. The increasing reliance on long-term Master Plan elements, design standards and the zoning code, without periodic city-wide coordinated updates, if not addressed, will result in:
  - Increased customer frustration due to outdated city standards and codes
  - Increased development that is incompatible with surrounding neighborhoods
  - Increased errors in dissemination of development standards to customers
  - Increased errors in administering the land-use entitlement process
  - Decreased implementation of necessary capital improvements
3. The continuing inability of multiple departments to manage the changes that are occurring as the city of Las Vegas matures from expansion toward the need for redevelopment of mature areas and the urban core, if not addressed, will result in:
  - Inadequate and unmaintained infrastructure
  - Disenfranchised citizens due to a lack of adequate services
  - Conflicts and imbalance of services between wards
  - Inability to respond to an increasingly diverse population
  - Inability to respond to and finance elected representatives concerns
  - Increased unfunded inspection and enforcement of City Council imposed conditions of approval on discretionary permits and City Council required reviews.
4. The slowing growth of public revenues needed to meet increasing demands for city services, combined with increasing competition for resources and failure to distribute funds by function rather than across department lines, if not addressed, will result in:
  - Reductions in staffing and customer service
  - Inability to provide basic municipal services
  - Increase in inter-departmental strife and lack of coordination in project implementation
  - Inability to implement master plans

5. Rapidly increasing improvements in technology, combined with the lack of implementation, training and coordination of permitting, tracking and agenda software, if not addressed, will result in:
  - Increased wait times for customers
  - Increased errors in permitting, licensing and reporting
  - Inability of the city of Las Vegas to provide customers the same level of service as other jurisdictions
  - Inability of customers to track their own projects
  - Inability to provide even minimal municipal services such as internet access
  - Continued multidepartment duplication of work
  
6. The increasing City Council demands for information and community outreach combined with lagging technical infrastructure, inconsistent legal services and lack of inter-departmental coordination, if not addressed, will result in:
  - Increasing distrust in government
  - Increased inconsistent responses by departments and staff
  - Increased litigation
  - Increasingly dissatisfied elected representatives

## STRATEGIC RESULTS

Citizens and developers with complex redevelopment and infill projects, as evidenced by multiple code issues, existing neighborhood involvement and modifications to existing public infrastructure, will receive constant, accurate and efficient services as evidenced by:

- By 2011 customer satisfaction will increase from 92% to 95%, as determined through survey responses.
- By 2011, 100% of pre-application meetings will be fully staffed by all appropriate city departments.

Citizens, developers, and businesses will benefit by having access to plan documents that are internally consistent, current and understandable as evidenced by:

- By 2011, 100% of customers will be able to access updated and current special area plans specific to any particular parcel number or address
- By 2011, adoption of form-based code.
- By 2014, implementation of electronic land use application submittal process and review.

Citizens, developers, businesses, and visitors will experience the benefits of redevelopment activities in the mature areas and the urban core as evidenced by:

- By 2012, 100% of city development codes will be reviewed to identify and remove barriers to infill and redevelopment.
- By 2012, 15,000 lineal feet or more of enhanced streetscapes (wider sidewalks, right-of-way landscapes and neighborhood entry features) in mature areas and the urban core will be completed.
- By 2014, 30% of the total number of under-severed areas that are deficient per the standards contained in the 2008 Park and Recreation Element in the City's 2020 Master Plan will be reduced.

By 2011, citizens, developers, and businesses will have one-stop, parcel specific Internet access to all development services (ongoing actions and results) as evidenced by:

- 100% of information will be available on the internet to the public within 10 days of the action regarding development service activity information (plan check; building permit; business licensing; map review; map plan check; inspections; code enforcement actions; neighborhood meetings; appeals; action letters)

By 2011, citizens, developers, and businesses will receive increased accuracy and timeliness of information provided by City of Las Vegas Planning and Development staff as evidenced by:

- 35% of customers expressing increased confidence in the City of Las Vegas planning process
- 10% of surveyed external customers stated they experienced a time reduction in the Planning and Development portion of the project application process
- 95% of applications processed without an abeyance due to Planning and Development staff
- 90% of city of Las Vegas customers will have access to advanced technological service tools (e.g. Q-matic customer queue system), fully operational internet.).

## DEPARTMENT ORGANIZATION

1. Administrative Line of Business
  - 1.1. Management & Planning Administration Program EE1100
  - 1.2. Personnel Resources Program EE1200
  - 1.3. Financial Management Program EE1300
  
2. Planning Communication Line of Business (Deleted in FY 11)
  
3. Long Range Line of Business
  - 3.1. Regional Planning Program EE3100
  - 3.2. Long Range Planning Program EE3200
  - 3.3. Capital Project Planning Program EE3300
  
4. Case Planning Line of Business
  - 4.1. Application Conformance Analysis Program EE4100
  - 4.2. City Council and Manager's Office Advisory Program EE4200
  
5. Public Planning Line of Business
  - 5.1. Customer Information and Awareness Program EE5100
  - 5.2. Permit and License Processing Program EE5200

## LINES OF BUSINESS

### **1. Administrative**

#### **Purpose Statement**

The mission of the Administrative Line of Business is to provide fiscal, consultation and personnel services to city staff, so they can effectively manage human and material resources.

#### **Key Results**

- Key result measures achieving target for the reporting period
- 18.58% ALOB expenditures to total department operating expenditures
- 90% of department employee performance evaluations completed by the due date
- 27.5 sick/FMLA/unpaid leave hours used per employee per quarter
- 60% of employees attending 5+ hours of CLV training per year
- 95% of purchase transactions have a purchase order or release date that is before the invoice date
- 2% or less of timecards are unsigned
- 90% of department revenues and expenditures are aligned to the SBP

### **2. Planning (Deleted for FY 11)**

#### **Purpose Statement**

#### **Key Results**

### **3. Long Range Planning (Sustainable, Livable Neighborhoods, Vibrant Urban Fabric)**

#### **Purpose Statement**

The purpose of the Long Range Planning Line of Business is to provide policy development and recommendation services to elected representatives, so they can make decisions to achieve their strategic priority of achieving orderly and sustainable development.

#### **Key Results**

- 10% development application approvals with a sustainability component
- 85% Nevada Revised Statutes (NRS) required Master Plan elements updated and adopted
- 30% identified walkable communities with adopted plan
- 60% Master Plan and special area plan goals, objectives, and policies implemented
- 40% 2020 Master Plan capital improvement projects completed during current fiscal year
- 80% proposed development acres that conform with existing master plan

#### **4. Case Planning** (Sustainable, Livable Neighborhoods, Vibrant Urban Fabric, Pro-Business Environment, Citizen Engagement)

**Purpose Statement** The purpose of the Case Planning Line of Business is to provide planning analysis reports and recommendation services to decision makers so they can make informed decisions for the public.

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- Key Results**
- 95% abeyances not due to staff analysis or notification error
  - 85% public report that the city provides consistent information about case planning matters
  - 95% of all PC Action ward reports to City Council within one day
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#### **5. Public Planning** (Sustainable, Livable Neighborhoods, Vibrant Urban Fabric, Pro-Business Environment, Safe City, Citizen Engagement)

**Purpose Statement** The purpose of the Public Planning Line of Business is to provide entitlement and notification services to the public and developers so they can be assured of development that is in compliance with codes and standards.

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- Key Results**
- 92% walk-in customers will be assisted within 10 minutes
  - 90% of mapping requests (Civils, FMP, PMP, BLA, etc.) be reviewed (i.e. accepted, approved or denied) within 3 days of being made available to Planning.
  - 80% Plans as submitted meet the conditions that were approved by CC/PC on the 1st check
  - 85% Business License applications approved or denied for zoning conformance within 3 days
  - 90% Building Permits (first review) approved or denied within 3 days
  - 95% surveyed customers report that the information provided was relevant
  - 80% respondents who feel they have a better understanding of the development process and issues
  - 95% surveyed customers report that they are satisfied with their access to planning information

## PROGRAMS

### 1. Administrative Support

**Purpose Statement** The mission of the Administrative Line of Business is to provide fiscal, consultation and personnel services to city staff, so they can effectively manage human and material resources.

#### 1.1 Management & Planning Administration Program **EE1100**

**Program Purpose Statement** The purpose of the Management and Planning Administration Program is to provide strategic business planning, budget preparation and policy/procedure support and interagency collaboration services to department staff and external entities, so they can ensure department strategic results are achieved.

**Program Services**

- Executive Reports (City Manager Reports, City Council Reports, Ad Hoc Reports, Special Project Reports, and Performance Reports)
- Compliance Reviews (Contracts, including Memorandums of Understanding, etc.)
- Ordinances, and Resolutions
- Emergency Plans and Exercises
- Citizen Reports
- Meeting Minutes
- Special Projects
- Policies & Procedures
- Plans: (Master, Department Strategic Business, Budget, and Continuity of Operations)
- Presentations
- Agenda Items / Packets
- Audit of Operations Responses
- Interagency collaborations
- Special Events
- Speaking Engagements
- Citizen Customer Services
- Advertisements
- Staff meetings
- Agenda Postings

**Family of Measures**

**Results**

1. Key result measures achieving target for the reporting period (**key**) (KRM's achieving target/KRM's that have a value for the reporting period)
2. 18.58% ALOB expenditures to total department operating expenditures (**key**) (target set by the department)
3. 100% of key result measures not achieving target for the reporting period have a response submitted by the department

**Outputs**

1. Key result measures achieving targets for the reporting period
2. Administrative Line of Business expenditures

**Demands**

1. Administrative Line of Business expenditures budgeted

**Efficiencies**

1. Administrative Line of Business expenditure per employee

**Program Manager(s)** Wheeler, Mary M. (Margo)  
Kaplan, Denise

**Program Budget** \$910,741

## 1. Administrative Support

**Purpose Statement** The mission of the Administrative Line of Business is to provide fiscal, consultation and personnel services to city staff, so they can effectively manage human and material resources.

### 1.2 Personnel Resources Program

**EE1200**

**Program Purpose Statement** The purpose of the Personnel Resources Program is to provide salary, training and management services to city employees, so they can employ and retain a quality workforce.

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**Program Services**

- Department Recruitment & Selection
- Department Personnel Records
- Department Employee Training Sessions
- Department Time cards
- Employee Development Consultations/Sessions
- Discipline & Grievance Hearings
- Employee Performance Evaluations

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**Family of Measures**

**Results**

1. 90% of department employee performance evaluations completed by the due date **(key)**
  2. 27.5 sick/FMLA/unpaid leave hours used per employee per quarter **(key)**
  3. 60% of employees attending 5+ hours of CLV training per year **(key)**
  4. 90% planners cross trained in at least 4 departmental primary functional areas **(key)**
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**Outputs**

1. Department employee performance evaluations completed by the due date
  2. Department sick/FMLA/unpaid leave hours used per quarter
  3. Department employees who attended 5+ hours of CLV training per year
  4. Planners who have crossed trained in at least 4 departmental primary functional areas
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**Demands**

1. Department sick/FMLA/unpaid leave hours anticipated to be used per quarter
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**Efficiencies**

1. Personnel Resources Program expenditure per department employee
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**Program Manager(s)** Wheeler, Mary M. (Margo)  
Kaplan, Denise

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**Program Budget** \$154,659

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## 1. Administrative Support

**Purpose Statement** The mission of the Administrative Line of Business is to provide fiscal, consultation and personnel services to city staff, so they can effectively manage human and material resources.

### 1.3 Financial Management Program

**EE1300**

**Program Purpose Statement** The purpose of the Financial Management Program is to provide administrative support services to city management and staff, so they can receive financial tools needed to meet department program measures.

**Program Services**

- Contract Development and Administration Consultations
- Financial Reports
- Financial Projections
- Payment Authorizations
- Purchasing Requests
  - Petty Cash
  - Purchasing Card
  - Purchase Orders
- Travel Arrangements
- Travel Authorizations
- Debt Evaluations
- Grant Application Submissions
- Grant Status Reports
- Investment Evaluations
- Project & Financial Impact Analyses
- Revenue Generating Leases, Permits, Agreements
- Fixed Asset Inventories

#### Family of Measures

##### Results

1. 95% of purchase transactions have a purchase order or release date that is before the invoice date **(key)**
2. 2% or less of department timecards are unsigned **(key)**
3. 90% of department revenues and expenditures are aligned to strategic business plans **(key)**
4. 2% or less of department revenues and expenditures have no assigned job number

##### Outputs

1. Purchase transactions for which the purchase order or release date is before the invoice date
2. Unsigned timecards
3. Department quarterly revenues and expenditures
4. Department revenues and expenditures with no assigned job number

##### Demands

1. Department revenues and expenditures budgeted for the quarter

##### Efficiencies

1. Administrative Line of Business costs as a percentage of direct department costs (overhead rate)

**Program Manager(s)** Wheeler, Mary M. (Margo)  
Kaplan, Denise

**Program Budget** \$ 26,533

**2. Planning Communication (deleted in FY11)**

**Purpose  
Statement**

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**Program  
Services**

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**Family of  
Measures**

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**Program  
Manager(s)**

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**Program  
Budget**

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### 3. Long Range (Sustainable, Livable Neighborhoods, Vibrant Urban Fabric)

**Purpose Statement** The purpose of the Long Range Planning Line of Business is to provide policy development and recommendation services to elected representatives, so they can make decisions to achieve their strategic priority of achieving orderly and sustainable development.

#### 3.1 Regional Planning

**EE3100**

**Program Purpose Statement** The purpose of the Regional Planning Coordination Program is to provide consultation, information and policy recommendation services to governmental and regional agencies so they can adopt and implement policies and comply with regional, state and federal regulations.

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**Program Services**

- Regional Planning Consultations (SNRPC\*, RTC, MSHCP, Storm Water) and Land-Use Consultations
- Population Estimates and Projections\*
- Policy Recommendations
- Inter-Local Agreements
- Bureau of Land Management Coordination (SNPLMA)
- Statistical Reports
- Census Co-ordinations
- 911 Meeting Consultations and Presentations
- Street Address Policy Co-ordinations

\*NRS Compliance

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**Family of Measures**

**Results**

1. 70% adopted SNRPC regional policies implemented

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**Outputs**

1. # Complete Count Committee (CCC) meetings/activities held
2. # policy recommendations delivered
3. # consultations provided
4. # reports provided

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**Demands**

1. # CCC activities anticipated
2. # policy recommendations anticipated
3. # consultations anticipated
4. # reports anticipated

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**Efficiencies**

1. \$ Regional Planning Coordination Program expenditures per policy recommendation delivered

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**Program Manager(s)**

Fagg, Flinn

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**Program Budget**

\$208,605

### 3. Long Range (Sustainable, Livable Neighborhoods, Vibrant Urban Fabric)

**Purpose Statement** The purpose of the Long Range Planning Line of Business is to provide policy development and recommendation services to elected representatives, so they can make decisions to achieve their strategic priority of achieving orderly and sustainable development.

#### 3.2 Long Range Planning

**EE3200**

**Program Purpose Statement** The purpose of the Long Range Planning Program is to provide policy development and plan implementation services to the City Council so they can:

- meet statutory requirements,
- obtain funding to implement their strategic priorities, and
- increase applications with a sustainable development component as defined by United States Green Building Council or city of Las Vegas Green Building Program

#### Program Services

- Master Plan Elements and Updates\*
- Master Plan/CIP Implementation
- Code Amendments
- Special Area Plans
- City Initiated Planning Commission and City Council Agenda Items (Reports/Policy)
- Walkable Community Plans
- Corridor Plans
- Development Agreement Review Reports and Development Agreement Updates\*
- Mayor's Urban Design
- Historic Surveys
- Symphony Park Design Review Committee consultations
- Arts District Recommendations
- Historic Preservation Commission meetings, reports and minutes
- Council presentations
- Downtown Coordination
- Development Agreement Consultations
- Text Amendment Training
- Historic Preservation Commission
- Newsletters and Brochures
- Website Updates
- Award Applications
- Community Participation Events
- Scenic Byway Plan Documents
- Statistical request responses
- Downtown Coordination Maps
- Grant Research and Consultations
- Hansen and Geographic Information
- System (GIS) updates
- DDRC
- State Historic Preservation Office (SHPO) Liaison
- 3D Models
- Mapping request responses
- Design Guideline Documents

#### Family of Measures

##### Results

1. 10% development application approvals with a sustainability component **(key)**
2. 85% Nevada Revised Statutes (NRS) required Master Plan elements updated and adopted **(key)**
3. 30% identified walkable communities with adopted plan **(key)**
4. 60% Master Plan and special area plan goals, objectives, and policies implemented **(key)**
5. 80% proposed development acres that conform with existing master plan **(key)**
6. 30% identified corridors with completed plans

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**Outputs**

1. # Master Plan elements reviewed and updated
2. # code amendments adopted
3. # identified corridors
4. # identified walkable communities with adopted plan
5. # meetings held (Town Hall, Code Teaching, Neighborhood Meetings)

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**Demands**

1. # code amendments requested
2. # sustainability initiatives anticipated
3. # required Master Plan elements for review and update
4. # anticipated corridors with plans
5. # anticipated walkable communities with adopted plans

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**Efficiencies**

1. \$ Long Range Planning Program expenditures per master plan elements reviewed and updated
2. \$ Long Range Planning Program expenditures per Special Area Plans updated
3. \$ Long Range Planning Program expenditures per Special Area Plans created

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**Program  
Manager(s)**

Fagg, Flinn

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**Program  
Budget**

\$1,144,928

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### **3. Long Range (Sustainable, Livable Neighborhoods, Vibrant Urban Fabric)**

**Purpose Statement** The purpose of the Long Range Planning Line of Business is to provide policy development and recommendation services to elected representatives, so they can make decisions to achieve their strategic priority of achieving orderly and sustainable development.

### **3.3 Capital Project Planning EE3300**

**Program Purpose Statement** The purpose of the Capital Planning Program is to provide technical consultation services and support to city departments in the implementation of capital projects identified in the Las Vegas 2020 Master Plan.

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**Program Services**

- Capital Improvement Project Consultations
- Capital Improvement Project Recommendations
- Trails
- Project Coordination Consultations

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**Family of Measures**

**Results**

1. 40% 2020 Master Plan capital improvement projects completed during current fiscal year **(key)**

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**Outputs**

1. # capital improvement projects completed during current fiscal year
2. # projects with planning consultations provided
3. # capital projects identified in 2020 Master Plan that are complete

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**Demands**

1. # capital improvement projects anticipated for completion during current fiscal year
2. # projects with planning consultations anticipated

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**Efficiencies**

1. \$ Capital Planning Program expenditure per capital projects completed during current fiscal year

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**Program Manager(s)** Fagg, Flinn

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**Program Budget** \$12,184

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**4. Case Planning (Sustainable, Livable Neighborhoods, Vibrant Urban Fabric, Pro-Business Environment, Citizen Engagement)**

**Purpose Statement** The purpose of the Case Planning Line of Business is to provide planning analysis, reports and recommendation services to decision makers so they can make informed decisions for the public.

**4.1 Application Conformance Analysis Program EE4100**

**Program Purpose Statement** The purpose of the Application Conformance Analysis Program is to Provide agenda, staff recommendation and recordation services to elected and appointed representatives so they can make informed decisions and recommendations.

- Program Services**
- Planning Commission agendas\*
  - Planning Commission letters\*
  - General Plan Amendment reports\*
  - City Council staff reports\*
  - Planning Commission reports\*
  - City Referral Group (Summerlin) consultations
  - General Plan Amendment pre-application conferences
  - Design Review Team (DRT) meeting recommendations
  - Planning Commission pre-application conferences
  - Planning Commission presentations
  - Annexations
  - Site review pictures
  - Annual Outside Agency Review Meeting
  - Homeowner Night Workshops

\*NRS Compliance and Development Agreements

**Family of Measures**

**Results**

1. 95% abeyances not due to staff analysis or notification error (**key**)
2. 80% staff recommendations made to elected and appointed representatives are upheld

**Outputs**

1. # Planning Commission and City Council staff reports delivered
2. # Planning Commission and City Council items abeyed due to staff analysis or notification error
3. # cases per planner per cycle
4. # cases completed [admin. RQR, minor SDR, EOT's(vacations) minor SUP,CRG]
5. # pre-applications processed per planner

**Demands**

1. # staff reports expected by Planning Commission and City Council

**Efficiencies**

1. \$ Conformance Analysis Program expenditures per staff reports delivered

**Program Manager(s)** Gebeke, Steven A. (Steve)  
Rankin, Douglas J.

**Program Budget** \$1,236,210

**4. Case Planning (Sustainable, Livable Neighborhoods, Vibrant Urban Fabric, Pro-Business Environment, Citizen Engagement)**

**Purpose Statement** The purpose of the Case Planning Line of Business is to provide planning analysis, reports and recommendation services to decision makers so they can make informed decisions for the public.

**4.2 City Council and Manager's Office Advisory Program EE4200**

**Program Purpose Statement** The purpose of the City Council and Manager's Office Advisory Program is to provide planning, report, consultation, and recommendation services to the City Council and City Manager's Offices so they can respond promptly to citizen inquiries.

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<b>Program Services</b>	<ul style="list-style-type: none"><li>• Planning Commission ward breakdown reports</li><li>• Planning Commission/City Council Workshops</li><li>• Planning Commissioner Training</li><li>• City Council agenda reports</li><li>• City Council briefing reports</li><li>• Land-use research consultations and reports</li><li>• Neighborhood meeting reports</li><li>• City Council ward breakdown reports</li><li>• City Council presentations</li><li>• City Council agenda reports</li></ul>	<ul style="list-style-type: none"><li>• Planning commission ward action report</li><li>• Public hearing and meeting notices</li><li>• Notification post cards</li><li>• Notification maps</li><li>• Newspaper notification reports</li><li>• Neighborhood organization notices</li><li>• Historic district designation responses</li><li>• Planning Commission and City Council agenda summary pages</li></ul>
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<b>Family of Measures</b>	<p><b><u>Results</u></b></p> <ol style="list-style-type: none"><li>1. 85% public report that the city provides consistent information about case planning matters (<b>key</b>)</li><li>2. 95% of all PC Action ward reports to CC within one day (<b>key</b>)</li><li>3. 95% ward breakdown reports provided to the City Council within 24 calendar days prior to the Planning Commission meeting</li><li>4. 5% people who get notified by mail and then who speak at a public hearing, neighborhood meeting, or return comment cards</li></ol>
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	<p><b><u>Outputs</u></b></p> <ol style="list-style-type: none"><li>1. # non-required neighborhood meetings reported</li><li>2. # responses given for City Council liaison and Planning Commission information requests</li><li>3. # Customer Relationship Management (CRM) reports completed</li><li>4. # ward breakdown reports provided</li><li>5. # meetings held (Town Hall, Code Teaching, Neighborhood Meetings, Homeowners Nights)</li></ol>
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	<p><b><u>Demands</u></b></p> <ol style="list-style-type: none"><li>1. # ward breakdown reports anticipated</li><li>2. # non-required neighborhood meetings projected</li><li>3. # liaison and Planning Commission requests for information anticipated</li><li>4. # Customer Relationship Management (CRM) reports anticipated</li></ol>
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**Efficiencies**

1. \$ City Council and Manager's Office Advisory Program expenditures per ward breakdown report

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<b>Program Manager(s)</b>	Gebeke, Steven A. (Steve) Rankin, Douglas J.
<b>Program Budget</b>	\$101,862

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**5. Public Planning (Sustainable, Livable Neighborhoods, Vibrant Urban Fabric, Pro-Business Environment, Safe City, Citizen Engagement)**

**Purpose Statement** The purpose of the Public Planning Line of Business is to provide entitlement and notification services to the public and developers so they can be assured of development that is in compliance with codes and standards.

**5.1 Customer Awareness and Information Program EE5100**

**Program Purpose Statement** The purpose of the Customer Information and Awareness Program (CIA) is to provide inquiry response, public notification and meeting presentation services to the general public so they can obtain land use application information, in a timely manner.

**Program Services**

- Customer inquiry responses
- Telephone inquiry responses
- Address verifications
- Document request responses
- City Council requests for spontaneous information
- Customer Service Requests (CSR) reports
- Inter-local agreement consultations
- Quarterly development reports
- Correspondence

**Family of Measures**

**Results**

1. 92% walk-in customers will be assisted within 10 minutes **(key)**
2. 90% of mapping requests (Civils, FMP,PMP, BLA, etc.) be reviewed (accepted, approved or denied) within 3 days of being made available to Planning **(key)**
3. 95% customers with phone inquiries responded to within 24 hours of the inquiry
4. 95% surveyed customers report that the information provided was relevant **(key)**
5. 80% surveyed customers report that they are satisfied with the clarity of the information provided **(key)**
6. 80% respondents who feel they have a better understanding of the development process and issues **(key)**
7. 95% surveyed customers report that they are satisfied with their access to planning information **(key)**

**Outputs**

1. # customers served
2. # public notifications mailed
3. # Homeowners Nights meetings held

**Demands**

1. # customers expected to be served
2. # public notifications expected to be mailed

**Efficiencies**

1. \$ Customer Information and Awareness Program expenditure per public notifications mailed
2. \$ Customer Information and Awareness Program expenditure per customer served

**Program Manager(s)** Lowenstein, Peter D.  
Rankin, Douglas J.

**Program Budget** \$758,625

**5. Public Planning** (*Sustainable, Livable Neighborhoods, Vibrant Urban Fabric, Pro-Business Environment, Safe City, Citizen Engagement*)

**Purpose Statement** The purpose of the Public Planning Line of Business is to provide entitlement and notification services to the public and developers so they can be assured of development that is in compliance with codes and standards.

**5.2 Permit and Licensing Process Program EE5200**

**Program Purpose Statement** The purpose of the Permit and License Processing Program is to provide land-use entitlement, map and permit services to developers and businesses so they can build their projects and operate their businesses in a timely manner.

- Program Services**
- Plan Check
  - Business licenses
  - Civil improvement plans
  - Maps
  - Temporary permits (signs, commercial permits)
  - Land use approvals and denials
  - Correction letters (residential permits, commercial permits, mapping)
  - Minor site development plan reviews approvals and denials
  - Address changes
  - Validate addresses
  - Zoning verification letters
  - Plan check correction letters
  - City Referral Group reports
  - Land-use application receipts
  - Sewer Requests responses
  - Certificates of appropriateness (HPC)
  - Business License Pre-Approval Letter
  - Plan check statistical reports

- Family of Measures**
- Results**
1. 80% Plans as submitted meet the conditions that were approved by CC/PC on the 1st check (**key**)
  2. 85% Business License applications approved or denied for zoning conformance within 2 days (**key**)
  3. 90% Building Permits (first review) approved or denied within 3 days (**key**)

- Outputs**
1. # land use entitlement applications processed (TCP, TSP, ZVL)
  2. # maps processed
  3. # building permits processed
  4. # plans that meet all approved conditions

- Demands**
1. # total plans submitted for review
  2. # land use entitlement applications anticipated
  3. # maps anticipated
  4. # building permits anticipated

- Efficiencies**
1. \$ Permit and Licensing Processing Program expenditures per plan check that meet all approval conditions
  2. \$ Permit and License Processing Program expenditures per land use entitlement applications processed
  3. \$ Permit and License Processing Program expenditures per building permit processed

**Program  
Manager(s)**      Lowenstein, Peter D.  
                                 Rankin, Douglas J.

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**Program  
Budget**              \$346,256

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# FY11 Strategic Business Plan Addendum

## 3. Long Range Line of Business

### 3.2 Long Range Program

Primary Customers: Citizens

Secondary Customers: None

Target Setter: Flinn Fagg

#### **Targets for Key Results**

KRM #1- 10% development application approvals with a sustainability component

Describe how the target was developed: While CLV has adopted resolutions supporting sustainable development, no code requirements are currently in place; the 10% represents a beginning benchmark.

KRM #2 - 85% Nevada Revised Statutes (NRS) required Master Plan elements updated and adopted

Describe how the target was developed: CLV has adopted all 18 elements required by NRS, and has established a goal to update the elements on a five-year basis.

KRM #3 - 30% identified walkable communities with adopted plan

Describe how the target was developed: A total of six walkable community plan areas have been identified. 30% adoption was chosen as a reasonable goal for the first year of the program.

KRM#4 - 60% Master Plan and special area plan goals, objectives, and policies implemented

Describe how the target was developed: P&D has not had staff dedicated to implementing the master plan in past years. The target goal was based on a study of the number of goals/policies/objectives that had been implemented to date.

KRM #5 - 80% proposed development acre that conform with existing master plan

How the target was developed: This target reflects the adequacy of land use designations for residential and commercial development, and is based on historical trends.

### **3.3 Capital Planning Program**

Primary Customers: CLV Departments

Secondary Customers: None

Target Setter: Flinn Fagg

#### **Targets for Key Results**

KRM #1- 40% 2020 Master Plan capital improvement projects completed during current fiscal year

How the target was developed: This goal is based on an assessment of the percentage of projects implemented to date.

## **4. Case Planning Line of Business**

### **4.1 Application Conformance Analysis Program**

Primary Customers: Applicants

Secondary Customers: City Council and Planning Commission

Target Setter: Margo Wheeler

#### **Targets for Key Results**

KRM# 1 - 95% abeyances not due to staff analysis or notification error

How the target was developed: Based on FY Q1 and Q3 results achieved (both 100%), the target continues a higher standard of efficiency and service delivered to the primary customer.

### **4.2 City Council and Manager's Office Advisory Program**

Primary Customers: City Council and City Manager

Secondary Customers: General Public

Target Setter: Margo Wheeler

#### **Targets for Key Results**

KRM #1 - 85% public report that the city provides consistent information about case planning matters

How the target was developed: Based on prior FY 09 annual survey results of customer satisfaction in other areas that ranged from 69% to 96%. This target is attainable and sets a high standard of customer service.

KRM#2 - 95% of all PC Action ward reports to CC within one day

How the target was developed: This is a new measure. Target is based on current procedure that provides these reports within 24 hours of the PC action to CC via email.

## **5. Public Planning Line of Business**

### **5.1 Customer Information and Awareness Program**

Primary Customers: General Public

Secondary Customers: City Council and Other Outside Agencies

Target Setter: Margo Wheeler

#### **Targets for Key Results**

KRM #1 - 92% walk-in customers will be assisted within 10 minutes

How the target was developed: Based on current experience of FY 10 Q3 year-to-date average of 95%, the FY 10 target of 90% is being increased to 92%.

KRM#2 - 90% of mapping requests (Civils, FMP, PMP, BLA, etc.) be reviewed (accepted, approved or denied) within 3 days of being routed to Planning

How the target was developed: This is a new measure and is based on the current lead-time of five days plus striving to attain greater efficiency in the review process.

KRM #3 - 95% surveyed customers report that the information provided was relevant

How the target was developed: The target remains the same based on FY 09 survey results of 95.7%.

KRM #4 - 80% surveyed customers report that they are satisfied with the clarity of the information provided

How the target was developed: Based on prior annual survey results of customer satisfaction in other areas that ranged from 69% to 96%. This target is attainable and sets a high standard of customer service.

KRM # 5- 80% respondents who feel they have a better understanding of the development process and issues

How the target was developed: The target remains the same based on the annual FY 09 survey results at 69%. The goal is to continue improvement in the effectiveness of program services.

KRM #6 - 95% surveyed customers report that they are satisfied with their access to planning information

How the target was developed: The target is increased from 80% to 95% based on the annual FY 09 survey results at 90.5%. The target sets a high standard of customer service.

## **5.2 Permit and License Processing Program**

Primary Customers: Applicants  
Secondary Customers: General Public  
Target Setter: Margo Wheeler

### **Targets for Key Results**

KRM #1 - 80% Plans as submitted meet the conditions that were approved by CC/PC on the 1st check

How the target was developed: Based on current FY10 Q3 year-to-date results of 34% and setting a higher standard of efficiency. There is a current action plan to improve results.

KRM #2 - 85% Business License applications approved or denied for zoning conformance within 2 days

How the target was developed: Based on current FY10 Q3 year-to-date results of 88.63% for 3-day review, the target was changed back to a 2-day review. The goal is to achieve greater efficiency in the review process.

KRM #3 - 90% Building Permits (first review) approved or denied within 3 days

How the target was developed: Based on current FY10 Q3 year-to-date results of 88.63% for 5-day review, the target was revised to a 3-day review. The goal is to achieve greater efficiency in the review process.