

DRAFT Directive to Develop

Issue Title: [City Development Review Strategic Plan](#)

Council member(s) Issuing Direction: Mayor Wheeler

Bureau(s) Directed: Bureau of Development Services, Bureau of Environmental Services, Portland Fire & Rescue, Portland Housing Bureau, Portland Parks & Recreation, Portland Water Bureau, Portland Bureau of Transportation

Issue Overview and Desired Goal/Outcome(s): The City's development review process is complex and involves a coordinated review by seven City agencies for compliance with over a dozen local, State and Federal requirements. These factors, combined with the development team's experience, project complexity, permitting workload, and City staffing levels can result in review times exceeding goals and customer frustration. The Bureau of Development Services (BDS) is responsible for the coordination and monitoring of the development review process, but the overall process performance is shared by each of the interagency (IA) partners, as well as the applicant and their design team.

Multiple business process and IT improvements (POPS) are currently underway to speed up the permitting process. In addition, BDS is updating its development services agreements (memorandums of understanding - MOU) with IA partners, which outline regulatory obligation, performance goals, roles and responsibilities related to the development review process, and future improvements necessary to fully meet the terms of the MOUs. These efforts have exposed an immediate need to develop a shared set of City development review values and goals, and a governance structure for prioritizing business and/or technology changes. Currently, competing or undefined goals among Bureaus makes it difficult and time consuming to determine if and when projects should move forward, in a way that has more equitable support and investment between bureaus. A strategic plan will reduce conflict and associated time involved in determining which project to pursue and how they are prioritized.

To meeting this need, the following is directed to establish and implement a City development review strategic plan:

1. Establish a City development review strategic plan steering committee made up of three (3) Bureau Directors and four (4) managers from the Bureaus responsible for the City's development review process. Each Bureau should have at least one representative and the steering committee will be led by the BDS Director or delegate. The steering committee will be responsible for setting the scope and schedule of the strategic plan and resolution of issues related to the process to establish and implement the strategic plan
2. Under the guidance of the steering committee, BDS will lead the procurement and management of a private consultant to develop and document:
 - a. A shared set of values, goals and objectives for the City's development review process. The values, goals and objectives must balance the need to improve service levels while maintaining compliance with local, State and Federal regulatory obligations.

- b. A governance structure and process, utilizing the outcome of 1.a, above, for the identification and prioritization of business process and/or technology changes.
 - c. Development review process service level goals and necessary funding to meet goals
- 3. Complete a Report to Council and request approval of the City development review process strategic plan

Funding Options: \$60K in new General Fund one-time resources

Additional Requests/Notes: None