



Planning and Community Development Department

Matrix Management Study: City of Pasadena Development Review Process

Transportation Advisory Commission

July 24, 2013





Matrix Management Study

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What is the Matrix Management Study?

- The study is comprehensive evaluation of the City of Pasadena's development review process.
- The study looks closely at all aspects of the development review process and includes all departments that are involved in the process.
- The study provides recommendations that can be made to improve the City's development review process.



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Why the Study was Prepared

- City is always looking at ways to improve how Pasadena provides service to residents, businesses and visitors and how to remain effective.
- The study will assist in advancing Pasadena's reputation of being a model of best practices in the permitting process, promoting a culture of service and being a leader in innovation.
- The results of the study will assist in deciding what changes are needed to improve service to the community.



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How the Study was Prepared

- Matrix Consulting Group was selected to prepare the study.
- Matrix is a private firm with over 30 years experience in preparing studies for local, county and state agencies throughout the country.
- Matrix studied the current practices and policies of Pasadena and also looked at what other cities are doing.
- The consultant was directed to present unfiltered results based on their research of Pasadena and their professional expertise.



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Consultant Outreach

- Matrix conducted 20 different focus group meetings to solicit feedback on the Planning and Community Development Department and the development review process.
- The meetings were facilitated by Matrix and conversations were confidential to obtain candid feedback.
- Interviews included the Mayor, City Council members, Commissioners (from the Design, Historic Preservation and Planning Commission), project applicants, architects, developers, residents and representatives from neighborhood groups and business groups.



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Scope of the Study

The study is comprehensive and addresses the entire development review process including:

- > Entitlement applications (Variance, CUP, Design Review etc.)
- > Building Permit and Plan Check submittals
- > Permit Center operations
- > Communication and coordination for all Departments that are part of the process (Public Works, Fire, Health, Transportation etc.)
- > Internal procedures for processing applications
- > How technology can be used to improve how service is provided
- > City Commissions that review and make decisions on applications



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Results of the Research

- Based on the research a report was prepared. The report focuses 278 recommended improvements to the following areas of the development review process :
 - How permits are issued in the Permit Center
 - How zoning applications are processed
 - The Design Review process and how Design and Historic Preservation applications are processed
 - The building permit process, from submittal through permit issuance
 - Functions of the Code Compliance Division
 - How Advanced Planning is done and what specific plans need revising or updating
 - How technology can be used to improve services
 - Changes to Commissions that participate in development review



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How the Recommendations will be Implemented

- Recommendations may not be implemented exactly as the consultant proposed in the report.
- Not all recommendations will be selected for implementation.
- Staff is conducting this review process to examine the purpose behind the recommendations.
- In some instances changes may be made to make the recommendation more effective or appropriate to the issue.
- Changes will occur in phases. Some changes have already been completed, some are currently underway and others are in process but will take between six to 24 months to fully implement.



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How the Recommendations will be Implemented

- Recommendations that relate to staffing, internal process and training, etc. will be reviewed and implemented by City staff.
- Recommendations requiring changes to the Municipal Code and or budget approval will be reviewed and adopted by the City Council (such as changes Commissions, how a permit is processed etc.)
- Recommendations that result in changes to the Zoning Code will require both Planning Commission review and City Council approval.



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Key Improvements to the Development Process

- Concierge Service for entitlement applications
- Creation of a Virtual Permit Center
- New expedited “same day” plan review service at the Permit Center
- New automated permit system
- Use of wireless technology for field based positions
- Revised plan check and inspection procedures



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Study Recommendations for TAC Consideration

- For City Council approval, providing to TAC for consideration:
 - Membership of the Design Commission should be reduced from nine members to five. Require not less than three of the five to be licensed architects and the remaining members in a related field such as landscape architecture, urban planning, etc.



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Next Steps

- To keep the community informed, staff is presenting the report to a number of different Commissions, neighborhood and business groups.
- Staff will provide a summary of all Commissions comments to the Planning Commission in November prior to presenting to the City Council in December.



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Community Presentations

July through September 2013:

- Staff presentations to Design, Planning, Environmental Advisory, Code Enforcement, Historic Preservation, Northwest, Transportation Advisory and Arts and Culture Commissions and other commissions as needed.

September through December 2013:

- Presentations to community groups and business groups.
- Staff returns to Commissions to receive comments.
- Staff returns to the Planning Commission to present other Commissions comments and receive comments and formal recommendations on Zoning Code changes.
- Presentations to Ed-Tech and City Council.