

**CITY OF CHEYENNE  
COMMUNITY DEVELOPMENT PROCESSES AND  
PERMITTING BEST PRACTICES REVIEW**



*SUBMITTED TO*  
**Mayor Rick Kaysen**  
*Brandon Cammarata, Development Director*

*PREPARED BY*  
**COMMUNITY BUILDERS, INC.**

873 Esterbrook Road  
Douglas, WY 82633  
(307) 359-3311  
[Bobbe@consultCBI.com](mailto:Bobbe@consultCBI.com)



***December 2015***

## **INTRODUCTION & BACKGROUND**

In June 2015, Community Builders, Inc. (CBI) was asked by the City of Cheyenne to analyze best practices and make recommendations for the City of Cheyenne to improve their planning and development processes. The effectiveness and efficiency of the current organizational structure and development culture was evaluated. The goal of this process is to help create an environment whereby the City of Cheyenne can improve the development processes in the community.

The impetus for this effort was a recent study commissioned by the Greater Cheyenne Chamber of Commerce (Chamber) to survey a number of communities and counties to see how the planning and development charges in Cheyenne compare and to look at planning department approval processes. The study, completed by Harvey Economics (HE) and entitled "An Evaluation of Development Process Costs in the City of Cheyenne and Laramie County, Wyoming," Final Report dated June 18, 2015, found that fees overall are "relatively low in Cheyenne and Laramie County compared to the fees charged by other cities and counties." (Note: For this current study, CBI did not further review fee structures).

Some of the larger issues expressed in the HE Study included a lack of communication and collaboration among applicants, planning staff, and others involved in the review process; lack of consistency in the planning process; rigidity in application of Unified Development Code (UDC) standards, regulations, and challenges during building inspections. The City of Cheyenne reached out to CBI because it wanted to address problems – perceived or otherwise – that affect the relationships with developers in the community.

## **METHODS FOR GATHERING INFORMATION**

CBI was asked to gather and analyze additional information about typical development processes and regulations in Cheyenne by pursuing several methods. CBI conducted personal interviews of City planning development staff, meeting in July 2015 with Planning Services Director Matt Ashby, Development Director Brandon Cammarata, and Assistant Director of Development Lisa Pafford. CBI reviewed materials that are applicable to local development at this meeting and conducted a thorough review of local development processes and regulations, including a tour of the building and a review of the organizational structure.

CBI researched organizations such as the Wyoming Planning Association (WYOPASS), Wyoming Conference of Building Officials (WCBO), Western Planning Resources, American Planning Association, and the International City/County Management Association, to obtain information that defines the best practices of development processes. Additionally, CBI reached out to development and planning professionals with whom CBI's principals have an existing relationship. One of the most useful tools that CBI utilized was a report developed in 2011 entitled "Working Together - A Best-Practices Approach to Improving the City of Missoula's

Development Review System." Many of the best practices identified in that report are applicable to Cheyenne as well (see recommendations below).

CBI then compared Cheyenne's local development processes and regulations, organizational structure and current practices to other areas. This analysis included a comparison with development in several other communities (including, Grand Junction, and Fort Collins, Colorado; Billings, Bozeman and Missoula, Montana; Rapid City, South Dakota; Boise, Idaho, and Gillette and Casper, Wyoming). CBI collected best practices from these communities and compared them to development scenarios in Cheyenne. Each of these communities were contacted via phone or, in some cases, email, and asked to respond to a set of questions about development processes and practices. (See Appendix A for questions and Appendix B for individual response matrix).

The goal of this process is to learn from others, not reinvent the wheel, and build on the work of others who have learned some lessons in this area. CBI was also tasked with recommending action steps, as appropriate, to improve local development processes and regulations.

This report should be broadly shared for reactions and additional input. CBI's hope is that this report triggers new dialogue and a new direction for the City of Cheyenne and the development community to collaboratively implement positive changes in their relationship. The City of Cheyenne should strive to continue to maintain an effective, efficient planning and development review system that is customer-focused, transparent, and with high-quality community standards. The City's development process should be clear and reasonably predictable. Both the applicants and their representatives should know what to expect from the process.

The policy challenges confronting the City of Cheyenne require decisive action, sustained leadership, a clear vision of what an improved and responsive planning and development structure, process and practices should look like, and the political will to make that vision a reality.

## COMPARATIVE COMMUNITY REVIEW

Several comparative communities, as well as the communities explored in the HE Study, were asked a series of questions about staffing, development and review processes, and timing. Communities that responded to a set of development questions (Appendix A), posed by CBI included:

- Gillette, Wyoming
- Casper, Wyoming
- Billings, Montana
- Bozeman, Montana
- Rapid City, South Dakota

- Grand Junction, Colorado
- Fort Collins, Colorado
- Boise, Idaho

The following is a summary of the reviews from other communities, including a notation as to whether or not Cheyenne has the process in place. Inasmuch as Cheyenne would like to model systems of successful peer communities, the following might be considered if not already in place:

- Every community surveyed had just one department for all planning, development and building functions with one department head. Most included engineering also. Cheyenne recently split their common department into two - Development and Planning.
- Several of the surveyed communities offered a “one stop shop”. All review agencies were either in the same office or located on the same floor. Cheyenne does not provide a "one stop shop" at this time.
- A number of surveyed communities try to run applications concurrently. The communities with the most success are those that use electronic review. The City of Cheyenne does provide for electronic review and, as much as possible, tires to run applications concurrently.
- Most communities CBI visited with use planners to assist the front departmental counter for a portion of each day. If a project comes in, that planner will become the case manager and carry the project through the entire process. They serve as the contact person so there is only one person to call. This process is in place in Cheyenne.
- All the communities surveyed have a multi-member interagency review process. The system seems to work best if the plans are submitted electronically ahead of the meeting. Most communities do not include the applicant at this point in the process. However, if they can, they have a pre-review meeting with the applicant. This is the general process utilized by the City of Cheyenne.
- CBI found that most communities assign each project to a particular case manager who serves as the primary contact for the applicant regarding all facets of the project. This is the process used in Cheyenne as well.
- Each community uses a type of software for some part of the review process. Some just use it for building permits. Collectively, the other communities provided certain insight into available software:
  - Innoprise, the software in use by the City of Cheyenne for its planning and development processes, is not liked nor recommended by any of the communities CBI spoke with.
  - CRW is currently being used for building permits, but is very expensive.
  - EnerGov was highly recommended by Grand Junction.
  - Projectdox got the best overall reviews, and is currently used by the City of Gillette.

- Some communities have development timelines codified by ordinance. The planners in those communities would not recommend such codification, since different projects sometimes take longer. Timelines are codified in Cheyenne.
- Gillette keeps an updated calendar on their website that can be accessed to see where an application is in the process. Cheyenne has done this to some degree, but there is room for improvement.
- Many communities allow for a certain percentage of projects to be streamlined with interdepartmental review. Cheyenne does this.
- The City of Gillette allows subdivisions to be approved by Resolution, which only requires one public hearing. Cheyenne has attempted to consolidate public hearings where appropriate but more than one public hearing is required. A process whereby the City Council could directly approve subdivisions without a separate Planning Commission process is not in place.
- All communities have guide books, and most have flow charts available online and hard copy. Cheyenne does not have a user friendly guide book to the development process.
- Bozeman has a feedback system in place and Gillette is working on a short customer feedback system for applicants. Cheyenne does not currently survey customers and applicants on their experience.
- None of the communities surveyed require a pre-application meeting, however, all recommend it. Cheyenne encourages, but does not require, a pre-application conference.
- Most communities, including Cheyenne, did not have an industry advisory council to assist with dispute resolution. These industry advisory councils typically include, for example, a Board of Adjustment, Board of Examiners or Builders Association. Cheyenne could work with the Southeast Wyoming Builders Association.
- No training was offered for the development community except to teach applicants how to upload plans electronically. Cheyenne follows its peer communities and likewise does not provide training for the development community.
- Most communities use some type of stakeholder group to help review code changes, policy or processes. All have open houses or public meetings for these processes. Cheyenne does this for major changes, such as the adoption of the Uniform Development Code, where they created a steering committee composed of city and community representatives to help make recommendations. This process is not employed for smaller code changes but it would be a good way to encourage input from the development committee up front.
- Most communities do not have an ombudsman or similar third-party role. However, Rapid City uses a third-party to come in and interview developers, architects, etc. to identify satisfaction levels. It was identified as good customer service as it was a third party and no possible retaliation for negative comments. Cheyenne may want to consider creating an ad hoc ombudsman to follow up with recommendations from this analysis.

## FINDINGS

The current City of Cheyenne planning and development review process is characterized in the HE Study by a lack of communication and collaboration among applicants, planning staff, and others involved in the review process. This has led to the perception that the length of time required for approval of applications, projects and permits can take too long. Applicants have complained that the lengthy process adds to the costs of projects for homeowners, businesses and developers. There is also a perceived lack of consistency in the planning process.

Overall, CBI did not find that the City of Cheyenne is particularly unique in the overall development review process, when compared to peer communities. Many planners noted that "if developers are always happy with the development rules and regulations, the city probably isn't always watching out for the best interests of its citizens." Communities walk a fine line between being too accommodating and being perceived as inflexible. If they speed too quickly through a review process, critical information may be missed. If the development office provides a clear and transparent communication process, focuses on high-level customer service qualities and consistency provides training to staff so that they are able to efficiently and effectively process planning and development reviews, development that a community can take pride in is realized.

Reorganizations, consolidations of positions, reductions-in-force, and other organizational changes create stress on an organization. It is important that communication lines be open during any time of change. Empowering employees to make key decisions within their enlarged areas of responsibility should be the ultimate goal. The City of Cheyenne has undergone a period of high turnover in the planning and development departments. Stability of well-trained staff may be the key to removing many of the barriers and concerns expressed in the HE Study.

### Flexibility

A concern expressed in the HE Study is that flexibility in the Unified Development Code is not being provided, nor is it timely. However, CBI reviewed a copy of a Development Review document provided to the Cheyenne City Council by Planning Services Director Ashby in September of 2014 (see Appendix C). Part of that report notes that UDC flexibility has been used on 26% of all site plans, and that flexibility has actually increased since the UDC's implementation. Staff discussed three options that exist for administrative level flexibility. Through the first six months of 2015, a good number of adjustments had been processed:

- Site Plan Adjustments – 20 Cases to Date, majority completed the same day. (These are typically related to minor shifting of site elements due to field conditions or unanticipated issues.)
- Administrative Adjustments – 14 Cases, majority completed in 2 days. (Requests for flexibility associated with a Site Plan.)
- Subdivision Standard Waiver – 8 Cases, majority completed in 2 weeks. (Requests for flexibility of issues related to rights-of-way, sidewalk, etc. approved by City Engineering.)

In a quick review of administrative flexibility by City of Cheyenne planning staff, it appears that Cheyenne has more flexibility options than some of the other peer communities. Gillette only has minimal staff-level latitude specific to the composition of landscape buffer design and minimal parking flex options (off site with agreement and shared/mixed use parking). Casper identified that their code contains no flex options; Greeley offers very limited options (10% or 1 Foot); and Rapid City allows up to 20% flexibility in some instances. Rapid City has only issued 1 administrative exception in 2015. Cheyenne's flexibility offers 10%-50% administratively, along with substantial parking credits.

### Timeliness of Review of Site Plans

According to the Development Review memorandum referenced above, site plan reviews in 2014 were completed on time in every case in 2014. Development approval timelines are established by City Ordinance with many minimum review periods. These are not appreciably different from peer communities surveyed.

### Communication

The HE Study noted that developers and contractors cited a lack of communication and collaboration among applicants, planning staff, and others in the review process. The **perception** (if not the reality), of a lack of collaboration and cooperation from City staff is an issue. If developers are openly stating that they "fear retribution" if they bring up contentious issues, or if they relate tales of lost paperwork and lack of follow-up; confidence in the process, however well-meaning, is impacted. CBI was unable to substantiate any instances where City staff acted in anything but a professional, courteous manner to developers. Mayor Rick Kaysen indicated that he has asked for specifics of these allegations from the development community and has not been able to confirm specific incidents either. It was also noted that some of this lack of communication stems from extended agencies that are reviewing plans, such as the Fire Department or Board of Public Utilities.

Development review processes should, as much as possible, include those individuals and/or departments who are needed to weigh in on a proposed development so that comprehensive reviews are completed on the first pass.

### Customer Service

CBI found the Cheyenne staff we encountered to be dedicated, friendly and accessible. However, we did note that the physical layout of the building requires one to approach a general City Hall receptionist in order to get referred to the appropriate department on another floor of the building. Most individuals do not know whether they need the Planning Department or the Development Department when they call with a question. Cheyenne is starting on a process to bring plan review departments together. In August 2015, the City sat down with engineers, developers, and the Cheyenne Chamber of Commerce to begin this dialogue. Discussions are also underway on how better to organize offices for better customer convenience in an effort to create a one-stop shop experience.

Customer Services goes beyond the basics of patience and politeness; it requires a staff that is well-trained, familiarity with the regulations that are being applied, and respect for the people on the other side of the counter. While it is true that development regulations carry the weight of law, this does not negate the idea that residents, property owners, and business persons are looking for and deserve high-quality customer service. Cheyenne Planning and Development staff, as happens in many communities, often gets so busy that customer service may not be as focused as it should be.

The American Planning Association prepared an article in July 2015's Zoning Practice publication that highlights the customer service expectations that any governmental entity should implement if it wishes to provide exemplary customer service:

- Define the local standard for customer service. It is difficult to back away from a reputation that your community is one that is hard to work in, possibly discouraging desirable development.
- Provide good staff training. Quality customer service goes beyond the basics of patience and politeness; it requires a staff that is well trained and has a solid understanding of regulations and the applicant's needs.
- Talk to staff. Work to understand their challenges and what they find rewarding. Ask and invite them to be part of the solution.
- Collect data. Keep track of how many customer interactions (online, phone, in person) every day.
- Talk to customers. This established credibility for your customer service evaluations.
- Talk to administrators and elected officials – they are usually the ones receiving the phone calls and it helps if they are well informed.
- Define a consistent approach. Otherwise each person may have their own way of managing the people and the stress. All contact with the public should start with listening and then responding with a description of what is required and why.
- Don't settle. Don't be okay with that small percentage of people who cause the bulk of work for staff and give the department a bad reputation.

**Training:** Understanding and being able to explain the context in which zoning rules are established and applied is perhaps the most important element of customer service.

- Staff must understand the “why” in the zoning and development codes in order to communicate it to the customer.
- Customers need to feel that the person they are working with is knowledgeable about the topic, process, and organization.
- Staff needs to know what other groups/positions do, and who to call with a question.
- Work group silos should be removed, where possible. Establish an “us”, not “them,” mentality. Everyone is part of the team.
- Hold regular interdepartmental meetings to review and discuss common development review items.

- Have new or entry-level staff attend meetings they might not otherwise attend, to learn first-hand what other positions do.

#### **Applications:**

- Set clear and reasonable expectations on how quickly phone calls are returned, how quickly applications are processed, etc.
- Use language everyone understands.
- Explain why the code is written the way that it is.
- Tell the person on the phone you or someone else will get back to them in a specified amount of time, and do it.
- Take charge of the question, telling the customer how you will get them the answer.
- Assign a single point of contact for an applicant.
- Make sure that brochures explaining the zoning process do more than just repeat what is in the code.
- Use your website as the primary tool for sharing information with the public and make it clear, easy to find, and all in one place.
- Prepare a video on the website about how to navigate the process
- Hire the best person in the job.

#### **Organizational Structure**

The Greater Cheyenne Chamber of Commerce commissioned the HE study to address the concerns noted above. Prior to completion of the HE Study, the City adopted Resolution #5618 – “A Resolution to Increase Economic Development by Reorganizing the Planning and Development Officer as Independent Entities.”

Current status of the department is that the Urban Planning and Building Department is a standalone department, and the Development Office is a separate department. Each department is led by different managers/directors, and each has its own budget. A breakdown of the functions of each department is as follows:

#### **Planning Department**

- Urban Planning - 4 positions
  - Historic Preservation
  - Downtown Development
  - Mayor's Youth Council
  - Comprehensive Plan
  - West Edge/District Plans
- Building Department - 14 positions
  - Contractor Licensing
  - Permitting
  - Inspections
  - Building Plan Reviews

### Development Department

- 8 employees
- Zoning Applications
- Platting
- Annexation
- Zoning Code Enforcement

The two departments are separated by one floor, making coordination challenging. Staff turnover has been high in recent months, which creates a lack of stability. As noted in an earlier section, most peer communities surveyed combine these functions into one department. CBI is not aware of the full rationale behind the decision to split the Cheyenne Planning Department into two separate departments. We only note that most communities try to keep these functional areas under one department head.

Any department of a local government organization is expected to operate efficiently. An efficient planning department is a good steward of limited financial resources, maximizes staffing and meets work flow expectations. The successful planning department is one that is also effective. Effectiveness is measured by how well the department meets the organization's objectives; how well the department communicates with its customers, both internal and external; how consistent it is in carrying out the policies and procedures adopted by the organization.

Cheyenne needs to look at how efficiently AND how effectively it is meeting the needs of the development community, as well as the public at large.

## RECOMMENDATIONS FOR IMPROVING THE ORGANIZATION, POLICIES & PROCESSES

The City of Cheyenne asked CBI to do a "Best Practices" analysis of the planning and development environment in similarly sized communities in the region. The following recommendations are best practice recommendations that came from that process. In addition to visiting with other planning and community development offices, CBI relied on its own expertise and regional and national planning organizations for input. In many cases, the City of Cheyenne is already doing these things, or has started to implement some of the recommended processes and practices.

**Recommendation 1: Consolidate existing municipal planning and development review functions and staff in a single City department with one department head responsible for managing the entire municipal planning and development review process.**

The rationale for the recent separation of these two departments by the City Council is not clear. Since the City only recently split the overall Planning and Development Department into two separate departments, it may be prudent to work through organizational growing pains and find a way to make this structure work. This will require a conscientious effort to recruit and maintain quality staff, provide focused training, and emphasize better communication between departments, the public and the development community. Strong leadership will be necessary to guide and direct the department so that all employees understand their role in implementing the overall strategic plan of the City.

Alternatively, the City of Cheyenne could consider reverting to the earlier organizational structure with a combined municipal Planning and Development Department that includes the urban planning, building inspection, code enforcement, and development review. Many communities also include city engineering and community development under that single administrative agency.

The primary advantages of this combined approach are to create efficiency through specialization, centralizing the organization's expertise and permitting tighter top-management control of the functions. This approach also minimizes duplications of personnel and equipment and frankly creates less confusion to the public who is seeking some type of planning services. If they do not know which department they need to go to, it is difficult at the present time to land in the correct office. Centralization also tends to break down silos, where staff members get so involved in their own tasks or service provision that they lose sight of the big picture and lose the ability to see another department's point of view. Silos can only be managed when leaders are committed to creating a strong organizational culture of communication and trust. Cheyenne needs to create a culture where "everyone wins when everyone wins."

If there is a lack of trust, employees will keep their heads down and focus on the work directly in front of them. It is important that the City of Cheyenne work closely with all employees to explain Council decisions and allow employees to be part of strategic planning and organizational development.

**Recommendation 2: Compile a list of “best management practices” for streamlining the planning and development review process.**

Several important improvements can be implemented to make the planning and development review process more predictable, consistent and efficient without endangering the standard of review. If these “best management practices” reforms are implemented, they reduce administrative costs, increase customer/user satisfaction, increase clarity and consistency and will allow the City to better manage controversy and conflict. Most of all, these reforms will position the City for economic development without lowering Cheyenne’s high-quality development standards.

Adopting these basic process improvements will encourage economic development that is appropriate and beneficial to the community. One area that the City is working on right now is to develop a streamlined permitting process to help re-establish developer and economic development confidence in the process.

CBI would encourage the City to develop a steering committee with representation from the development and economic development community. This steering committee could be tasked with working through permitting processes, making recommendations for improvements, including coordination with the Board of Public Utilities, Engineering, Fire, etc.

High performing cities adopt best management practices, benchmark their performance against other similar high performing cities, relentlessly measure their performance, and are committed to a continuous improvement process. High performance is positively associated with heightened customer satisfaction and improved outcomes. The City of Cheyenne should identify reasonable measures and benchmark against peer community standards, where applicable.

Key steps to take in creating a benchmarking program should start with defining the purpose of benchmarking. Cheyenne could start with the concerns expressed in the HE Study that processes are too slow and are costing developers money. Best practices comparisons may be best achieved by mapping process flows and decision points and identifying weak areas. If data is going to be measured, the City needs to ask why the measure is being used, why it matters and what the source of the data would be.

However, when looking at other community processes, it is important to remember that a true "apples to apples" comparison will never be possible. Every government has factors that make it unique and Cheyenne needs to identify those, measure what is important, compare what is applicable and report out to the community how it is making progress.

**Recommendation 3: Continue moving away from a sequential review process to a concurrent development review process.**

Because reviewing agencies don't all take advantage of opportunities to concurrently review development applications, the process can be unnecessarily long and tedious. Leadership, improved processes and changes in technology can help move from the cumbersome sequential review to a concurrent planning and development system. This system will require the cooperation of all reviewing agencies, not just planning and development.

It should be noted that Cheyenne has made great progress on this recommendation already. Cheyenne started doing concurrent reviews within the last year in a number of areas and are continuing to increase this effort. It should be noted that quality and stability of staff is critical to continuing to develop a fully concurrent process.

**Recommendation 4: Ensure that only one manager is responsible for the overall planning and development review system.**

To increase accountability and improve citizen satisfaction, Cheyenne needs to create one central inter-agency authority to facilitate the planning and construction process from the earliest design stages to a building's occupancy. The City must be proactive to develop uniform procedures to guide the work of review staff and use a project management approach to review of development proposals. This should include project review processes in other offices as well, such as Engineering and the Board of Public Utilities (BOPU). The City has started working on this coordination with Building and Fire now and is making progress in better communication citywide.

**Recommendation 5: Use a regularly scheduled multi-member interagency review committee.**

The City currently holds weekly project meetings with Engineering, Parks and Recreation, the Board of Public Utilities, Planning, Development, MPO, and Fire. Typically the applicant and building department are not included in these regular meetings. More inclusiveness could improve communication with project developers, builders and the key staff members who will review their applications. It is important to establish a technical review team comprised of representatives from all the reviewing and permitting agencies who meet early in the review process. This multi-member team meeting should provide an initial "heads up" on issues, bring agreement on key issues, and then serve as the check-in and notice team for any changes as a

project becomes more refined. Regular team meetings should be mandatory to allow early technical review of complex and controversial applications.

Having all people in the same room (including the developer) at the same time, allows the different agencies to review the application concurrently, identifying and communicating issues early in the process to each other and to the applicant. (Note: While most communities do not include the applicant at review meetings, they may be present at pre-review meetings. Cheyenne may need to adopt a more inclusive process to overcome negative perceptions). Regular team meetings ensure early assessment of a proposed project and help coordinate responsibilities and project concerns among reviewing agencies. The bottom line is that the City of Cheyenne should try to be more inclusive of developers and applicants throughout the application process.

**Recommendation 6: Use a project manager approach to coordinate permit and subdivision applications and projects.**

A project manager approach helps redefine the role of staff in the development review process from regulators to facilitators. The City should assign a single staff person to serve as the project manager, the one point of contact and liaison to reviewing agencies to guide each project through the development review process from beginning to end. The City should establish this central contact person as the applicant liaison, case manager, or ombudsman to serve as the primary conduit for the flow of information and forms between the applicant and reviewing agencies. The project manager stays involved until the application is approved. In order to effectively accomplish this goal, Cheyenne will need to balance staffing level necessary to adequately meet codified, statutory and desired deadlines with budgetary allocations to cover that staff level.

It is especially important that the City establish a project manager for large, complex, or controversial projects. A project manager approach leads to improved application management, better communication with customers, and helps to expedite the review process. Reducing staff turnover to develop "experts" in the planning and development environment is very important if this recommendation is to be implemented successfully.

**Recommendation 7: Fully utilize the permit processing software in place to enable all reviewing agencies, applicants and their representatives to track and manage work activities via the Internet.**

The City has a single, comprehensive, automated permit information and tracking system (Innoprise), but some components are not being utilized to their full extent. Tracking and status of permits, inspections and registration for contractors can be done via the City's website. Citizens should be able to login, schedule and research the status of inspections,

determine whether a permit has been issued, and search for registered contractors. Access should be available 24-hours a day, seven days a week.

City staff report that Harris, the parent company for Innoprise, doesn't provide technical support or upgrade support as well as they could. Staff reports that the City's own IT department could provide a higher level of support for software in use by the departments. A permit tracking system allows all reviewing agencies involved in processing, commenting on, and approving applications to use the same system to track critical dates. The system should enable monitoring of service levels provided and also store all plan check comments, annotations, and other comments digitally attached to the database record for the application.

There appear to be better, more user friendly software programs in use by peer communities. As a last resort, the City might want to consider moving away from Innoprise to a different system. Alternatively, pressuring Harris/Innoprise to provide better and sufficient training for all staff that will use the system is critical.

**Recommendation 8: Work with staff, applicants and applicant representatives to agree on, set and monitor timelines.**

The City should work with external and internal stakeholders to create a predictable and timely course of action for permit applications. Staff, applicants and their representatives should agree on timelines for review. Together they should develop uniform time frames for permit processing and decisions. The City did codify timelines for development, which has created a transparent process. There isn't really a lot of flexibility or ability to speed the codified schedule along much. An evaluation of the role other agency reviews may play in delaying projects should be done.

Once timelines are set, they must be consistently measured and reported. Some cities consider contracting reviews to private consultants if necessary to reduce the time for review and to address peak load problems, to foster competition, and to ensure timely reviews. It will be important to determine how best to measure timeliness in Cheyenne.

**Recommendation 9: Continue to brainstorm expedited review alternatives.**

Expediting the overall development review process is common in many best practice cities. Cheyenne has developed some methods to expedite plan review. Permit applications can be divided into two or more categories based on complexity. Fast-tracking uncomplicated requests provides more time to staff and allows a greater level of review for more complex applications. Streamlined permitting solutions have been implemented successfully in other municipalities and are designed to save the City and applicants' time, money and frustration.

Expedited review may also provide a new incentive for key policy outcomes—density, mixed use, downtown redevelopment, workforce housing, infill development or green buildings.

The City of Cheyenne should include discussions of these broad policies in its overall strategic planning processes.

**Recommendation 10: Create easy public access to information, procedures and processes.**

The City should provide current, accurate, well-organized information on the City’s website. A guidebook, clear and concise procedural manual and process flow chart should be prepared for distribution to applicants. In addition, the City should post the flow chart of the planning and development review process on the city's website. Easier access to policies and procedure should be provided in multiple ways. Zoning code interpretations should be provided to applicants at the permit counter and on the website. Handouts and checklists for common questions (e.g., “What can I do in my zone?”) should be compiled and available.

**Recommendation 11: Train planning and development review system staff to improve efficiency and increase customer-service quality.**

One of the best investments the City of Cheyenne can make is in providing regular, consistent training and professional development for staff. It is CBI's understanding that training is for the most part voluntary and ad hoc. Citywide customer service training such as FISH (First Impressions Start Here), or a similar program would be valuable for all employee groups.

The City should develop and provide training for all members of the planning and development review system in the basics of good customer service and ways to cultivate better relationships with key stakeholders and customers. Staff members also need training on problem-solving skills, communication, conflict resolution, strategic planning and facilitation skills.

Many city organizations include development of an annual professional development plan in an employee's overall performance review process. This illustrates the importance of training to management and staff alike.

**Recommendation 12: Develop and implement customer feedback and evaluation systems.**

The City could implement a customer satisfaction survey to be administered upon completion of the development review process to give applicants opportunities to voice their opinions and allow staff to get feedback that can be used to improve the permitting process. This information should be used to improve the process over time.

City staff provided CBI with a Sample Survey (attached) that could be used as a Survey Monkey online instrument for ease of completion and compilation of results. There are a number of

Community Development Department Customer Satisfaction Surveys available for modeling available on the internet. Placing links directly on the City's website is the best way to allow feedback. Customer Satisfaction could be measured for the initial application process, the plan review process, the overall application and review process; inspection process, etc.

**Recommendation 13: Create business assistance teams to help applicants negotiate the City's planning and development review process.**

Some cities have created a team made up of members of key departments including Planning, Public Works, Fire, the local Economic Development Agency, and others, to meet with prospective applicants and their design and conceptual teams to cooperatively develop permits and plans. The use of such a team can enhance the City's outreach efforts to promote economic development in cooperation with the business community. Cheyenne should consider creating a business assistance team that would include the Greater Cheyenne Chamber of Commerce, Cheyenne LEADS, and the City's relevant departments to more proactively and cooperatively work through development processes.

**Recommendation 14: Develop and implement a communications plan to ensure timely, proactive relations with community stakeholders.**

The one area municipal officials and staff often fail to devote sufficient energy to is communicating and engaging its public. It is critical to build community support for any project by engaging citizens, businesses, property owners and other stakeholders.

Poor communications can be overcome by having an articulated communications plan that is regularly and consistently implemented. The City needs to create opportunities to communicate improvements and changes in the development review process. Media releases, public input opportunities, newsletters, radio and television spots, brochures, and a dynamic website and Facebook page can all help. On large projects, a project-specific link on the City's website is helpful. This will allow the community to track the project's progress as it unfolds.

The Wyoming Association of Municipalities has a brochure created by CBI entitled "Beyond the Public Hearing - Tools for Better Public Engagement" that provides helpful suggestions and tools for public engagement.

**Recommendation 15: Conduct an annual survey of architects, engineers, builders, developers to identify satisfaction levels, problems and recommendations for solutions.**

The City could be proactive in soliciting information from the user community. At least annually, ask the Chamber of Commerce, Cheyenne LEADS, bankers, title companies, real estate brokers, contractors, developers, land use attorneys and others to provide staff with

better understanding of private sector needs. City staff should work with the planning and development community to continue to streamline the approval process for development while maintaining the City's high quality development standards. The City should reach out to its core businesses and commercial entities to listen and understand exactly how the economy is impacting their ability to do business and what the City can do to make a difference.

**Recommendation 16: Create a one-stop permit information and development services center.**

There is an appetite and apparent need for a “one-stop” shop for planning and development services in Cheyenne. The City could establish a “one-stop” permit information and development services center for all permit information and applications. The idea behind “one-stop” shops is improved customer service by co-locating of all planning and development review functions in a single, easily accessible location – the same physical location as the other permitting and reviewing agencies. This could go beyond traditional planning and development services to include a Municipal Office Central Reception Pod where permits issued through the City Clerk's office, Right-of-way permits, utility service permits, planning and development, could all be accessed.

A permit information and development service center is the first point of contact for citizens who are seeking planning-related assistance and information, would like to submit plans and applications, or want to make contact with specific department staff. Such a “one-stop” shop should be the customer service hub of the City's Planning and Development Department. It manages all phases of the development review process, including the approval of subdivision plats and site plans and the issuance of building permits. “One-stop” shop staff members are responsible for building plan review, conducting building inspections and other engineering issues related to development.

As the City considers remodeling its physical space and reorganization of any City department, work flow analysis and points of contact for customers (both internal and external), needs to be thoughtfully considered.

**Recommendation 17: Governing Body Interface and Plan of Action**

The Mayor and City Council must take the lead in addressing negative perceptions about the development processes and proactively addressing solutions. Staff generally feels they are delivering good service, while they acknowledge that they have some areas where they may be lacking in training and experience to properly address the development demands. Their sense is that the complaints are coming to the Mayor and Council from a vocal minority that may not reflect the general feelings of the citizenry. Proactively implementing some of these

recommendations will allow the City of Cheyenne to validate and correct any outstanding concerns, problems and issues with development processes.

The Cheyenne City Council should work directly with the Planning and Community Development staff to conduct a SWOT Analysis of the following:

- \* Staffing and Organizational Functions
- \* Work Space Design
- \* Equipment and Technology Needs
- \* Budgetary Support
- \* Organizational Perceptions
- \* Community Perceptions
- \* Management Direction and Leadership

The Mayor and City Council have a strong role to play in addressing the issues of managed growth and new development in the City of Cheyenne. Rather than being seen as simply reacting to the private sector, the City government needs to take a forward-looking approach to the issues associated with economic development and growth in demand for public services.

Implementation of these planning and development process recommendations will improve the development process which should improve the level of satisfaction from the development community. It can also result in increasing private investment, lowered cost of regulating construction and still ensure that decisions are made in the spirit of service to all citizens of the Cheyenne area.

Vision and a clear strategic plan, support for the valuable city employees that work on behalf of the organization and communication, communication, communication, will move the City onto a stage where it too can be one that other communities look to for best practices in successfully managing growth and development.

## Appendix A: Questions for Peer Communities

Peer Communities to be contacted:

- Grand Junction, CO
- Castle Rock, CO
- Billings, MT

Communities evaluated by HE:

- Greeley, CO
- Rapid City, SD
- Gillette, WY
- Casper, WY

Aspiration Communities:

- Fort Collins, CO
- Boise, ID

### **Questions to ask each community (either through email or via telephone)**

1. Could you describe the staffing and organization structure of your Planning & Development office?
2. Are you a “One Stop Shop” for development permitting? (Planning, engineering, building, and utilities)?
3. Does your community have a concurrent or sequential review process?
4. When an application comes in is it designated to one person or department – does one authority walk the project through all the processes? Does this person know about all facets, such as engineering, building, water/sewer taps, etc.
5. Does your community have a multi-member interagency review committee to timely complete all reviews? If so, who is included? Is the applicant in attendance?
6. Do you utilize a single staff person to serve as the one point of contact and liaison to reviewing agencies to guide projects through the development review process?
7. Does your community use any type of software for tracking or electronic review? If so, what do you use and would you recommend it?
8. Does your community measure how long a project takes and inform the applicant of timelines? Do you have measured and reported timelines?
9. Does your community allow for any expedited review alternatives (uncomplicated requests, known developer, etc.)?
10. Does your community have a guidebook and process flow chart available for public – hard copy or on the internet?
11. Does the first contact (counter person) know the process?
12. Does your community have a customer service feedback and evaluation system for applicants?

13. Do you proactively meet with potential developers as a team prior to receipt of a development plan?
14. Do you utilize any sort of industry advisory council to assist in dispute resolution for industry concerns?
15. Do you provide any training on applicant procedures to developers?
16. How do you communicate changes in code, policy or process to the development community?
17. Do you survey architects, engineers, builders, developers to identify satisfaction levels, problems and recommendations?

	Grand Junction	Billings	Rapid City	Gillette	Bozeman	Casper
<b>Name of Contact</b>	Greg Moberg - Development Services Manager - 10/26/15	Candi Miller, Director 10/27/15	Brett Limbaugh, Director 10/26/15	Dustin Hamilton, Development Services Director - 11/3/15	Danielle Martin, Planning Technician 10/26/15	Craig Collins, Planner 11/17/15
<b>Questions Asked</b>						
<b>Could you describe the staffing and organization structure of your Planning &amp; Development office?</b>	Community Development is a division under the Deputy City Manager. Two work groups contained within the CD Division: Development Services and Community Services. Development Services is current planning and Community Services is long range planning and COBG. There is no department head and the Division is co-managed. Total of 14 employees; 3 Planning Technicians, 5 Senior Planners, 2 Development Engineers, 1 Principle Planner, 1 Administrative Assistant and 2 Managers.	Planning & Community Services Department Director. Divisions of Planning, Community Development and Building Division. Planning has transportation planners, bike/pedestrian coordinator, subdivision coordinator, zoning and code enforcement.	24 staff in the entire department which includes community planning, Development Services, plans examiners and building. Have a current planning department which handles day to day planning, long range department handles the comp plan, historic preservation and MPO. Get funding for MPO through the state via federal funds.	23 employees. Departments are Engineering, Building, Planning, Code Compliance and Traffic. No split in the planning department.	<u>Community Development</u> - Director, Planning Assistant Director, Planning Development Review Manager, Planning Senior Planner, Planning Associate Planner (2), Planning Assistant Planner, Planning Tech (2)	<u>Community Development Department</u> - Planning Division, Building Inspection Division, Code Enforcement Division, MPO Division, Urban Renewal Division, Housing & Community development Division, Metro Animal Services Division
<b>Are you a "One Stop Shop" for development permitting? (Planning, engineering, building, and utilities)?</b>	Not a "one stop shop". Mesa County handles building permits and utilities are split between the City and several districts.	Planning and Building only. Fire, Engineering, Utilities are separated. Development plans are reviewed concurrently – that is they are distributed to all reviewing Divisions at the same time.	Building, planning and engineering is in the same building and they can pay tap fees also.	Yes. Everything that is needed for development is on 2nd floor. Including water taps. Applicant does not need to go to another area.	Planning, engineering and building are in the same building but are different departments, route permitting through each department as they come in. Utilities are located elsewhere but weigh in during Development Review Committee (DRC) and as needed.	Process planning and building items only. Work closely with the Public Services Department, which is physically right next door, and consists of Engineering and Public Utilities.
<b>Does your community have a concurrent or sequential review process?</b>	If 2 processes are required, can and do run them concurrently (i.e. rezone and site plan).	Concurrent	It depends on the project, however, they try to run them concurrently.	Electronic review. Applications are updated by the developer and then shipped to all the necessary review departments. All the departments and even the county assessor has access to this program.	Concurrent review is possible during the late stages of a planning application, basically once a preliminary site plan is approved and a final is being reviewed, concurrent review with the building department for building plans is possible.	It depends. Most times planning cases are processed concurrent with building permit review; however, depending on the applicant, and level of trust, do have the ability to slow the process down and follow more of a sequential review process.
<b>When an application comes in is it designated to one person or department – does one authority walk the project through all the processes? Does this person know about all facets, such as engineering, building, water/sewer taps, etc.</b>	The planner assigned to the plan case is considered the project manager and will take the request through the entire process. The planner manages the plan case throughout the process, coordinating all of the review agencies and combining all of the comments into one document for the applicant. Planners are quite knowledgeable and do what they can to raise flags whenever they see something that may become a problem with outside agencies (i.e. fire, water, sewer, etc.).	For subdivisions and zoning applications, the Coordinator will assign the application to themselves or a planner. The planner will process the application including meeting with other reviewing Divisions during the process.	One planner serves as the case manager point person and walks them through the process.	Yes, there is a case planner appointed to each case.	Applications are assigned to the planners that either have room in their workload or have worked on the project before, or if it appeals to their skill-set or knowledge base. At different stages throughout the process different departments weight in on the application such as building and engineering and water/sewer.	In Planning, no, applications are not designated to one person. The City Planner, Planner and the Administrative Secretary take care of different aspects of processing the application, and there is overlap in duties so that if somebody is gone, the others can pick up or step in on the project seamlessly. Planning is the central "hub" for processing applications and gathering comments/feedback from the different departments. All members of the Planning Division are involved and knowledgeable on every project/application.
<b>Does your community have a multi-member interagency review committee to timely complete all reviews? If so, who is included? Is the applicant in attendance?</b>	A "general meeting" is required to begin all development review processes (depending on complexity this could be a counter meeting or a pre-application meeting). All review agencies are invited to meet with the applicant and notes/comments are compiled, given to the planner and sent to the applicant in single document, again prior to application submittal. After the application is submitted all of the reviews are completed through a web-based planning software allowing all of the review agencies access to each others comments.	Yes. Planning, Building, Engineering, Utilities, Environmental, Fire (Police occasionally) Yes.	Yes, case planner, case engineer, fire department and if necessary, transportation, school, utilities. The applicant is not involved at this point.	Yes, all departments have access to the electronic review. There is a physical review with all departments necessary every two weeks. The developer is not included at this point, however they can view a calendar on their website to look at timeline.	Development Review Committee established by City Code - <a href="https://www.bozeman.net/Departments/11/Administration/Commission/Citizen-Advisory-Boards/Development-Review-Committee">https://www.bozeman.net/Departments/11/Administration/Commission/Citizen-Advisory-Boards/Development-Review-Committee</a>	Have a review committee consisting of mostly City Departments and personnel. Depending on the location of the project, will occasionally include WYDOT. The private utility companies are notified of projects, but they do not participate in the review process for the most part.
<b>Do you utilize a single staff person to serve as the one point of contact and liaison to reviewing agencies to guide projects through the development review process?</b>	Yes, the assigned planner (project manager) is the point of contact for the applicant and coordinates review by all review agencies. The planner works with the applicant and review agencies and, if appropriate, will intercede and mediate attempting to assist the applicant and review agencies to come an acceptable .	Yes	Yes	Yes	The planner on each project serves as the contact point. The planning technicians also assist with this process	The Planning Division is the central hub for processing information. We only have two "planners" on staff, and our duties overlap. Therefore, on most projects, applicants or reviewing personnel can call either one of the planners and both will be familiar with the project.
<b>Does your community use any type of software for tracking or electronic review? If so, what do you use and would you recommend it?</b>	We are currently using EnerGov and would highly recommend it.	Inopriise. No, I do not recommend it.	Yes. Use CRW software on the building permit side. Looking to implement it for planning, however, it costs \$125,000. They have looked at Gillette who uses Projectdiox, but have not gotten it yet. So they are using paper copies now.	Projectdiox - they said it works great. All their projects are on the program.	<a href="https://www.sungardps.com/solutions/navline/navline-community-development/">sungard Navline</a> <a href="https://www.sungardps.com/solutions/navline/navline-community-development/">https://www.sungardps.com/solutions/navline/navline-community-development/</a> and E-Plan software for building permits.	No. Bought Zoning Analyst several years ago, but it is no longer supported, and would not recommend it. Have created their own, very simple system for organizing cases. The City is in the beginning stages of using a program called Sharepoint, but it is not been put into day-to-day use yet.

Does your community measure how long a project takes and inform the applicant of timelines? Do you have measured and reported timelines?	Inform the applicants of a general timelines of each process. Watch and keep track of the time it takes for applications to be processed through software but we do not report unless asked.	Yes	There is a timeline codified but would work better as a policy because some projects take longer than the adopted timeline and sometimes causes trouble.	There is a calendar on the website that shows the process of their application and the time-line.	<a href="#">Yes, anyone working on the project logs their time spent working on it and there is a timeline laid out in our Municipal Code see Plan Review - <a href="https://www.municipalcode.com/libran/mt/bozeman/codes/code_of_ordinances?nodeid=PTIIC00R_CH38UNDECD_ART19PLRE">https://www.municipalcode.com/libran/mt/bozeman/codes/code_of_ordinances?nodeid=PTIIC00R_CH38UNDECD_ART19PLRE</a></a>	Applicants are made aware of approximate timelines at the beginning of the process, during pre-application meetings or at the front counter. We do not measure timelines because I do not feel it is useful information. Timelines depend more heavily on the completeness of the application, and how quickly applicants respond to review comments/requirements than on staff. As staff, our review timeline is consistent on a month to month basis, regardless of the workload. What is inconsistent is how long it takes for the applicants to do their part. Many times, several weeks, or even months will elapse from the time that review comments are provided to an applicant and when they re-submit revisions for final review. In other cases, turn around can occur in a matter of several days, depending on the eagerness of the applicant to get the project approved.
Does your community allow for any expedited review alternatives (uncomplicated requests, known developer, etc.)?	Because it is our Council's objective to be business and developer friendly, we make sure that a development application moves through the process as quickly as possible. In 2010 our Zoning and Development Code was amended to place most our the development review under administrative approval (i.e. subdivisions, site plans, etc.) and changing many conditional uses to uses by right. This has speed up the review time considerably. Furthermore, we require applications to be submitted electronically (by email, flash drive, CD, etc.).	Yes, only for 1 or 2 lot minor subdivisions requiring no public improvements with existing access and utilities.	Administration has the ability by code to give variances, PUDs, etc., if the change is only 20% change. It makes things go faster.	Simple subdivisions and simple projects can be approved in house with the department head and administrator approval. Projects, such as subdivision that need to go to PC and Council are approved by Resolution not ordinance so it does not need three readings.	Yes, on a case by case basis.	We have expedited review for small site plans, for Minor Boundary Adjustment Plats, and for projects in the Old Yellowstone District (Form Based Code).
Does your community have a guidebook and process flow chart available for public – hard copy or on the internet?	No. Over the years both have been contemplated and even worked on but never made available.	Subdivision	Handouts are available and also electronically. No flow chart.	Yes, hard copies and available on the website.	Currently re-vamping our informational packets and will have them in the office and online on our website soon.	No.
Does the first contact (counter person) know the process?	Our Planning Technicians are very knowledgeable and can explain each development review process.	Up to a point	Planners take turns serving at the counter. They are called planner of the day (POD) so they know all the processes and usually become the case planner when someone comes in.	There is an administrative assistant at the counter, however, if they cannot answer the questions, a planner is called to the counter.	Yes	Yes. The first contact is typically one of the two planners.
Does your community have a customer service feedback and evaluation system for applicants?	No.	No	No. The Mayors office has surveys for all departments. They hire a third party. He comes in and interviews contractors, architects, etc to see what is working and what is broke. It really helps with developing the codes.	They are currently working on a short survey for feedback. Building has one, but planning does not.	Yes	We hold regular Developer Forums with the development community to dialogue with them about our processes, new proposals, etc. Other than the face to face time at the Developer Forum, we have no formal feedback process.
Do you proactively meet with potential developers as a team prior to receipt of a development plan?	This is done during general, counter and pre-application meetings. In addition, the senior planners are more than happy to meet with potential developers as many times as needed prior to submittal of an application.	Yes	Pre-app is recommended, but not required.	Pre-app is recommended and encouraged but not required.	Yes, depending on the scope of the project and time availability.	Hold Tuesday afternoon, pre-application meetings for developers. Also will sit down with a developer any time they want to discuss a conceptual plan/idea. Have a good relationship with the local engineers/drafters and talk to them frequently during the design phase of projects.
Do you utilize any sort of industry advisory council to assist in dispute resolution for industry concerns?	No.	Yes (Development Process Advisory Review Board)	Building board - Home builders are involved when writing new codes. Currently redrafting the subdivision ordinance.	Only Board of Adjustment and Board of examiners.	<a href="https://www.bozeman.net/City-Government/Citizen-Advisory-Boards">https://www.bozeman.net/City-Government/Citizen-Advisory-Boards</a> Here is a list of citizen advisory boards and commissions.	No.
Do you provide any training on applicant procedures to developers?	Not formally. However we take every opportunity to educate developers and citizens alike on our current procedures.	Occasionally	No	Training on the software for new contractors and developers, but no other training.	There have been trainings for the E-Plan building permit process that is helping to facilitate our transition to all electronic building permit submissions early next year.	No. The procedures are simple and we have never had a problem with developers not understanding the procedures. We do hold monthly training sessions for our P & Z Commissioners.
How do you communicate changes in code, policy or process to the development community?	The Deputy City Manager meets monthly with the Associated Members for Growth and Development, this group is made up of various associations concerned with maintaining responsible growth and development in our community and includes developers and contractors. During these monthly meetings changes in code, policy and/or process are discussed.	Workshops	Open houses, post cards with link to proposed changes.	Any updates are reviewed by a stakeholder group consisting of realtors, architects, and in some cases, bankers. Also, a public open house.	The process is made public and is documented on our website and in the paper. Once the City Commissioners adopt a plan to change one of these things we try to involve the public with the direction as much as possible	Use the developer forum to bounce ideas off the development community. As an example, recently updated sign code related to digital signage and invited all the sign companies and local businesses with electronic signs to the table to work together on crafting the new regulations. It worked well.
Do you survey architects, engineers, builders, developers to identify satisfaction levels, problems and recommendations?	No.	No	Use the third party noted above.	Only on capital construction side.	They are welcome to provide feedback in the office and online.	Hold regular Developer Forums where any concerns can be expressed. The City Council also recently held its own Development Forum to dialogue with the development community about how to improve our processes and how to help the developers to be more successful. Follow-up is currently ongoing. If there are problems with a project, a procedure, or a staff member the development community will express their concerns directly to their Council Rep, the City Manager, or the Community Development Director. This rarely happens.

# Development Review

## Summary of Success

- **Site Plan Reviews On-Time 100%**
- **Development Office Facilitates 50+ Offices Review of Projects**
- **Initial Site Plan Reviews Completed 33% Faster than Code Allows**
- **26% of Site Plan Projects have used Flexibility in the UDC**
- **Administrative Plats Saved Applicants 55 Weeks so far this year**
- **400+ Development Cases Acted Upon in 2014**

## Site Plan Reviews 100% On Time

Recently, there has been discussion in the community regarding approval timelines for development in Cheyenne. After a careful review of caseload for 2014, the Planning Services Department is pleased to announce that for Site Plan Review, one of the key development review processes, reviews have been completed on-time for every case this year.

Development action approval timelines are established by City Ordinance, with many minimum review periods set by State Statute and including a public hearing and mailing requirement. Below is a list of the processes and how timelines are established:

- |   |              |
|---|--------------|
| • Annexation – Minimum Length Defined By Statute (Appx. 12 Weeks)                     | WS 15-1-402  |
| • Zone Change – Minimum Length Defined By Statute (Appx. 9 Weeks)                     | WS 15-1-602  |
| • Variance – Minimum Length Defined By Statute (Appx. 6 Weeks)                        | WS 15-1-602  |
| • Preliminary/Final Plat – Maximum Length Defined By City Ordinance (8 Weeks each)    | WS 15-1-510  |
| • Site Plan – Maximum Length Defined By City Ordinance (7-30 Days <u>Per Review</u> ) | UDC 2.2.3.c. |

Site Plan Review is an administrative review process that does not include a public hearing or review by the Planning Commission or City Council. Similar to a building permit review, the review determines whether the project meets City Code and/or other applicable standards. There are approximately 50 agencies, (including 20 City Departments and 30 outside organizations) which potentially review development actions to ensure that all elements of the site are constructed in a coordinated manner (see attached list). While the reviewers have changed over the years, the practice of coordinating internal and external review agencies has been common practice since at least the 1970s.

Site Plan reviews typically include: Cheyenne Light, CenturyLink, Laramie County School District #1, WYDOT, Transit, BOPU, Forestry, Drainage and Traffic (Engineering), Parks, Urban Planning, and other agencies. The Development Office case planner serves as the point of contact for the applicant and reviews the proposal for zoning items. The case planner is also charged with compiling requirements/comments from other agencies to communicate them to the applicant. A "review letter" describes any code deficiencies and may describe options to address the issue(s), and is presented in person to the applicant so any questions can be clarified immediately to help streamline approval. The process then shifts back to the applicant's control, who then works to correct or address the requirements/concerns raised in the review letter. Once a revised site plan is ready, the applicant submits the revision to staff who route the plan to the agencies with outstanding issues. In essence, the case planner serves as a facilitator for the applicant and other agencies to make sure the project moves forward smoothly. Here's a few key statistics about 2014 Site Plan Reviews:

- The average total approval time from start to finish is 56 Days. (This includes weekends.)

- On average, initial reviews were completed in 20 days, nearly 33% faster than the 30 days allowed by Ordinance.
- 100% of the reviews were completed on time.
- Review periods of revised plans are typically cut in half for subsequent reviews.
- Once the first review by staff is completed, the approval timeline is largely in the applicant's hands; the faster corrections are made, the faster the City can approve the project.

## Administrative Plats Save 55 Weeks

Another process where Development Actions have experienced timely reviews are under the new Administrative Plat process. This new UDC process allows for a simple subdivision, lot line adjustments, or other minor changes to take place with an office approval versus a Planning Commission and City Council hearing, saving applicants time and money. Thus far during 2014, the Development Office has completed 11 Administrative Plats, all of which have been completed on time. In total, this process saves each project approximately 8 weeks, for a grand total of 55 weeks saved so far this year. Cumulatively since the approval of the process with the UDC, 37 cases have been processed for an estimated cumulative time savings of 6 years.

## UDC Flexibility Used on 26% of Site Plans

Since the adoption of the UDC, flexibility has increased. Thus far in 2014, a total of 38 site plans have been processed. 10 of those 38 projects utilized either the Administrative Adjustment (4), or the Subdivision Standard Waiver (6) to achieve flexibility for their project; several projects used both for multiple requests. This totals approximately 26% of site plan projects were granted some measure of flexibility. Additionally, five other Administrative Adjustments were made relating to minor setback deviations and non-site plan approvals. The other means of flexibility is provided through the variance process, of which 6 have been processed before the Board of Adjustment thus far in 2014. This is down from an approximate total of 17 in 2013, 23 in 2012, and 32 in 2011. As is the case with all of our cases, these actions are documented and available for review to help aid in consistent application of the flexibility options.

## Other Recent Time Saving Measures Implemented

- a) Concurrent Engineering Plan Review and Building Plan Review with Site Plans is now possible after many years of requiring projects to complete one process before moving on to the next. This potentially reduces the minimum average approval time by several months.
- b) Due to closer coordination we now are able issue Demolition Permits, Foundation Permits and Grading Permit at-risk prior to Site Plan and Engineering Plans being approved.
- c) The Plan Review Process is now integrated via the Innoprise Software System, enabling better communication and coordination between departments for reviews that include not only Planning and Development, but also Engineering, Building, Fire, and BOPU. 400 Development Cases have been entered to date in 2014.
- d) In addition to the Administrative Plat process described above, Concurrent Preliminary and Final Plats were enabled by the UDC, providing the option to cut the Platting process in half.
- e) Equipping Building Inspectors with IPADs to streamline correction notices and Certificate of Occupancy issuance.
- f) Formalization of the "Development Projects Review Meeting". Provides weekly opportunity to integrate the Developer into the process, whereby representatives from City offices are available to answer questions, clarify concerns, and discuss solutions collaboratively with a developer about projects. This saves time by increasing communication and bringing all the players together in one location.

- g) Added Quarterly Development Reports to provide an update on projects that are currently in process, specifically highlighting administrative actions that might not be on the City Council's radar.

## Suggestions to Continue Improving

- 1) Launching Online Submittals to accept applications for Development Actions, and eventually things like contractor licenses, roofing permits, and other Building Permit applications. Another option is to explore online inspection scheduling, which is an additional feature available in Innoprise.
- 2) Coordinate BOPU and Building Permit Payments to one location, eliminating confusion and redundant approval requirements.
- 3) As digital capabilities increase, reduce the number of paper copies of plans required for submittal.
- 4) Reduce redundant approvals for Building Plan Review and Building Permits, where possible. This could reduce approval times from a week or more to just a day or two for projects that have previously approved building plans.
- 5) Provide a pre-application checklist review listing the potential permits or reviews needed (as can best be determined) at the outset of a project. (Resolution Item 2.)
- 6) Provide a report highlighting total approval times from start to finish. This can be completed, however, we would need some parameters since compilation involves Development (Site Plan), Building (Plan Review and Building Permit) and Engineering (Civil Plan Review) Processes. Currently, Development and Building processes are well documented in Innoprise, and Engineering can be brought up to speed for reporting. (Resolution Item 4.)

Department	User	Agency Type	Type of Referrals Referred:
1%:	Kim Stevens	Internal (City)	Site plans (some), variances involving ROW, access
Airport:	Jim Schell	Internal (City)	Projects near airport; towers
BOPU:	Linda Gunter	Internal (City)	All except zone changes; variances (some)
Building:	Tom Scranton	Internal (City)	Site plans; others involving structures
Building (tech):	Dee Smith	Internal (City)	All plats
City Atty:	Dan White	Internal (City)	Projects w/ resolutions or ordinances
City Engineer	Rob Gerlinger	Internal (City)	All
City Surveyor:	Jack Studley	Internal (City)	Annexations; plats (including admin.); vacations
Development:	Brandon Cammarata	Internal (City)	All
Eng. Drainage:	Mike Vinson	Internal (City)	All affecting drainage
Eng. General:	Nathan Beauhelm	Internal (City)	All affecting drainage or traffic; plats, annexations, site plans
Eng. Tech./GIS:	Gary Stogsdill	Internal (City)	Annexations; plats (including admin.); vacations; zone changes
Eng. Traffic:	Mark Escobedo	Internal (City)	All affecting traffic
Fire:	Jim Schamerhorn	Internal (City)	Site plans; annexations; plats, others involving structures; child care over 10 kids
Forestry:	Mark Ellison	Internal (City)	Site plans; tree & landscaping variances
Historic Preservation:	Jim Flesher	Internal (City)	Projects in Historic Districts
Land Record Tech:	Harry Osborne	Internal (City)	Annexations; City property
MPO:	Nancy Olson	Internal (City)	Annexations; zone changes; projects involving traffic & ROW
Parks & Rec:	Teresa Moore	Internal (City)	Plats; annexations; others involving Parks & Greenway
Police:	Brian Kozak	Internal (City)	Annexations; child care over 10 kids
Public Works:	Jim Elias	Internal (City)	Annexations; projects involving existing streets
Sanitation:	Dennis Pino	Internal (City)	Site plans
Transit:	Joe Dougherty	Internal (City)	Site plans
Urban Planning	Jim Flesher	Internal (City)	Annexations; plats (including admin.); vacations; zone changes
Urban Planning	Matt Ashby	Internal (City)	Site plans
Special Projects/Parking:	Bob Bradshaw	Internal (City)	
County Atty:	Mark Voss	External	Annexations; plats (including admin.); vacations
County Commissioners:	Nancy Trimble	External	
911/Dispatch:	Glen Crumpton	External	Final plats
911/EMA:	Rob Cleveland	External	Final plats
Century Link:	Bob Bates	External	Site plans; annexations; plats (including admin.); vacations
Charter:	Kurt Quinlivan	External	Site plans; annexations; plats (including admin.); vacations
CLF&P:	Jack Whyatt	External	Site plans; annexations; plats (including admin.); vacations
County Assessor:	Clarice Blanton	External	Annexations; plats (including admin.); vacations
County Clerk:	Vicki Swanson & Cheryl Smith	External	Annexations; plats (including admin.); vacations
County Engineer:	Scott Larson, Benchmark Eng.	External	Projects near County roads
County Fire Dist. 1:	Aaron Fowler	External	Annexations in district
County Fire Dist. 2:	Jason Caughey	External	Annexations in district
County Planning:	Nancy Trimble	External	Annexations; projects near County roads
County Public Works:	Don Beard	External	Annexations; projects near County roads
County Sheriff:	Danny Glick	External	Annexations
DEQ:	Seth Tourney	External	Projects involving water wells; RUCAOs
DOE/WAPA:	Barb O'Rourke	External	Projects near WAPA lines
Enviro. Health:	Roy Kroeger	External	Annexations; County plats; issues relating to septic; other health; child care over 10 kids; prelim. or final plats
FAA:	Jim Schell	External	Projects near airport or involving towers
High West Energy:	Lloyd Sisson	External	Annexations; others within boundaries; prelim. plats
Lar. Co. Cons. District:	Jim Cochran	External	Annexations
SHPO (State Historic):	Mary Hopkins	External	
LCSD1:	Chris Hout	External	Plats
Phillips Pipeline:	David Soukup	External	If near pipeline
SCWSD:	Dena Hansen	External	If within District
USPS:		External	
State Engineer:	Patrick Tyrrell	External	If water wells involved
Suncor Pipeline:	Megan Romano	External	If near pipeline
WyDOT:	Randy Griesbach	External	If near State highways (Lincolnway, Central/Warren/Yellowstone, College/Four Mile, S. Grly, Interstates)



## Hilton - Project Status Update

Matt Ashby to: Brian Weinmaster, Jason, Rob  
Cc: Rick Kaysen, Bob Bradshaw

08/27/2014 11:19 AM

---

Good Afternoon Project Team -

I wanted to provide you all with an update on the status of plans that are currently being reviewed by the City. We received an inquiry from the newspaper and wanted you to have the information prior to it hitting the press. Much of the information below was covered in our discussion. We did advise the reporter to contact Jason for additional information.

### Plan Review Summary:

Site Plan: Submitted 8/6/14 --> Review Letter Provided 8/25. (Agent was able to view comments as they came in and address corrections in real time.) Resubmitted 8/27. I would anticipate the site plan could wrap up next week.

Building Plans: Submitted 8/7/14 --> Building and Development have signed off. We anticipate there will be some items needing clarification and/or correction to address the Fire Code. Those comments should be forthcoming by 8/29. Once the Building Plans have been approved, you are ready to submit and pull building permits. We will provide a summary of the fees (BOPU and Building Permit) required prior to issuance of the permit shortly. Additionally, we recommend you begin the process of confirming if your contractor's licenses are all current.

Note: We have not yet received plans for the Elevated Crossing. Those plans will be reviewed and permits issued separately from the Hotel.

Engineering Plans: Submitted 8/7/14 --> Review Letter Provided 8/26. Revised plans have been submitted and are under review.

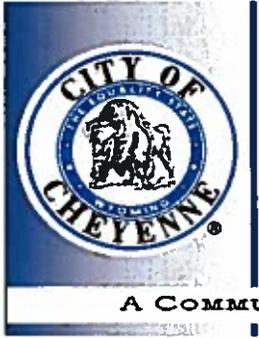
We appear to be tracking well to meet your goal of an October groundbreaking. If there are any issues or concerns you have at this point, please don't hesitate to contact me.

Sincerely,

Matt Ashby

---

Matt Ashby, AICP  
Planning Services Director  
City of Cheyenne, Wyoming  
307.637.6271  
2101 O'Neil Ave.  
Cheyenne, WY 82001



**PLANNING SERVICES DEPARTMENT**  
2101 O'Neil Avenue, Suite 309, Cheyenne, Wyoming 82001  
307.637.6271 [mashby@cheyennecity.org](mailto:mashby@cheyennecity.org) 307.637.6366 (Fax)

### **Plan Review Processes**

New Site Development - Assumes Annexation, Platting and proper zoning are in place. The processes below can be approached with varying levels of concurrency. A pre-application meeting is encouraged to identify a strategy and clarify expectations.

- **Site Plan** – A coordinated evaluation of zoning, engineering, fire, various utilities and other agencies as needed. A site plan may also include a landscaping plan (6.2 & 6.3), lighting plan (6.4), signage plan (6.5) and building elevations in non industrial zone districts. *Traffic* and *Drainage* analysis may be required with the site plan. This is an iterative process; the first review is about 3 weeks (maximum of 30 days by code) subsequent reviews are usually quicker.
- **Building Plan Review** – 21 business day review, includes Fire Code Review.
- **Engineering Plan Review** – Engineering or Civil plan review includes construction details relating to infrastructure, drainage, access and circulation, to be consistent with the final site plan. Each plan review iteration is approximately 2 weeks. This review may start at risk while the site plan is still under review. Cheyenne/BOPU Specification Book located at <http://www.cheyennecity.org/index.aspx?nid=1911>
- **Board of Public Utilities (BOPU)** –Projects that involve new mains require DEQ review which may take up to 60 days. BOPU also reviews Engineering and Site Plans (above).
- **Other Common coordinating agencies and utilities:**
  - City/County Health Department – Roy Kroeger (307) 633-4088
  - City Fire – Jim Schamerhorn (307) 637-6312 The Fire Department is involved in both the site plan, engineering plan and the building plan review.
  - Utilities – Cheyenne Light Fuel and Power (Gas/Electric),
- **Building Permit** – Collection of final fees and confirmation that all reviews are complete. Building inspections are managed under the permit.

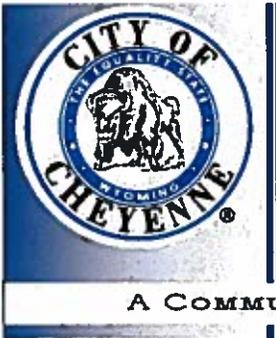
### **Permitting**

**Grading Permits** – Review by the Engineering Department, may be pursued on an at-risk basis while the Site Plan and Engineering Design Plans are under review. Generally the grading permit includes a SWPP (Stormwater Pollution/ Protection) plan. For sites under 5 acres, the SWPP is approved by the City (2-5 days) and over 5 acres approved by the State DEQ (30 days). Both applications use the state DEQ submittal forms. Sites over 5 acres require documentation of DEQ approval.

**Right of Way Permits** – Required for any work in the public right of way such as sidewalk/curb & gutter installation or repair, drive access improvements and water or sewer main work. Generally require completed site plan and engineering plan reviews and a preconstruction meeting.

**Pre-Construction Meeting** – Most projects require a preconstruction meeting, which is described in the Project Coordination Section of Cheyenne BOPU Specification Book  
<http://www.cheyennecity.org/index.aspx?nid=1911>

**Building Permits** – Generally require completed site plan, building plan review, engineering plan review, Grading permits and SWPP approvals and payment of fees. In some instances foundation permits may be applied for separately at risk.



PLANNING SERVICES DEPARTMENT  
2101 O'Neil Avenue, Suite 309  
Cheyenne, WY 82001  
(Phone) 307-637-6271  
mashby@cheyennecity.org

## Business Activity

### Recent Activity Summary August 2013 – August 2014

The fall of 2013 and into winter and summer of 2014 have been busy thus far for new business activity. Trends have been very positive, according to the Center for Economic and Business Data, using terms like “startling ride at play,” and “mini-boom.” In terms of job growth, 3<sup>rd</sup> Quarter 2013 experienced strong growth and “posted a 4.0 percent increase over 3<sup>rd</sup> quarter 2012 and a stunning 6.1 percent increase over 3<sup>rd</sup> quarter 2011 data.” This translated into the addition of 1,723 jobs over a two year period.

The 4.3% unemployment rate indicates “a fully employed economic system. The double digit increase in Help-Wanted advertisement during the quarter further suggested the full-employment environment is going to be present for the foreseeable future.” In an article published on August 31, 2014 in the Wyoming Tribune Eagle, Andrea Hixon is manager of the state Department of Workforce Services' workforce center in Cheyenne noted that, “At this point, we have more jobs than people available to work them.” Certainly, these indicators in combination with the increase in Building Permit Valuation point to a robust employment environment; total valuations increased to nearly \$200 million permitted thus far in 2014.

In terms of population growth, the City increased by 1333 people from 2011 to 2012 – a rate of 2.21%. (Economic Indicators for Greater Cheyenne, Volume XXIX, Number 4, December 2013.) Steady growth continued from 2012 – 2013 with a total population increase of 848 people in the City, and a total of 1,182 countywide (WY A&I Office, Population Estimates, 5-22-14). This number indicated a growth rate of 1.4% for the City of Cheyenne.

Some of the major activity recently has been in terms of building permit review for several large projects, including Walmart, which has commenced construction. Also, Hilton Garden Inn downtown submitted a plat, site plan, engineering plans and building plans for review in August, with expected groundbreaking in October.

Business activity keeps on its steady march. Here are some of the recent businesses that have started or wrapped up activities within the past 12 months based on building permits and other information available from the City:

- Rail Loading Services (RU)
- First Flare and Repair (RU)
- Little Caesar's Pizza – Stillwater/Dell Range (RU)
- Gold's Gym – Pershing/Concord (EX/RU)
- Capitol Tours (Moved Office) (RU)
- Power Motive (Hutchins Corner) (NC)
- Welding Shop - 508 E. 1<sup>st</sup> (RU)
- Peppermill Bar (Formerly Mingles) (RU)
- Hokulia Shaved Ice (Seasonal Use) (IF)
- Wyoming Downs (Cheyenne Plaza) (RU)
- Terrell-Doyle Chevrolet (EX)
- Magpul (Grading/Foundation) (EX)
- Capitol Storage - Polk@Pershing (NC)
- Emmanuel Second Hand Store (CU)
- Frontier Gymnastics (NC)
- Act II Dance Studio (NC)
- Taco John's Downtown Rebuild (NC)
- Corner Store C-Store - College/I-25 (NC)

- Subway (Corner Store Location) (NC)
- Blue Beacon Truck Wash (Swan) (NC)
- StayBridge Suites - Rue Terre (NC)
- Tire Professionals (Swan) (NC)
- Chick-fil-a (Menard's Outlot) (NC)
- Subway (New Walmart) (NC)
- Rx Tea Time (Pebrican St.) (CU)
- Hilton Garden Inn (NC, IF)
- Bridger Oil Expansion – Swan (EX)
- Select Comfort – Frontier Mall
- Mind Spa Expansion – 719 17<sup>th</sup> St. (CU)
- Domino's Pizza – Dell Range Marketplace
- Walmart Supercenter #2 – Campstool/College (NC)
- Wyoming Rib & Chophouse – Dinneen Building (CU)
- Dickey's BBQ – Frontier Mall
- Cheyenne State Bank – Downtown (EX)
- Teton Business Park – Westland/Missile (NC)
- Freedom's Edge Brewery – Relocation Downtown (CU)
- Cheyenne Public Safety Center – Downtown (CU/EX)
- Pilot Travel Center – Cinnabon (EX)
- Boys and Girls Club – Jefferson Road (NC)
- CRMC Expansion – Various Projects (IF/EX)
- Wyoming Lottery Corporation – Office Remodel Downtown

- Greenhouse Data Expansion – Campstool/Progress Cir. (NC)
- Justice (Retail Store) – Frontier Mall
- John Deere – Hutchins Drive (EX)
- Clay, Paper, Scissors Gallery – Downtown (Carey Ave) (RU)
- Bowman Pet Food – Pershing (CU/RU)
- Dance Realty Tenant Finish – Downtown (325 W. 18<sup>th</sup>)
- Interstate Battery – Stillwater (CU)
- Union Wireless – Dell Range Marketplace
- Tarpon Energy Services – Office Remodel

**Home Occupations Approved:**

- Do All Contracting
- Maverick Shuttle Service
- Wyoming P.I.
- Midwest Airfix
- J&H Towing & Reocvery
- Small Scale Welding
- WYO Arms, LLC
- DAT Supply

<p>(NC) = New Construction  (CU) = Change of Use  (IF) = Infill  (RU) = Reuse</p>
---

# CHEYENNE PLANNING SERVICES

*Because What We Do Today Shapes Tomorrow*



## Planning Services Department: Development Update

### 2014 – April - June Quarterly Report

This report provides an overview of the development actions processed by the Development Office:

#### Site Plans (20):

7 site plans were checked in during the quarter, and are still under review:

- Blue Beacon Truck Wash (Swan Ranch)
- Fitness One Parking Lot
- Davis Elementary School
- Cheyenne Public Safety Center
- Diamond Estates 4-Plex
- Pronghorn Apartments (Story Blvd.)
- Magpul Industries

8 site plans were checked in and completed during this quarter:

- Taco John's (Carey Ave.)
- MLK Tennis Court
- Zoelynn 4-Plex
- Showtime Plaza II (Parking Expansion)
- 11<sup>th</sup> Street Childcare Center
- Emmanuel Second Hand Store
- Act II Dance Studio (Pointe Plaza)
- Snyder Multi-Family (South Park Estates)

The following 5 projects checked in during a previous period were also completed during the quarter:

- Chick-fil-a (Menard's Outlot)
- Frontier Gymnastics (Pointe)
- Tire Professionals (Swan Ranch)
- Municipal Pool Expansion
- Corner Store Truck Stop/Subway (NE Corner College at I-25)

#### Administrative Adjustment/Subdivision Waiver (8):

The following administrative adjustments & subdivision waivers were reviewed this quarter:

- Frontier Gymnastics (2) (Sidewalk Adjustment, Access Spacing Waiver)
- Stetson Drive (Setback Adjustment)
- Davis Elementary (2) (Landscape Buffer, Sidewalk Adjustment)

- Broken Wheel (Front Setback)
- Crow Creek Wastewater Treatment (Livingston Rd. Deferral)
- Pronghorn Apartments (Front Landscape Setback Adjustment)

#### Administrative Plat (2):

The following administrative plats were reviewed during the quarter:

- CST (Corner Store)
- HGI Plaza (Hilton Garden Inn)

#### Administrative Use Approval (4):

- Wireless Tower – AT&T
- Galicia (Home Childcare)
- Roberta's (Home Childcare)
- Hokulia Shaved Ice

#### Variance (1):

- Burkett Fence

Inquiries: 46 Total

Home Occupations: 6 Total

Pre-Application Meetings: 14 Total

Sign Permits: 27 Total

Other Actions: 37 Total

Annexation: 4

Zone Change: 4

Plat: 11 - 3 (Preliminary) 8 (Final)

TOTAL ACTIONS PROCESSED 1<sup>st</sup> QUARTER: 193

TOTAL ACTIONS PROCESSED 2<sup>nd</sup> QUARTER: 165

TOTAL ACTIONS CUMULATIVE TOTAL 2014: 358

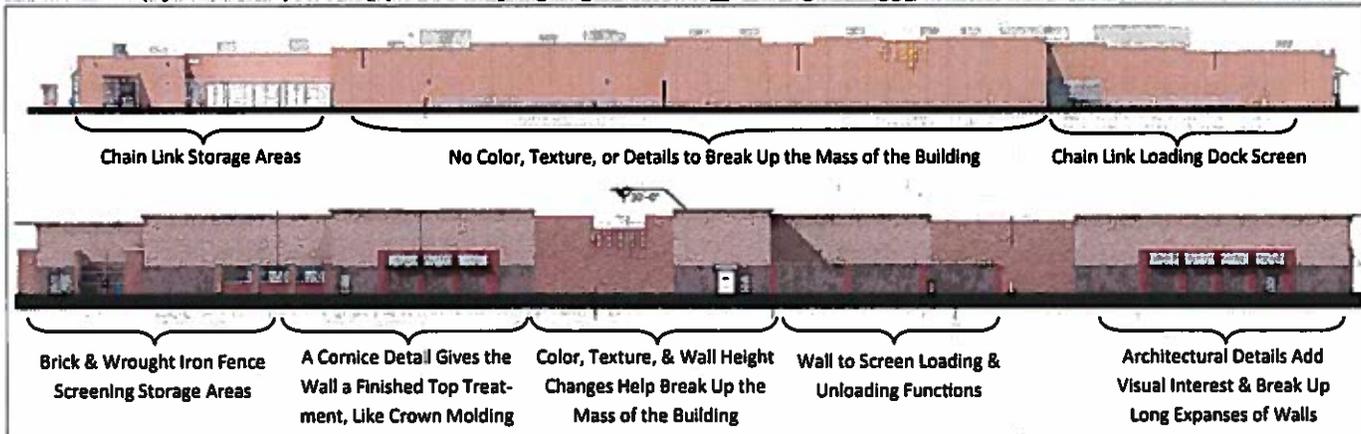
# Project Spotlight: Walmart



Walmart's second location wrapped up all City permitting approvals in the second quarter and proceeded toward the construction phase with anticipated groundbreaking later this summer. The project is designed with the City's "Big Box" ordinance, which works to improve the quality of large scale commercial development while helping to bolster Cheyenne's economy through development of attractive retail environments that encourage people to spend more dollars locally. Key design features include a front plaza area that is designed for people, with benches and landscaping to create a welcoming environment for both shoppers and employees. Because the building is highly visible from several major roads, architectural details are present on all sides of the building that face streets to avoid blank walls while breaking up the mass of the building. All of these improvements will serve to provide a positive image of Cheyenne to travelers on I-80 as well as residents of our community. The difference between an enhanced design, compared with a more basic store design is evident when you compare the two images side-by-side. Notice the differences below: a basic Walmart store design in the upper image, with Cheyenne's new store pictured immediately below.



Did you know that the big box standards were developed in 2006 as a recommendation from the PlanCheyenne process? We heard that citizens of Cheyenne wanted better quality retail development that retained its value over time. Participants also expressed frustration that similar stores in other communities were much nicer, often providing a better overall shopping experience. This is just one way that Cheyenne is striving to grow better while we grow bigger.



## Recent Projects - Review Summary

Name	Site Plan Submit	Site Plan Approve	Eng. Plan Submit	Eng. Plan Approve	Build. Plan Submit	Build. Plan Approve	Permit Submit	Permit Issued	Notes
Blue Beacon	05/15/2014	07/31/2014	07/08/2014		05/23/2014	07/31/2014	05/23/2014	09/03/2014	Delayed - Fee Payment
Davis Elementary School	04/21/2014	08/01/2014	06/12/2014	07/31/2014	06/11/2014	08/04/2014	07/22/2014	08/04/2014	Phase I Appr. 6/6
Tire Professionals	02/04/2014	05/06/2014	04/22/2014	07/01/2014	Concurrent Review		03/28/2014	04/25/2014	
Comer Store #4545	03/13/2014	07/03/2014	05/14/2014	08/08/2014	06/04/2014		06/04/2014		Need Contractor Info + \$
Act Two Dance and Music Studio	04/07/2014	06/17/2014	05/14/2014	06/18/2014	Concurrent Review		08/12/2014	07/10/2014	
Chick-fill-A	03/25/2014	05/20/2014	06/05/2014	08/27/2014	06/05/2014	08/14/2014	06/05/2014	08/15/2014	
Taco John's at 2220 Carey Ave.	04/15/2014	05/20/2014	06/02/2014	07/07/2014	Concurrent Review		06/05/2014	07/25/2014	
Frontier Gymnasitics	03/25/2014	04/30/2014	04/17/2014	07/02/2014	Concurrent Review		06/05/2014	07/22/2014	
Cheyenne Public Safety Center	06/02/2014	08/14/2014	08/08/2014		08/14/2014	08/27/2014	08/15/2014		Demo Appr 8/15
Magpul	06/24/2014	08/22/2014	Wrapped Into Site Plan		Concurrent Review		07/28/2014	08/22/2014	Grading 7/1, Foundation 7/8
Walmart	10/03/2013	01/29/2014	05/30/2014	07/28/2014	05/08/2014	08/07/2014	08/12/2014	08/27/2014	

\*Dates Include Any Agent Time Spent Updating Plans for Resubmittal and Weekends/Holidays

## SAMPLE PLANNING & DEVELOPMENT SURVEY

### City of Cheyenne Development Survey

1. Which of our Services did you use? Select all that apply.

- Annexation, Zoning, or Platting Action
- Site Plan Review
- Engineering Plan Review
- Building Permit/Plan Review
- Other

2. Which Departments did you work with?

- Development and Zoning
- Building - Plan Review/Permitting
- Engineering - Traffic
- Engineering - Drainage
- Fire - Plan Review
- BOPU - Water & Sewer Utilities
- Other

3. How would you rate your level of satisfaction overall with your experience?

- Highly satisfied
- Somewhat satisfied
- Neutral
- Somewhat dissatisfied
- Highly dissatisfied

4. How would you rate your experience based on the following attributes?

	<b>Well Above Average</b>	<b>Above Average</b>	<b>Average</b>	<b>Below Average</b>	<b>Well Below Average</b>
<b>Customer service</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Professionalism</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Quality of</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Information**

<b>Courtesy of Staff</b>	<input type="radio"/>				
<b>Timeliness of Response</b>	<input type="radio"/>				

• Comment:

▲

▼

500 characters left.

5. How would you rate your experience with the following departments?

	<b>Highly Satisfied</b>	<b>Somewhat Satisfied</b>	<b>Neutral</b>	<b>Somewhat Dissatisfied</b>	<b>Strongly Dissatisfied</b>	<b>Not Applicable/Don't Know</b>
<b>Planning/Development</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Engineering</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Building</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Fire</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>BOPU - Board of Public Utilities</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

• Comment:

▲

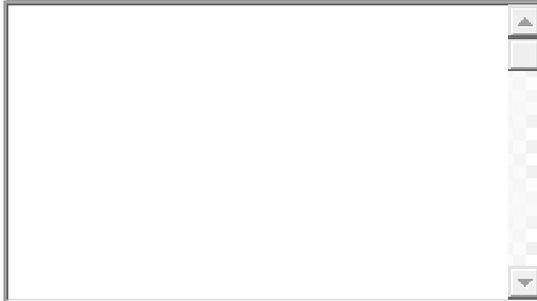
▼

500 characters left.

6. Did staff work with you to find solutions to any issues raised during the review process?

**Yes No Not Sure**

- Comment:



- 

500 characters left.

7. Do you have any suggestions for improving our Services?



350 characters left.

8. With respect to your project, are you the:?

- Homeowner
- Developer
- Agent for Developer/Owner
- Contractor
- Business Owner
- Real Estate Professional
- Other

9. Is there anything else you would like us to know that would improve future satisfaction with our services?

50 characters left.

10. If you would like to speak with the Department Director about your experience, please enter the information indicated below.

By entering my personal information, I consent to receive email communications from the survey author's organization based on the information collected.

First Name:

Last Name:

Company Name:

Work Phone:

Email Address:   
emailaddress@xyz.com

Address 1:

Address 2:

City:

State/Province  
(US/Canada):

Postal Code: