# Newsletter

July 2021

4th Quarter Edition



Renee Mathis PDS Director

## Message from the Director

Farewell 2020 and welcome 2021! It is safe to say that 2020 and the first half of 2021 has been anything but usual for all of us here in Planning & Development Services (PDS). While many organizations closed their doors to the

public and worked remotely, we did not. Our doors remained open, our front counters busy, meetings transitioned to WebEx and few remained in-person (of course following pandemic protocol), because the stream of work never stopped! During this unusual time PDS staff pushed through the adversity of the pandemic and all of its challenges while maintaining a high sense of loyalty to our Department's mission:

Preserving the Clovis Way of Life by employing excellence in cooperative planning, reliable engineering and sustainable building controls

We also persevered through a lot of change. We lost employees to other opportunities and retirements, and we gained new faces. Welcome Jorge Aguilera, Tyler Brown, Chris Catalano, Jonas Chanh, Kelsey George, Phil Ginther, Emily Lane, Tiffany Ljuba, Michelle Maldonado, Jesse Newton, Shawn Scott, and Nate Stava to the PDS family!

Some forecasted a significant development slowdown in activity due to the pandemic; we on the other hand didn't experience any lengthy slowdowns. To the contrary, PDS staff took part in many incredible and exciting projects around the City such as...

**Landmark Square**, with the help of Dave Merchen, Jose Sandoval, and Billy Barrios, Landmark Square is now under construction. In the hands

of Travis Saether, Shawn Scott, and Ryan Hennecke, this site will be constructed and operational within the next year.

The Fire Department has kept Thad Avery's Community Investment team busy! David Gonzalez recently took on the lead Project Engineer role for **Station 6** (currently under construction) and **Station 2** in the early stages of design. Keeping with the Helm Ranch theme, Lily Cha has been very influential in developing the initial design concepts for the new Fire Station 2 site.

Been in the R-T Park area lately? Clovis constructed its first ever 2-lane **Roundabout** thanks to Fernando Copetti as lead Project Engineer. John Armendariz led the charge on the design of the recently completed **Owen's Mountain Parkway** extension, just east of the roundabout. And now, Ricky Caperton is currently in the midst of cleaning up the **zoning** in the R-T Park, which is no small feat, to prepare the area for future development.

I could go on and on naming the contributions each and every one of the staff members here in the PDS Department provided this past year. As you read through this newsletter you will see for yourself all the different projects staff worked on and how it was an unusually busy year for all of us in PDS!

The strength of the team is each individual member.
The strength of each member is the team!



## EXCEPTIONAL CORE VALUES PROGRAM

--- by Doug Stawarski, Building Official



As we move into summer, the Exceptional Core Values program approaches the end of its second year. The program started on July 1, 2019, to: "Develop & implement an awards program that recognizes employees who successfully exemplify the Department's Mission and Vision."

Our Mission is: The Planning and Development Services Department is loyal to

preserving the Clovis way of life by employing excellence in cooperative planning, reliable engineering, and sustainable building controls.

Our Vision states: Ensuring Clovis remains a city of choice to live, work, and play through well-respected, service-oriented professionalism.

This is ultimately achieved through the Exceptional Core Values Program by practicing our six core values of: Community Service, Stewardship, Teamwork, Enjoying Work, Responsible Action, and Leadership Now.

The program kicked off with a bang with numerous nominations being turned in each quarter. But we have seen a slowdown these past few quarters which I contribute to busy schedules as well as the pandemic. Moving forward, I will continue to strongly encourage all of the employees in PDS to take a few moments to recognize their colleagues when they makes the time to lend them a hand, help them to answer a question, or step up to help them through a problem. These scenarios and others like them occur every single day here in PDS. These people make a difference, but employees can also make a difference when they nominate those individuals. Let me ask you one question...

"Who doesn't like to be recognized for a job well done, or receive a sincere thank-you for being a go-to person?"

## NEW EMPLOYEES IN PLANNING & DEVELOPMENT SERVICES



(Top Row): Emily Lane, Shawn Scott, Nate Stava, Chris Catalano, Tyler Brown (Bottom Row): Phil Ginther, Tiffany Ljuba-Silguero, Jorge Aguilera, Kelsey George, Jonas Chahn, Michelle Maldonado (Not photographed: Jesse Newton)

I will let a few of the past Exceptional Core Values winners tell you in their own words what winning this award has meant to them.



"The Exceptional Core Values program is a great way to recognize your co-workers for the great things they do. I never really anticipated winning this award as I'm surrounded by amazing people who all demonstrate exceptional values frequently. It felt really good to be nominated and recognized forthis award and I amvery appreciative. Remember to take a look around and see the amazing things that your constituents do on a daily basis and nominate them. Building people up is something that is very easy to do, so take a moment and give some recognition where it is due. It sure put a smile on my face." - Jeremy Harrison



"Being an exceptional core values winner was a wonderful surprise. Everyone in PDS is an outstanding and hardworking employee and to have my peers nominate me was a happy reminder that the effort I put into work is valued. Everyone likes to be appreciated and to be able to show each other how much we admire and recognize our co-workers and their dedication to Clovis is such a great experience. The gift card is pretty nice too! - Tara West



"What makes the City of Clovis such a great place to work? If we polled all employees the answers will vary from person to person, but one answer that will consistently show up on most everyone's list would be "The People". The talented people that we have the privilege to work with on a daily basis is truly impressive. In addition to the talents and abilities that these people bring to the table on a daily basis, is a positive attitude and willingness

to go the extra mile for the citizens of this great community that we work for. So when I was chosen by my co-workers as a quarterly values winner I was sincerely humbled and honored by the decision, considering the pool of nominees. This is a fantastic program that recognizes going above and beyond our regular job duties and providing that something extra. I encourage you all to keep this program going and challenge you to nominate at least one person over the next 12 months. I promise you that finding someone worthy of a nomination is very easy to do and filling out the form only takes a few minutes." - Kris Diaz



"This program is a perfect way to really show staff that go above and beyond the call of duty how much their hard work means to their fellow co-workers. I think it's also another example as to why PDS really is a great department to work for and how the employees here really are the best of the best. Everyone wants to feel appreciated for the work they do and this program really just takes that appreciation up a notch! I was so honored, and frankly so surprised, to have been nominated by a peer and then selected by the committee as a winner." - Tatiana Partain

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our previous customer portal which provided the new functionality to apply for permits online, new dashboards to more-easily see case statuses, a modern integrated payment system, and the ability to send and receive electronic plans. This new eReview mechanism not only saves potentially thousands of dollars of printing costs per project but also greatly decreases the time-on-task for our partners as they can upload files electronically in an instant. Last July, applications for residential plans were launched through the portal. Now, the team is working with multiple divisions and departments to coordinate a non-residential launch. We have had great feedback from the development community that our portal has been a huge hit and is just one additional way that our Administrative Services team can contribute to PDS' vision of delivering service-oriented professionalism!

#### **New Faces**



#### **Administrative Services**

PDS Administrative Services is comprised of a team of people from different disciplines from GIS to Business Workflow, and Office Assistants. Our job is to come alongside the three major Divisions in PDS and assist them. The Administrative Services arm of PDS has been very busy in the last year...

## Pandemic Impact and Mobile Workforce

When the pandemic disrupted business and opera-

tions last spring, the Business Workflow team was immediately engaged to enable our workforce to go mobile and work from any location! In short order, the team worked with central IT to deploy laptops, remote VPN access, and the tools that staff needed to remain productive and keep development flowing! The attitude and effort of the Business Workflow team are to be commended for all their hard work in supporting this effort.

## Annual Donation Drive

Our team is also involved in coordinating department functions and events including an annual donation event. The annual event that PDS has historically held is a Thanksgiving canned food drive but due to the pandemic this event could not occur. The staff still desired to give back to the community and this year decided to partner with the Big Brothers, Big Sisters of Central California to do a gift card campaign. There was an amazing outpouring of support, and



we were able to help by donating \$850 in gift cards to local children in need. A big "thank you" to our Principal Office Assistant, Tatiana Partain, who championed and coordinated this drive and handles all our events!

## CSS Portal and eReviews



Last July, the Business

Workflow team successfully launched our new CSS portal and electronic plan review system named eReviews. This portal was a major upgrade to

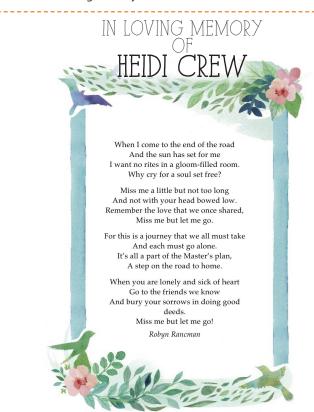








The Administrative Services is excited to have had some new additions over the past year. In November, GIS Technician Jonas Chanh joined us from the City of Oroville, CA. In March, Principal Office Assistant Tyler Brown joined our team, having formerly provided office support to the local offices of Pro PT. In May, we welcomed GIS Workflow Analyst Chris Catalano who was previously with the Fresno State Police Department. And finally, in June, we were pleased to have GIS Analyst Michelle Maldonado join us from the Kings County Assessor's Office.



Heidi Crew was an employee with the City of Clovis in the Building Division for over 15 years. She was very passionate about her work, which made her such an asset to our department! We will never forget her or that contagious laugh!





#### **Building Division Makeover**

The Building Division has seen quite a bit of change this past year. As I write this, I think back to a year ago when many staff members were instructed to work from home due to the pandemic. Thankfully, we all made our way through the shut-down that occurred, and all the changes since. It really does seem that for this past year at least, "change" has been the only constant.

During this time, staff had to adjust to changes in how we could accept applications, accept payments,

route plans, perform inspections, and also maintain social distancing. It was a daily exercise in adjusting to the changing times, but the Building Division got it done.

On July 28, 2020 our new CSS portal became operational. All residential permits could now be submitted through the portal. A customer could maneuver through the entire process from submittal to permit issuance without ever stepping physically into our building. This new process didn't occur without hiccups or problems, and once again, the Building Staff adjusted to the changes.

On October 1, 2020, the Building Division saw the arrival of a new Deputy Building Official, Jesse Newton. Jesse was tasked to reorganize the submittal and plan-review processes. This meant cleaning up all of our forms and checklists, modifying the way we do business, restructuring duties and roles, and just generally scrutinizing every step to see where we could improve. It was uncomfortable at times, but-you guessed it- the Building Division has adjusted well.



On January 4, 2021, we began to streamline our processes and provide cross-training to all staff, with the goal to be able to completely manage our review and process times. We are establishing new timeframe goals and now monitor the process more consistently than we have ever done before. We have updated our plan check lists and started creating new check lists to address the wide variety of reviews that we regularly perform.

All these efforts are designed to make us a "High Performance Organization". The division will be more resilient to not only the fluctuations that occur in the submittal types and numbers that we receive but also have the ability to adapt quickly to the never ending changes that occur in our community and industry.

To further add to the changes, in February we started a new chapter in our division. We now devote at least half of our weekly meeting time to in-house education that is led by a different member of the team each week. The building division is comprised of staff who are, in reality all subject matter experts in our field. Therefore, who was better to help us grow, learn, and to become more knowledgeable than before than the members of our own Division? I thought we might have some resistance to this, but once again the people of the Building Division have risen to the task. I can honestly say that I have been very impressed with the caliber of the trainings that occur every week, and can say with confidence that I know that I will learn something new every week.

That is a quick synopsis of the past year, and it is easy to see that there were many, many significant changes throughout the year. And now as we look ahead, I really have to keep my

imagination in check because I wonder...What will happen during this next year? We will keep you posted!

#### **Building Division Achievements**

The Building Division closed out the 2020 calendar year having issued 5,113 permits. The top three years are 2019 with 5,559 permits, 2020 with 5,113 permits, and 2018 with 4,950 permits. We are also going strong with the total number of dwelling unit permits that have been issued. We are on track to be near the 2019-20 budget cycle which had 1112 units. We are currently at 785 units. We haven't seen those numbers since 2005 when we hit 1264 units.

In spite of a pandemic and a high volume of issued permits, the Building Division excels in professional certifications. I doubt there is another division that can keep up with the number of certificates we average per person.

As of March 16, 2021 the members of the Building Division collectively hold 216 professional certifications in 64 distinct categories from Accessibility through Zoning Inspector. What is perhaps more amazing is that during the last 12 months an additional 50 certifications were earned. A few of thecertifications earned were:

- Joe Whitfield obtained the Residential Plumbing Inspector Certificate on June 5, 2020
- Mike McLemore obtained the Certified Building Official Certificate on August 20, 2020
- Jeremy Harrison obtained the Building Plans Examiner Certificate on October 29, 2020
- Eric Smith obtained the California Building Plans Examiner Certificate on November 20, 2020
- Brad Fowler obtained the Plumbing Plans Examiner Certificate on December 16, 2020
- Jesse Newton obtained the Mechanical Specialist Certificate on December 20, 2020
- Rafael Magallan obtained the Certified Fire Marshall Certificate on January 5, 2021

Those are just a few of the examples of the dedication exhibited by these exceptional people!





Home Place Master Plan

# Dave Merchen City Planner

## Transitions in the Planning Division

In December of 2020, Orlando "Lando" Ramirez retired after 30 years of employment with the City of Clovis. He began his tenure as a Planning Technician and rose to the level of Deputy City Planner. Lando was an integral

part of the organization for three decades. His contributions will always be valued and remembered, as they have helped shape development in Clovis and will continue to do so well into the future. His hard work, commitment, and dedication are worthy of admiration and respect.

While Lando's retirement represents the most significant staffing shift in the Planning Division over last year, a series of additional changes have also been made, include placing existing staff in new roles and bringing in two new hires.

George Gonzales was selected as the City's newest Senior Planner from a strong list of internal and external candidates, transitioning into that role from his previous Associate Planner position. Lily Chawas promoted from Assistant Planner to Associate Planner,



a reflection of the excellent work she has been producing over the last few years. Two new Assistant Planners were added to the Planning staff in early 2021. Kelsey George joined the team in February, after having served on the planning staff at the City of Fresno. Emily Lane came on board



in March, her prior experience being with the Madera County Planning Department. Both new team members assumed project manager responsibilities and made presentations to the Planning Commission within the first few weeks of their arrival! This has been critical in preparing the team to manage a wave of large projects just beginning to work their way into the application process.

## Master Plans and Major Projects in the Queue



Mixed-Use Master Plan, Enzo's Table Property

Work is underway on a new mixed-use master plan comprised of more than 850 acres north of Shepherd and east of Willow, owned primarily by the Ricchiuti family. An environmental impact report will be prepared for the master plan, which will include a mix of residential densities and various commercial land uses. On the southeast corner of Shepherd and Willow, just south of the master plan boundaries, the Ricchiuti family is also working on a 20-acre mixed use project on the "Enzo's Table" property. That project will be similar in scale and function to "The Row" project on the northwest corner of the same intersection.

With the final execution of the environmental consulting contract in May of 2021, work finally began on the environmental impact report for the Shepherd North Sphere of Influence Expansion. The 1000-acre proposal by the team from Wilson Homes will allow future annexation and development of primarily residential uses north of Shepherd and east of Sunnyside. The sphere of influence expansion proposal will be accompanied by a set of applications

intended to allow the first subdivision within the expanded sphere on approximately 75 acres.

The preparation of the Tollhouse Village Master Development Plan has commenced on approximately 1000 acres within the City's northeast urban center. The master plan includes substantial acreage designated for employment generating uses on the southeasterly side of Freeway 168, with a mix of residential and other complimentary uses further to the south and east. A consultant has been selected to prepare an environmental impact report for the project.

Applications for the Home Place Master Plan have been submitted for processing by the team from Wathen-Castanos. Home Place is comprised of just over 300 acres, located immediately east of Clovis East High School. The project proposes to annex the entire 300+ acre master plan area into the City to facilitate the development of the planned residential and commercial uses envisioned by the Loma Vista Specific Plan. Environmental studies were being completed as of spring 2021.

#### Housing Element Update Underway

The next update to the City's Housing Element is due in the fall of 2023. The City received grant funding through the Local Early Action Planning (LEAP) Grants Program to hire a consultant to assist in the preparation of the document, and Ascent Environmental Consulting was selected to provide these services. The process of establishing the Regional Housing Needs Allocation (RHNA) commenced earlier in 2021, with the State Department of Housing and Community Development (HCD) providing a preliminary total of approximately 66,000 dwelling units that will need to be distributed to Fresno County and its member cities. This figure is roughly 50% higher than the RHNA numbers for the previous cycle. Along with the higher RHNA numbers, the new housing element will need to incorporate more stringent requirements for screening properties included in the RHNA Inventory, as well as higher density for low-income units.

## **Engineering Division**



City Engineer

The pandemic did not slow down the Engineering Division this past fiscal year. We were able to achieve some significant accomplishments, as well as adjust to major changes that were thrown our way. Workloads did not decline, and as City Engineer I observed my team come together to problem solve, find more efficient ways to work with both internal and external stakeholders as well as adapt to the ever changing world we were experiencing around us. It has been an interesting time but I couldn't be more proud of what this division has accomplished and each team member's commitment to excellence

and service to our citizens.

Over the past year, some of our talented employees have moved on to other opportunities in the private sector and Caltrans. We wish those employees the very best. While the loss of employees such as these is like losing a member of the family and leaves a significant hole, I have been very impressed with the new staff that has been brought in to fill in those gaps. They have taken to the culture and are showing their value already, and the work has been able to continue without much slowdown.

We have for some time discussed the need to provide cross training for our professional staff. Implementation has been slow to come as it is sometimes difficult to reassign proficient engineers to other tasks in the midst of heavy workloads. Nonetheless, we have finally begun a program to provide all professional engineering staff additional breadth of knowledge and experience by rotating them between capital improvements and development review. While we expect some temporary loss in productivity as cross training occurs, I believe it will be a valuable benefit to the department long term and will benefit individual employees as well, as they endeavor to assume management roles and eventually take over for the old guard.

Succession planning and functional redundancy is another area of focus going forward in the coming year. A licensed surveyor is required in order to provide oversight and to certify subdivision maps. Currently, this function lies with the City Engineer, as the only licensed Surveyor in the City. It is only prudent to provide redundancy of function and to plan for the future. In order to bolster the surveying function and provide for additional efficiency and support for the Capital Improvement Program, which must rely on private surveying firms who cannot always respond to our needs in a timely manner, we have added a City Surveyor position. The position will provide the needed backup and adds versatility in selecting future City Engineers who may not possess a surveying license. We expect that recruitment will begin in the early fall, and we are hopeful to have someone joining the team by the beginning of the 2022 calendar year.

I anticipate that there are many changes and challenges still to come in the Engineering Division in the coming year. As always, we will take these in stride and continue to deliver at a high level. The 2021-22 fiscal year is already proving to be a very busy year for the division. I look forward to the future growth and development of this talented team and all of the accomplishments on the horizon.



### **Landmark Square**

There has been an abundance of interest in the Landmark Square project for nearly a decade now. The site will be the location for the new Transit hub, Senior Center, and future county library. Through the life of

the project, we have seen direction from multiple city managers and heard the project referred to by multiple project names. Many senior citizens and transit employees have been anxiously waiting for the day they will have a new location to call home.

After the city purchased the property north of Third and east of the Old Town Trail in 2014, it underwent years of preliminary design. The design included coordination with adjacent property owners and the County of Fresno. Countless hours were put into the project to determine location of the three proposed buildings and layout of the parking lot that will be used by all three. In 2017, the city had enough information to move forward with an architectural design contract for construction documents with Paul Halajian Architects. Then the project took a large step forward to realization in October of 2020 when the construction documents were complete and the construction bid was advertised for the first time. In December 2020, we finally had a contractor on board to build the project as AMG Associates, Inc. was awarded the project. While construction progress has been slow as we work through some site issues, the project is now a reality, and we will soon see the two structures coming out of the ground. This is a very exciting project and we can't wait to see our senior citizens enjoy the new facility.





# **Thad Avery CIP Supervising** Engineer

#### 2020-21 CIP Year in Review

This past year and a half, we have seen some very large projects complete construction and other very large projects start construction in the Capital Improvement Section. With this, staff has worked on more new-building projects this past year than in the past ten years combined. It all started with the completion of the two-mile stretch of Willow widening north of Shepherd. This was followed by the opening-of-traffic to City of Clovis' first two-lane roundabout located at Temperance and Alluvial. Construction of the building projects began the

beginning of 2021, as Landmark Square and Fire Station 6 broke ground. Staff adds to this trend as we continue to work on design of more street widening projects and building projects. By summer's end, construction will begin on the first phase for widening Shaw between DeWolf and McCall. The second phase of the Shaw widening will follow next year along with the widening of Herndon east of Temperance. The building projects will also continue in the coming months as we prepare the design to reconstruct

Fire Station 6

Fire Station 2 along with constructing temporary housing for the station during the construction. What about building a park, you say? OK, we are currently designing the Village Green Park in Loma Vista, which is scheduled for construction next summer. The Capital section has many irons in the fire as our staff has stepped up to deliver these projects. Meanwhile



staff is also facilitating the completion of all of the maintenance projects that are not as glamorous, but are needed to help the city function. Great job, Engineering staff.



Loma Vista Village Green













**DRU Supervis**ing Engineer

#### **DRU: Always Improving** the Process

Each member of the Development Review Unit (DRU) brings their unique experiences and perspectives, all of

which make us a well-rounded group and a valuable resource for the development community, as well as an advocate for public utilities interests. We have recently added 4 new staff members to DRU through a combination of new employees and job rotations. These new faces force us to evaluate our processes and look for ways to make improvements. Some noticeable changes include monthly coordination meetings between the City and staff from Fresno County. This meeting has improved communications between the County and the City's divisions of Engineering and Public Utilities. DRU staff is also involved in regular meetings with PG&E

that have provided opportunities to discuss improved processes, as well as to improve relationships between the agencies. We have also been very involved in collaborating with Public Utilities staff in updating the standards for trash enclosure sizes and placement. While this might seem like a minor part of the development of a site, it has become a topic that has taken considerable resources recently. The challenge comes in creating a site that works for the developer and their future tenants, as well as accommodating the service needs of the City. DRU has and will continue to provide service to the public as a whole by being the point of contact and liaison between the public, the development community, and our public utilities department during the plan review and approval process.



Tiffany Liuba





#### **ENGINEERING STAFF**

There are some new faces in the engineering department as we have replaced a few engineers that have left the city. In April 2021, Nate Stava moved from the LA area to join CIP as a Civil Engineer. In June 2021, we added three new engineers to the department. Phil Ginther and Jorge Aguilera joined CIP from local private firms and Tiffany Ljuba rejoined DRU after leaving us as an intern with the city and working a while for another nearby agency. There are also some familiar faces in new places as we have rotated some engineers between the Development Review Section and CIP. In March of 2021, there was a rotation of engineers between CIP and DRU. Jose Sandoval and David Gonzalez moved to CIP from the DRU group. John Cross and Colleen Vidinoff moved from their roles in CIP over DRU. Lastly, Tara West moved from the Building division to DRU to become an Engineering Tech.

#### **Construction Management Review**



Construction Management (CM), much like all of Engineering, has had some significant changes in the past year. Matt Buller and Kris Diaz were both promoted to Senior Inspectors and have been excelling in their new roles. We said goodbye to Kim, who left our organization for a new role with the City of Fresno. Conversely, Shawn Scott joined our team in late 2020 from the City of Fresno as one of our new Inspectors.

Our CM team has been working nonstop to ensure that development, both residential and nonresidential, continued to move forward as smoothly

as possible during the challenging times this last year provided. Some of the most notable projects this team has helped or is currently overseeing is the construction of the Owens Mountain Roundabout at Temperance and Alluvial, the beginning stages of construction of both Fire Station 6 and Landmark Square, and let's not forget about the annual street improvement projects.

We have reassessed how we are structured, refined many of our workflows, established new policies, and all around the crew has done an amazing job



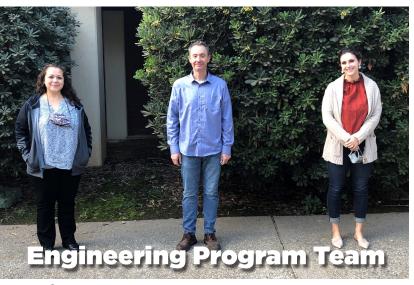
adapting to and overcoming all of the struggles related to major changes and let's not forget the pandemic! We are proud of their efforts to continue to make Clovis the best little (well not so little anymore) city in California.



## Community Investment Program Grant Awards

2020 was definitely a challenging year, but work pursuing grant funding for the City's Community Investment Program (CIP) continued. Grant funds are extremely important to the CIP program and our talented team in the Engineering Division- including Claudia Cazares, Shelby Elia and Colleen Vidinoff- successfully applied for and received over \$1.7 million dollars in State and Federal competitive grants. We received \$997,000 in State and Federal Active Transportation Program funds for a sidewalk construction project south of Barstow Avenue and

west of Pollasky Avenue, in the vicinity of Sierra Vista Elementary School. This project will add sidewalks to an existing area that does not currently have sidewalks, providing a pedestrian path of travel to the elementary school and other services.



We also received \$802,400 in Federal Highway Safety Improvement Program funds to install adaptive traffic signal control technology at the intersections on Shaw Avenue between Willow Avenue and Clovis Avenue and on Herndon Avenue between Willow Avenue and DeWitt Avenue. This newer technology adjusts the timing of the signal lights in real time to accommodate changing traffic patterns resulting in reduced congestion, reduced travel time, increased safety, reduced vehicle emissions, and increased motorist satisfaction.



## Department Master Service Agreements

The Engineering Administration team worked tirelessly this year to procure over 50 Master Service Agreements (MSAs) to streamline the department's contracting process for routine tasks performed by outside consultants.

Historically, when work was needed to be done by an outside consultant, a PDS employee would need to request proposals from several consultants, review consultant submissions, select a consultant

to contract with, draft and route a contract, and collect insurance documentation from the consultant before allowing any work to commence. This was typically a month long process. By competitively procuring and entering into MSAs with consultants ahead of time, a PDS employee can now just issue a work order to the consultant who provides a suitable quote. A work order is approved at the department-level and consultants can often begin work within two days of providing the City with a quote for their services. Although it took a lot of dedication upfront to procure these MSAs, the department is already beginning to notice a more efficient process with less delays and quicker turnaround times for our projects.