



P&Z DEVELOPMENT PLAN

In response to both staff and developer comments, we have identified three broad goals that we can work on immediately to make our division a better, more productive and professional workplace. Goals are listed with measurable performance outcomes that we can use to track how we are progressing.



First Goal

Provide efficient ways to deliver services



Second Goal

Ensure a Positive and Productive Work Environment in Planning and Zoning



Third Goal

Be *the* Planning Resource for Elected Officials, Other County Departments and Divisions, Outside Agencies, Customers, and Jeffco Residents

We adhere to a code of ethics to govern the conduct of all staff to achieve our mission and maintain the public's trust.

Mission

We strive to help our citizens through predictable land use processes that result in balanced communities with livable neighborhoods, primary jobs and the preservation of natural resources.

Vision

We are dedicated to outstanding customer service, to an organization that is a model of management excellence for the county, and to promoting a motivated, professional staff that strives to make Jefferson County a great place to live and work.



Provide efficient ways to deliver services

Strategy 1: County Land Use Regulations will be revised resulting in a more user friendly product for case managers and applicants.

- a. Reformat sections to ensure process steps are easily understood by all parties.
- b. Revise sections to allow for consistency between procedures: Standardize referral times, Standardize submittal requirements, Standardize wording, Add guides, charts and checklists.
- c. Allow for administrative approval of waivers and modifications.
- d. Revise the platting process, including preliminary plats, final plats, combination plats, minor amendments, exemptions and minor plats.
- e. Revise the Rural Cluster process.
- f. Revise Site Development Plan procedures and include multi-family developments.
- g. Enhance standard zone districts.
- h. Reformat all Policies and Procedures.

Strategy 2: The processing of land development applications will be modified to provide consistency in interpretation and application of regulations

- a. Establish better procedures for case review by management teams. Rewrite, and continuously update, standard operating procedures pertaining to development processes.
- b. Provide training for new case managers, consistently and routinely.
- c. Establish teams of planners to process applications for high profile, economic development projects.
- d. Enhance the pre-application review process to provide more information up front so applicants can provide the most complete formal submittals.
- e. Provide applicants easy access to necessary information through detailed checklists, guides and web information.

Strategy 3: New regulations and policies will be created to protect public health, safety and welfare, while relieving unnecessary requirements

- a. Seek innovative approaches to regulations, procedures, and policies.

Strategy 4: Staff will be supported through training and professional education

- a. Train staff to understand the developer's perspective, i.e., costs of development, studies, etc.
- b. Develop "safe" methods to obtain feedback from developers and staff.
- c. Empower staff to make decisions.
- d. Develop standard reports and tracking systems to show compliance with regulations and processes.
- e. Develop in-house training sessions and field trips to increase staff knowledge.



Ensure a Positive and Productive Work Environment in Planning and Zoning

Strategy 1: Staff Excellence and Customer Service will be consistently promoted. Divisional leadership will:

- a. Provide formalized staff training relative to assigned tasks.
- b. Provide formalized staff cross training within the division.
- c. Provide ample opportunities for professional development.
- d. Promote staff retention and advancement, explore career path and monetary incentives.
- e. Ensure all staff understand and promote Planning and Zoning's mission .

Strategy 2: Effective, responsive leadership will be provided at all levels. Divisional leadership will:

- a. Clearly articulate the vision, the mission and goals for Planning and Zoning.
- b. Reinforce the direction continually and at all levels.
- c. Promote trust through demonstrated respect, integrity and professionalism.
- d. Foster a sense of purpose and value for the work and the individual within the division, and with the community, the administration and the appointed and elected officials.
- e. Place emphasis on vision and forethought, not micro-management and crisis management.
- f. Fight for what is right, not just expedient .
- g. Be consistent with both staff and applicants and will not continually adjust the "line in the sand".
- h. Promote creative solutions .
- i. Institute rewards and incentives for innovation and creativity.

Strategy 3: Clear, regular communication is vital to the operations of a complex organization. Divisional leadership will:

- a. Articulate the vision for where Planning and Zoning is going.
- b. Articulate and continually reinforce our mission in Planning and Zoning.
- c. Respect the chain of command down to subordinates as they are to respect it up to the BCC and County Administration.
- d. Promote an enhanced public perception of who we are, what we do and why it is important.
- e. Ensure seamless integration within the division and between Planning and Zoning and other divisions.
- f. Ensure that communication with the public is clear, consistent, and as free of subjective interpretation as possible.

Strategy 4: Clearly defined roles are essential to a well functioning organization. Divisional leadership will:

- a. Ensure each staff member knows exactly what is expected of him/her in a position.
- b. Evaluate job performance and provide feedback frequently.
- c. Ensure all staff members understand exactly who are the customers and how we are to serve them.
- d. Promote a sense of "team" in the work place.



Be *the* Planning Resource for Elected Officials, Other County Departments and Divisions, Outside Agencies, Customers, and Jeffco Residents.

Strategy 1: Effective opportunities for citizen input in planning issues will be increased

- a. Provide direct outreach to community groups to increase communication and accessibility, explore “workshop” concept, attend HOA meetings.
- b. Evaluate and amend as necessary how information is communicated to and received from the public.
- c. Provide honest and accurate information.

Strategy 2: Planning Staff will provide support in activities/issues that effect Jefferson County

- a. Attend meetings about region-wide issues (DRCOG, FasTracks, etc.)
- b. Promote land use planning in areas impacted by growth and infrastructure, i.e., FasTracks and the Northwest Parkway, the availability of water, Jefferson County Airport, etc.

Strategy 3: Foster land uses in the county that promote economic development

- a. Investigate opportunities for redevelopment, e.g., infill, Brownfields, etc.
- b. Establish team(s) of planners to process applications for economic development projects .

Strategy 4: Informational resources will be readily available to assist the public in understanding what we do in general and to assist them with specific cases.

- a. Update, and increase information available on the Planning and Zoning Website.
- b. Develop guides and handouts for each land use process.
- c. Provide “examples” of required submittal items for applicants.
- d. Create more “How do I ... Guides”.
- e. Provide ready access to more AMANDA, and GIS information for public case research.

Planning and Zoning Code of Ethics

We serve the public interest.

We adhere to a code of ethics to govern the conduct of all staff to further this objective.

I. Serve the Public Interest

Serve the public, beyond serving oneself.

All staff members shall:

- a. Exercise discretionary authority to promote the public interest.
- b. Exercise compassion, benevolence, fairness and optimism.
- c. Oppose all forms of discrimination and harassment.
- d. Assist in the clarification of community goals, objectives and policies in plan-making.
- e. Recognize and support the public's right to know the public's business. Ensure that reports, records and any other non-confidential information which is, or will be, available to decision makers is made available to the public in a convenient format and sufficiently in advance of any decision.
- f. Respond to the public in ways that are complete, clear, and easy to understand.
- g. Involve citizens in policy decision-making. Strive to give all citizens full, clear and accurate information on planning issues and the opportunity to have a meaningful role in the development of plans and programs and specific land use applications.
- h. Make decisions that may not be popular with some citizens or officials but that we sincerely believe to be in the public's interest.
- i. Strive to expand choice and opportunity for all persons, recognizing a special responsibility to plan for the needs of disadvantaged groups and persons, and urge the alteration of policies, institutions and decisions that oppose such needs.
- j. Strive for excellence of environmental design and planning policies to protect the integrity of the natural environment and the heritage of the built environment.
- k. Recognize the interrelationships between decisions made today and the long range, cumulative consequences of these decisions.

II. Respect the Constitution and the Law

Respect, support, and study the Colorado and US constitutions and laws and Jefferson County policies and regulations that define responsibilities of public planning agencies, employees, and all citizens.

All staff members shall:

- a. Understand and apply legislation and regulations relevant to their professional role.
- b. Work to improve and change laws and policies that are counterproductive or obsolete.
- c. Not engage in unlawful discrimination.
- d. Prevent all forms of mismanagement of public resources.
- e. Respect and protect privileged information.
- f. Facilitate legitimate dissent activities in government and protect the whistleblowing rights of public employees.
- g. Promote constitutional principles of equality, fairness, representation, responsiveness and due process in protecting citizens' rights.

III. Strive for Professional Excellence

Strengthen individual capabilities and encourage the professional development of others.

All staff members shall:

- a. Accept as a personal duty the responsibility to keep up to date on emerging issues and potential problems.
- b. Strive to achieve high standards of professionalism, including certification, integrity, knowledge, and professional development.
- c. Participate in continuing professional education.
- d. Encourage others, throughout their careers, to participate in professional development activities and associations.
- e. Analyze ethical issues systematically and critically in the practice of planning.
- f. Accept the decisions of their supervisor concerning the objectives and nature of the professional services to be performed unless the course of action to be pursued involves conduct which is illegal or inconsistent with the planner's primary obligation to the public interest.

IV. Demonstrate Personal Integrity

Demonstrate the highest standards in all activities to inspire public confidence and trust in public service.

All staff members shall:

- a. Maintain truthfulness and honesty and never compromise them for advancement or personal gain.
- b. Not misrepresent facts or distort information for the purpose of achieving a desired outcome.
- c. Ensure that staff receives credit for their work and contributions.
- d. Not participate in any matter unless adequately prepared and sufficiently able to render thorough and diligent service.
- e. Zealously guard against conflict of interest or its appearance: e.g., nepotism, improper outside employment, misuse of public resources or the acceptance of gifts.
- f. Respect superiors, subordinates, colleagues and the public.
- g. Take responsibility for one's own actions.
- h. Conduct official acts without partisanship.

V. Promote an Ethical Organization

Strengthen the division's ability to apply ethics, efficiency and effectiveness in serving the public.

Management and supervisory staff shall:

- a. Enhance organizational capacity for open communication, creativity, and dedication.
- b. Promote ethical behavior and hold individuals and organizations accountable for their conduct.
- c. Provide organization members with an administrative means for dissent, assurance of due process and safeguards against unwarranted reprisal.
- d. Promote merit principles that protect against arbitrary and capricious actions.
- e. Promote organizational accountability through appropriate controls and procedures.
- f. Adopt, distribute, and periodically review this code of ethics as a living document.