



Date: May 13, 2025

Honorable Mayor and Council Members

Author and Title: Jen Callaway, Town Manager

Title: **Truckee Development Processes – Findings and Recommendations**

Jen Callaway, Town Manager

Recommended Action: Staff recommends that the Council accept the Truckee Development Processes – Findings and Recommendations report completed by AirDiamond Creative Consulting.

BACKGROUND: In late 2024 staff began discussing further review of services related to development within the Town of Truckee. This was based on continued and increased narrative about the Town's development services processes. The Town contracted with AirDiamond Creative Consulting to conduct a focused review of development services and provide recommendations for process improvements. The work completed by AirDiamond Creative Consulting is completely independent of the Townwide Organizational assessment, with neither consultant speaking to each other during their work, or reading the draft reports until after final drafts were provided to the Town. Furthermore, the community opinion survey, discussed with Council on May 13th, was completed by a third, independent consultant, who also had no interaction with either the Baker Tilly team or AirDiamond. This timeline is important to understand given that all three reports complement each other and conclude generally consistent and aligned themes and recommendations.

AirDiamond Creative Consulting interview seventy-nine (79) interview subjects, including developers, subject matter experts, Town staff, business/homeowners, Planning and Historic Preservation Advisory Board Commissioners, Councilmembers and local government and private agency representatives. The majority of the seventy-nine interviews were with developers. In addition to an initial list of interviewees, AirDiamond Creative interviewed stakeholders with a wide range of experience and perceptions of the Town's development services, including completing interviews with individuals recommended by other interview subjects.

Discussion:

Based on his efforts, AirDiamond Creative Consulting categorized his findings into four customer themes of experience, expectations, partnerships and consistency. Based on these four common themes, AirDiamond outlines a series of recommendations that are categorized, at a high level, under the following eight categories:

1. Improvement as a Council Priority
2. Culture-Driven Process and Program Definitions
3. Permitting Pipeline Improvements
4. Staff Culture and Motivation
5. Partnership Perspectives
6. Code and Policy Review

7. Software Consideration and Evaluation
8. Outreach Opportunities

David Diamond, from AirDiamond Creative Consulting, will be presenting a summary of his work, conclusions, findings and recommendations for the Town Council at the May 13, 2025, meeting. As noted earlier in this report, the work completed by AirDiamond Creative Consulting, Baker Tilly and True North Research's statistically valid community opinion survey, all complement each other and generally have a great deal of alignment and consistency in findings. Staff recognize that it is a significant amount of information to absorb and consider, for the Town staff, Council, stakeholders and community. Therefore, staff is recommending that the Town Council accept the Truckee Development Processes – Findings and Recommendations report, attachment 1. Staff will return to council in late summer with a discussion of next steps, feasibility analysis and prioritization of recommendations.

A “next steps” discussion in late summer does not hinder progress on the reports and recommendation implementation. Staff and the Council have already begun discussion of a number of related action items, including:

- A new capital improvement project (CIP) to acquire and implement a permitting tracking software solution, such as Accela or something similar.
- Community Development staff, specifically staff within the Planning Division, will be launching free planner appointments, where residents, developers, etc. can easily schedule a free, fifteen-to-thirty-minute afternoon appointment with a planner to ask questions or seek guidance. Scheduling appointments is intended to be very simple, with an online appointment calendar and, again, these appointments are a free service being offered. More information about the Planner appointments will be announced the week of May 12th with appointment availability beginning the week of May 19th.

These actions are great first steps and an indication of the Town and Town staff's strong desire to provide quality, professional services throughout the organization, while being responsive to the feedback received in these reports. I would like to acknowledge the Town staff, particularly the staff involved in development services, for being open and participating in these reviews, being honest and being willing to hear the feedback provided. It takes a willingness to be vulnerable and humble, to put our organization out there, for review and critique, but the Town staff accepted this challenge and recognized it as an opportunity to enhance the services we provide to all our community. Next steps will most certainly entail strong, supportive collaboration between many stakeholders, as the Town is committed to proactively addressing the feedback received in both reports. However, the Town cannot do it alone, as achieving the recommendations outlined in both reports will require collective efforts. The Town will need a range of community partners supporting and working collectively towards achieving the many recommendations made within both reports.

CONCLUSION: Staff recommends that the Town Council accept the Truckee Development Processes – Findings and Recommendations report. Staff will come back to the Council in late summer with a discussion of the next steps, feasibility analysis and prioritization of recommendations.

Attachments:

Attachment 1: Truckee Development Processes – Findings and Recommendations

Priority:

<input checked="" type="checkbox"/>	Enhanced Communication	<input checked="" type="checkbox"/>	Climate and Greenhouse Gas Reduction	<input checked="" type="checkbox"/>	Housing
<input checked="" type="checkbox"/>	Infrastructure Investment	<input checked="" type="checkbox"/>	Emergency and Wildfire Preparedness	<input checked="" type="checkbox"/>	Core Service

Fiscal Impact: Workplan task items will be incorporated into the proposed FY 2025/26 Operating and Capital Budget.

Public Communication: Posted on Town of Truckee website and provided to stakeholders on May 5, 2025. Publication of this staff report.