



**Representative Project:**

**City of Lakewood, CO  
CPD Organizational  
Effectiveness Study**

Plan Tools, LLC, working in conjunction with Core Learning Matters, Inc. and Sky to Ground LLC, prepared an organizational effectiveness study for the City of Lakewood’s Community Planning and Development Department (CPD).

Completed in May, 2009, the focus of the study is to understand the issues that are contributing to current levels of CPD’s performance, and to develop recommendations for how to capitalize on CPD’s strengths and address issues that could stand in the way of the organization’s success.

Plan Tools evaluated CPD as a system consisting of five components:

1. Core Activities
2. Organizational Structure
3. Regulatory Framework
4. Information Technology
5. Physical Space

The findings and recommendations presented in the study were used to help the CPD organization develop action plans that improve its ability to focus on goals, to embody the values of the City, to attract and retain key employees and to consistently provide the highest level of service.

CASE TYPE	AVERAGE PROCESSING TIME (MONTHS)
Appeal	9.7
Annexation	3.7
Belmar	7.0
Error Correction	3.0
Environmental Review	1.7
Fence Exception	7.9
Final Plat-Major	11.6
Final Plat-Minor	9.4
Grant	2.3
Historic Preservation	0.0
Lot Line Adjustment	8.3
Modification	11.6
Ordinance Amendment	14.0
Outside Referral	1.6
Preliminary Map-Major	12.5
Preliminary Map-Minor	9.0
Planning	6.1
Jeffco R1/Schools	3.4
Rooney Valley	7.0
Rezoning	8.2
Site Plan	6.6
Special Use Permit	7.6
Subdivision Vacation	9.0
Zoning Variance	3.3
Vesting	5.2
ZA	0.7
Pre-Planning	1.1
Zoning Verification	0.3
	6.0