

Review Process Change and Communications Plan

Stakeholder impacts, communication, training, and adoption measures for the review process pilot.

Client Alder County Office of Development Review	Practice Organization, People & Change	Prepared Week 6, before pilot launch	Owner Division supervisor (process owner)
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WHY A PLAN IS NEEDED

The pilot changes daily work for reviewers and front desk staff and introduces new submission requirements for applicants. It will test both the process design and staff's ability to apply it consistently. A readiness survey of the 11-person team showed broad agreement that delays need to be addressed, but less confidence in the proposed process.

9 of 11 staff agree that reducing review delays is a priority	4 of 11 are confident the new process will work	7 of 11 raised workload during backlog review sessions as a concern	20 frequent filers submit most applications
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STAKEHOLDER IMPACT

GROUP	WHAT CHANGES	IMPACT	MAIN CONCERN	APPROACH
Review engineers	Parallel review, consolidated comment letters, Express lane rotation	■ High	Reduced control over their part of the review	Co-design comment letter format in the working group
Front desk staff	Completeness checks at intake; single tracking log for status questions	■ High	Responding to concerns about incomplete submissions	Response guidance, checklists, and supervisor support for escalations
Frequent applicants	Service-standard clock starts only when complete; new applicant guide	■ High	Delays caused by incomplete applications being returned	Briefing before launch; draft guide shared two weeks ahead, final guide at launch
Division supervisor	Owens the process and weekly results	▲ Medium	Time to coach alongside a full caseload	HGMA coaching through week 14
Municipal planning offices	Receive consolidated county comments	▲ Medium	Timing of county input on joint applications	Notice letter and a named contact
County leadership	Monthly performance dashboard	● Low	Visible results before public release	Steering committee briefings

COMMUNICATIONS PLAN

WHEN	AUDIENCE	MESSAGE	CHANNEL	OWNER
Week 5	All division staff	Why the process is changing and what the pilot will test	Team meeting with Director of Planning	Director of Planning
Week 5	Frequent applicants	New completeness rule and draft applicant guide; launch date	Letter and email from the county	Public information office
Week 6	Frequent applicants	Walk-through of checklists; questions answered	45-minute briefing webinar	Process owner
Week 6	Municipal planning offices	What consolidated comments mean for joint reviews	Notice letter	Director of Planning
Week 7 onward	Division staff	Weekly results, what is working, what we are adjusting	Working group and one-page update	Process owner
Week 10	Steering committee	First dashboard and adoption measures	Monthly review	Process owner, HGMA

TRAINING

SESSION	AUDIENCE	LENGTH	TIMING
Review lanes and parallel routing	Review engineers	60 minutes	Week 6
Completeness gate and tracking log	Front desk staff	45 minutes	Week 6
Responding to applicant questions and concerns	Front desk staff, supervisor	30 minutes	Week 6
Refresher and lessons learned	All staff	30 minutes	Week 10

MEASURING ADOPTION

MEASURE	TARGET	WHEN
New applications recorded in the single tracking log	100%	By week 8
New site plans issued one consolidated comment letter	75% or more	By week 11
Staff reporting confidence in the new process (pulse survey)	8 of 11	Week 12
Applications incomplete at submission	Under 15%	Week 14

Feedback runs through the weekly working group, an anonymous suggestion form, and a pulse survey in weeks 10 and 12. Adjustments are logged and shared in the weekly update.