



## GEORGE N. ARIMES

### RANGE OF EXPERIENCE

Mr. Arimes is a registered professional engineer with over thirty-two years of private and public sector experience with local government regulatory process improvement and management. His specialty centers on advising elected officials, administrators, and managers on how to successfully facilitate government cultural change to improve service to its broad range of development-related customers. He has developed and successfully implemented a nationally renowned approach to improving multi-departmental development review systems in cities and counties within the United States.

Mr. Arimes' extensive "hands on" government experience includes comprehensive and complex system change, innovative business process re-engineering for improved customer service, strategic change management, permit streamlining, organizational auditing and analysis, integration of new technologies, and educational seminars and training. He has consulted with and studied innovative regulatory techniques in municipal governments across the United States and Canada.

Mr. Arimes authored the "Manager's Planning Guide to Improving the Development Review System" published through the American Planning Association's AICP Planner's Training Service. He served as a faculty member for the American Planning Association's Planning and Zoning Institute with a focus on development administration, permit streamlining, and system change. He also served as a consultant to the University of Texas at Austin for research to automate land development design and regulatory compliance checking through innovative expert system and GIS technology.

### EDUCATION

University of Kentucky, BS in Civil Engineering. Specialization in the design and construction of building, transportation, and drainage structures and systems.

### PROFESSIONAL EMPLOYMENT

Horizon Centre, Inc.: President, May 98 to present.

Infrastructure Management Group, Inc.: Senior Manager, Change Management Services, October 1996 to May 1998.

The Change Advocates: Owner, March 1994 to May 1998

City of San Diego, California: Acting City Planning Director, April 1992 to July 1992; Assistant City Planning Director, June 1989 to April 1992 and August 1992 to December 1993; Assistant to the City Manager, January 1994 to July 1994; Assistant Development Services Director, August 1994 to October 1996.

City of Austin, Texas: Assistant Land Development Services Director, June 1985 to May 1989; Development Services Program Manager, June 1983 to June 1985; Public Works Engineer, November 1980 to May 1983.

American Engineering Company: Structural Design Engineer, February 1978 to October 1980.

## SELECTED EXPERIENCE

### System Change and Streamlining

#### ***Integrated Development Review System Operational Design and Improvement Planning for City of Palo Alto, California***

Mr. Arimes is facilitating an integrated system operational design process with City Manager, Department Directors, and a Staff Action Team. Phase 1 of the engagement included interviews with customer groups and facilitation of a cross-functional staff teams to design core business processes, project management, and technology enhancement tools to improve customer service. A piloting program tested the system design and plan for citywide implementation of improvements. Phase 2 of the project underway with a transition to the new system, including project management integration, technology enhancement, revamping of a "one-stop" development center, and reorganizations actions to create a Development Services Department with a newly created Development Center Manager.

#### ***Integrated Development Review System Operational Design and Improvement Planning for Lake County, Illinois***

Mr. Arimes is facilitated an integrated system operational design process with County Administrator, Department Directors, and a Staff Action Team. Phase 1 of the engagement included interviews with customer groups and facilitation of a cross-functional staff teams to design core business processes, project management, and technology enhancement tools to improve customer service. A piloting program tested the system design and plan for countywide implementation of improvements. Phase 2 of the project resulted in final transition to a new system, including project management integration, work flow technology implementation, construction of a "one-stop" development center, and reorganizations actions.

#### ***Development Review System Customer-Centric Operational Design and Improvement Planning for Prince William County, Virginia***

Mr. Arimes facilitated a customer-centric system operational designing process with County's Chief Executive Office, Department Directors, and a Staff Action Team. The engagement included interviews with customer groups and facilitation of a cross-functional staff teams to design core business processes, project management, and technology enhancement tools to improve customer service. The primary outcome of the engagement defined the functional requirements for implementing a new tracking technology to replace the current Tidemark application.

***Development Review System Improvement for Boise, Idaho***

Mr. Arimes conducted a system and management audit to provide the Mayor and Department Directors options for improving the review system and service to customers of the City's development review process. The engagement included interviews with customer groups and staff and initial facilitation of a cross-functional staff team to begin a consensus building process. Phase 2 of the engagement was completed with four deliverables, including system operational design, regulatory assessment, data and record assessment, performance measurement program, and a cost-of-service study and fee analysis. A piloting program tested the system design and plan for citywide implementation of improvements.

***Development Review System Improvements for Corpus Christi, Texas***

Mr. Arimes conducted a system and management audit to provide the City Manager and Department Directors options for improving the review system and service to customers of the City's development review process. The engagement included interviews with customer groups and staff and initial facilitation of a cross-functional staff team to begin a consensus building process. Phase 2 of the engagement was completed with five deliverables being completed, including system operational design, regulatory assessment, data and record assessment, performance measurement program, and a cost-of-service study and fee analysis. Phase 3 was completed with piloting of the system design, implementation and a revamp of the one-stop development center.

***Development Review System Assessment for Salt Lake City, Utah***

Mr. Arimes conducted a system assessment to provide the City Manager and Department Directors options for improving the review system and service to customers of the City's development review process. The engagement included interviews with customer groups and staff and initial facilitation of a cross-functional staff team to build consensus on the improvement process.

***Development Review System Assessment & Improvement Plan for the City of Medford, Oregon***

Mr. Arimes conducted a system assessment to provide the City Manager and Department Directors options for improving the review system and service to customers of the City's development review process. The engagement included interviews with customer groups and staff, facilitation of cross-functional staff and customer groups to reach consensus on system issues and expectations. Phase 1 of the engagement concluded with an assessment milestone document including recommendations and an action plan for performance improvement. Phase 2 of the engagement included system design and implementation of short-term improvements.

***Development Review System Revamping for El Paso County, Colorado***

Mr. Arimes conducted a system assessment to provide the County Administrator options for improving the process efficiency and service to customers of the County's development review process. The system encompasses business processes for the Planning Department, Department of Transportation, County Attorney, and Health Department. Phase 2 of the engagement included facilitation of cross-functional staff and customer groups and resulted in recommendations and an action plan for performance improvement. Phase 3 of the project focused on transition planning, and implementation of enhancements to core business processes and people interactions, conversion of

1,000,000 files, construction drawings, and plats. Phase 4 of the project resulted in final transition to a new system, including a cost-of-service study and adoption of full cost recovery fee schedule, adoption of code and engineering criteria rewrites, work flow technology implementation, construction of a “one-stop” development center, and reorganizations recommendations.

***Development Review System Improvements for Yakima County, Washington***

Mr. Arimes conducted a system assessment to provide the Board of County Commissioners options for improving the process efficiency and effectiveness, and service to customers of the County’s development review process. The initial phase included overview of multi-departmental activities, including Planning, Public Works, Permit Services, Building Inspection, and County Attorney’s Office, to identify issues and system expectations, potential recommendations, and develop follow-up action plans. Phase 2 and 3 of the project focused on a new system design through the facilitation of cross-departmental staff team and customer group, transition planning, and implementation of enhancements to core business processes and people interactions, multiple technology tools, “one-stop” development center planning , and reorganizations recommendations.

***Creation of an Environmental Services Department for El Paso County, Colorado***

Mr. Arimes is currently assisting the County Administrator and appointed department director with the creation of a new Environmental Services Department for the County. This new department will integrate all current environmental functions relating to protection of natural resources, environmental hazards management within County agencies, and implementation of federal, state, and local environmental laws. The engagement includes assembling and categorizing enabling legislation, business process development, creation of funding mechanisms and operational budgets, selecting and implementing an organizational structure, and development of an overall department work program.

***Land Development and Building Process Improvements for the City of Alameda, California***

Mr. Arimes conducted an assessment of the development review system to provide the City Manager with options for improving the process efficiency and effectiveness, and service to customers of the City. The engagement includes facilitation of a cross-departmental staff team and customer group to help identify issues, set system expectations, recommendations, and action plans. The engagement also centers on a comprehensive assessment and analysis of physical space facilities relating to development review, long range planning, economic development, and other public works functions with the objective of designing a “one-stop” permitting center. The project is currently in Phase 2, with a focus on an enhanced system design for an integrated review process.

***Manager’s Training Course Development for the American Planning Association***

Mr. Arimes authored a CD-ROM based manager’s guide for improving the land development review system in the local government environment. The training course includes the assessment of needs for improvement, defining design strategies and options, change management techniques, and performance measurement programs. The training course was published by the American Planning Association’s AICP Planners Training Service in the fall of 2003.

***Development Review System Improvements for Ogden City, Utah***

Mr. Arimes conducted a system assessment to provide the Chief Administrative Officer (CAO) options for improving the review system and service to customers of the City's development review process. The engagement included facilitation of cross-functional staff and customer groups and resulted in recommendations and an action plan for performance improvement. Phase 2 and 3 of the engagement included further design of the enhanced review system, transition planning, implementation, and piloting the concepts with actual customers.

***Development Review System Assessment for the City of Oakland, California***

Mr. Arimes conducted a development review system assessment to provide the Planning Director and Building Official options for improving the process efficiency and interdepartmental communication. The engagement centered on identifying the system issues and customer expectations. The findings led to the establishment of a series of improvement recommendations and action plan for implementation.

***Integration of the Development Review Function for the City of Portland, Oregon***

Mr. Arimes served as the external project manager for the implementation of Blueprint 2000, a comprehensive citywide integration of Portland's development review function, which includes seven bureaus and nearly 250 staff members. The four-phase engagement included developing and implementing a work program to streamline the system, including the core business processes, people interactions, regulatory framework, technology, physical space, and the organizational structure. The engagement included the facilitation of an Interbureau Task Force and Stakeholders Team tasked with developing an organizational structure recommendation for a new development services bureau. The project was completed after the recent design and opening of a new Development Services Center and multiple department reorganization.

***Performance Improvement Options Analysis for Office of Airline Information-USDOT***

Mr. Arimes conducted a performance improvement analysis to provide the Office of the Secretary of Transportation with options for improving the efficiency, effectiveness, and value to users of the aviation data service. Options analyzed to improve the Office of Airport Information services included re-engineering, reorganization, outsourcing, and commercialization.

***Re-engineering of the Lee County, Florida Building Services System***

Mr. Arimes acted as a senior manager for the implementation of specific changes and recommendations to streamline the building services system in Lee County, Florida. The engagement included strategic business planning, re-engineering of business processes, organizational restructuring of County departments to eliminate redundant positions and reduce overhead costs, creating cross-functional teams, and establishing a performance measurement system to improve customer satisfaction.

***Airport Performance Measurement and Improvement System for Atlantic City, NJ Airport***

Mr. Arimes created a sophisticated performance measurement system for the Atlantic City, NJ airport. The system resulted in improvements to operational performance and decision-making and higher

levels of customer satisfaction and information. The performance measurement system was created under joint agreements between the airport's owners and Johnson Controls World Services.

***System Change and Re-engineering of the City of San Diego, California Land Development and Building Processing System***

Mr. Arimes was the project director for a comprehensive Citywide re-engineering of San Diego's development process that included seven departments and nearly 400 staff members. The fourteen million-dollar system change project integrates windows-based client-server project tracking, GIS mapping, document imaging, expert system technology and innovative project management to improve customer service. He also served as the project director on Phase One of the Land Development Code Update that reorganized and streamlined over 1,100 pages of Municipal Code to create a procedural regulatory framework.

***Improving the City of Vancouver, British Columbia, Canada Land Development Processing System***

Mr. Arimes consulted with the City of Vancouver's executive management team to develop a strategy for improving a multi-department land development processing system. He also conducted a full-day seminar to educate over 250 municipal staff members on re-engineering, the system change process, project management and technology.

***Improving the City of Denver, Colorado Land Development Processing System***

Mr. Arimes consulted with the City of Denver's executive management team to develop a strategy for improving a multi-department land development processing system. He also conducted a full-day seminar and dialogue session to educate the City's Renaissance Team on re-engineering, the system change process, project management and technology.

***Improving the City of Honolulu, Hawaii Building and Land Development Processing System***

Mr. Arimes consulted with the City of Honolulu's executive management team to develop a strategy for improving a multi-department land development processing system. He also conducted a full-day seminar to educate several hundred managers, staff, customer, design professionals and elected officials on re-engineering, the system change process, project management and technology.

***Redesigning the City of Milpitas, California Land Development Processing System***

Mr. Arimes consulted with the City of Milpitas's Policy Team and Re-engineering Team to develop a strategy for redesigning a multi-department land development processing system.

***Streamlining the City of Austin, Texas Land Development Processing System***

Mr. Arimes introduced management techniques for the City of Austin, Texas to integrate professional technical functions into a unified review team concept. He initiated additional innovative streamlining for a computerized application tracking system, customer information, and publications, centralized application intake and an assessment program for development projects. He chaired two City Manager task forces established to further streamline the process through creation of a unified development code and a series of technical criteria manuals.

***University of Texas Research Project on Expert Systems and GIS Technology***

Mr. Arimes consulted with the University of Texas at Austin for research to automate land development design and regulatory compliance checking through innovative expert system and Geographic Information System (GIS) technology. The engagement centered on improving access to information and improvement of decision-making through the use of artificial intelligence.

**Management*****Management of the City of San Diego, California Development Services Business Center***

Mr. Arimes managed the building, engineering, environmental, landscaping and urban planning technical review of private development applications and Capital Improvement Program projects. The engagement included the preparation and monitoring of a nearly a thirty million dollar annual budget and management of over 350 employees.

***Management of the City of San Diego, California Planning Department***

Mr. Arimes managed the administration of the long-range, community and urban planning elements of the City's growth management program. The engagement included the preparation and monitoring of a 13 million dollar annual budget and management of over 200 employees.

***Management of the City of Austin, Texas Office of Land Development Services***

Mr. Arimes managed the engineering, transportation and urban planning technical review of private development applications and Capital Improvement Program projects. The engagement included the preparation and monitoring of a nearly two million dollar annual budget and management of over 50 employees.

**Infrastructure Design*****Design of East St. Louis, Illinois Interstate 270 Bridge and Drainage Facilities***

Mr. Arimes was the project manager and structural design engineer for several multi-million dollar steel and concrete highway structures for major interchanges on Interstate 270 in the State of Missouri.

***Reconstruction of the Chicago, Illinois Eden's Expressway Roadway Section and Bridges***

Mr. Arimes performed field evaluations and surveys of built infrastructure facilities on the Edens Expressway in Chicago, Illinois in preparation for a comprehensive reconstruction of one of the oldest freeways in the United States.