

I. INTRODUCTION

A. BACKGROUND AND PURPOSE

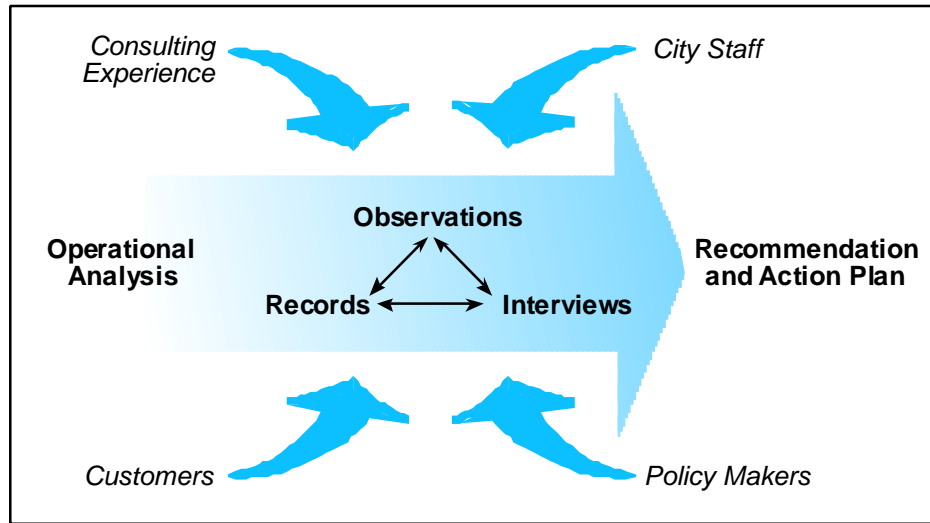
The City's 2001-2002 Adopted Budget included an allocation of funds to study the organization of functions and resources that provide services to the development community. Following the distribution of an RFP, three firms submitted proposals for the work. Zucker Systems of San Diego was unanimously recommended by an evaluation panel and selected for this work. Zucker Systems had conducted previous work for the City, including the 1992 Business Climate Study, The 1996 Mayor's Code Enforcement Customer Focus Group Project, and several follow-ups to the Business Climate Studies in 1994 and 2001. Zucker Systems staffing for the study is shown in Appendix A.

The study was intended to identify organizational and/or functional alternatives for the optimum delivery of services that bear directly on the City's role in facilitating the development and improvement of property, whether by large companies or single family homeowners, or for commercial, industrial or residential development. Land entitlement and development permitting and related services were primarily reviewed in the departments of Planning, Building and Code Enforcement, Public Works, Transportation and Fire. Consideration was also given to the separation of responsibilities for some of these services between the Redevelopment Agency and other City Departments to identify opportunities that might exist to organize those services more effectively from the applicant's perspective.

B. METHODOLOGY

Zucker Systems used a well-tested, integrated methodology, as shown in Figure 1. We brought our extensive experience to the study, worked closely with City staff, and solicited substantial input and observations from customers and policy makers. The methodology is built on inter-relating records, observations, and interviews. Each is necessary for valid studies. National research has shown that each one of these three—if relied upon exclusively—can be subject to substantial error. For example, record systems are often found to be as high as 50% in error, or the wrong things are measured. We used observations and interviews to verify records. Records and interviews were used to verify observations. Records and observations were used to verify interviews. Each group of people, shown in Figure 1, was an important part of the process.

Figure 1
Methodology Overview



Specific activities for this study included the following:

- ✍ Conducted confidential one-on-one interviews with five members of the City Council.
- ✍ Attended two meetings of the Planning Commission.
- ✍ Conducted a focus group with seven people representing fire alarm, sprinkler and plumbing consultants.
- ✍ Met with 281 employees in several staff meetings to hear some of their comments and suggestions.
- ✍ Reviewed a confidential and anonymous questionnaire completed by 311 employees.
- ✍ Reviewed an extensive questionnaire with open-ended questions completed by 126 employees.
- ✍ Interviewed with many staff members, including all that requested a confidential interview.
- ✍ Conducted various work meetings with staff to discuss issues and processes.
- ✍ Reviewed numerous forms, handouts, policies, files, and ordinances.
- ✍ Observed staff at work.
- ✍ Sent a mail survey to 931 customers of the City's permit processes with a 12.9% response rate.

- ✍ Conducted a focus group of eight private engineers who process projects with the City.
- ✍ Contacted six cities to benchmark San Jose organizations and processes.
- ✍ Interviewed 110 members of staff, as listed in Appendix F.
- ✍ Sent a mail survey to 88 permit customers of the redevelopment process with a 17% response rate.

C. EXECUTIVE SUMMARY

FINDINGS

Strengths and Positives

This study found some very exemplary features and strengths within the San Jose permitting and development departments. A variety of opportunities for improvement were also found. Key positives and strengths include:

- ✍ An excellent END CSA approach designed to provide a seamless customer service process.
- ✍ An excellent IDTS program.
- ✍ An overall cadre of competent and dedicated City employees and managers.
- ✍ The appointment of numerous new department directors which generally leads to a focus on change and improvement.
- ✍ Generally sophisticated regulations and procedures.
- ✍ New City Hall plans that include an integrated permitting center.
- ✍ A system designed to achieve full cost recovery for permitting activities.
- ✍ Implementation of many of the prior customer service improvement studies, including the Mayor's Housing Production Team recommendations.
- ✍ An excellent training program in the Building Division.
- ✍ A Fire Department that is beginning the process to consolidate services in Alarms, Fire Sprinklers, and Architectural reviews.

Problem Areas and Opportunities for Improvement

Problem areas and opportunities for improvement are described throughout this report. What we consider to be six key areas, or themes, are discussed in detail under Key Priority Areas below. A summary list of needed improvements includes the following:

- ✍ Need for clear performance and measurement systems for many of the functions.
- ✍ Some adopted performance measures do not meet customer satisfaction and we believe set standards that are too low. Even standards that we think are too low are not being met.
- ✍ Inadequate systems to measure staffing needs which makes it difficult to match staffing levels to performance measures and fees.
- ✍ Infrequent fee reviews and fees that may need adjustment to meet State fee guidelines.
- ✍ The Development Services Division of Public Works obtaining inadequate support from other divisions within Public Works and the Department of Transportation.
- ✍ Dispersed development and permitting functions to several floors in City Hall, as well as downtown and off-site locations.
- ✍ Lack of teamwork between the Redevelopment Agency and some other City functions.
- ✍ Inadequate community contact and input into the planning permit process.
- ✍ A high turnover of employees at the operational level, leading to quality of review issues.
- ✍ Inadequate training for many new employees.
- ✍ Lack of a comprehensive long-range planning work program resulting in priority conflicts.
- ✍ Inadequate conformance review of planning conditions during actual project construction.
- ✍ Long customer wait times at the Permit Center and the Planning Counter.

OPPORTUNITIES FOR IMPROVEMENT

Table 1 summarizes the 320 recommendations and opportunities for improvement made throughout this study. To assist the reader, each summarized recommendation is cross-referenced to the page on which the supporting text appears. Although all of these recommendations are important, each was given a priority number in order to help the City with implementation. There are 84 priority number one recommendations, 149 priority number two recommendations and 87 priority number three recommendations. We assume that existing staff will implement many of the recommendations and the cost, generally, should be absorbed through greater efficiency. A number of items will entail costs, and these should be determined as part of the implementation plan. We estimate an initial appropriation of \$300,000 would be appropriate, most of which is related to the full implementation of IDTS.

**Table 1
Table of Recommendations**

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
1.	Agree on an implementation plan.	PBCE Director, Deputy Directors and City Council	18	1			
2.	Review surveys to discuss to customer concerns.	All Department Managers	33	2			
3.	Review employee questionnaires to improve communication.	All Department Managers	37	3			X
4.	Address management issues in all divisions and departments.	Division Managers	42	3			X
ISSUES IMPACTING SEVERAL FUNCTIONS							
Budget and Fees							
5.	Undertake a new fee study that implements State guidelines.	City Council	44	1			
6.	Continue to segment permit fees.	City Council	45	1	X		
7.	Build a reserve account for carry over projects and downturns in permit activity.	City Council	45	1	X		
8.	Prepare a monthly activity and staffing report for END CSA.	END CSA	45	1			
9.	Adjust fees annually to keep pace with cost recovery levels.	City Council	45	1			
10.	Establish minimal plan submittal requests.	END CSA	45	3	X		
Various Topics							
11.	Co-locate Building, Fire, and Public Works Inspectors.	END CSA	46	2		X	
12.	Create inspection coordinating team.	END CSA	46	2			
13.	Improve customer parking at City Hall.	City Council	46	2			
14.	Review programs for effectiveness in achieving uniformity.	Department Managers and CSA	46	2		X	
15.	Create a customer service form for all permitting processes.	END CSA	47	3	X		
16.	Use State Historical Building Code for historic preservation.	Building and Fire	47	3	X		
17.	Establish and publish a monthly development process newsletter.	PBCE Director	47	3	X		
Technology							
18.	Proceed to complete the original IDTS scope of services.	IDTS Manager	50	1		X	
19.	Increase the current funding for the IDTS system.	City Council	50	1		X	
20.	Reinforce IDTS coordination by the City Manager's office.	City Manager	50	1	X		
21.	Reinforce importance of IDTS efforts and consider staff input.	Permitting Managers and Supervisors	50	1			
22.	Adopt a Citywide GIS strategy.	City Council	51	1		X	
23.	Install a voice system to notify callers of wait time.	Administration Office	51	2			X

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
Various Topics							
24.	Consider design principals in the new City Hall.	Public Works	53	1			
25.	Provided non-Building location in Permit Center.	Public Works	53	1			
26.	Designate an executive to coordinate all functions.	City Manager	57	1	X		
27.	Share past improvement activity history with employees.	All Divisions	61	2	X		
28.	Share this current study with employees and customers.	All Divisions	61	1	X		
29.	Form an END CSA operational employee group.	END CSA	62	1			
30.	Review performance measures for possible modifications.	END CSA	64	1			
31.	Release the freeze on budgeted positions.	City Manager	65	1	X		
32.	Monitor performance standards.	END CSA	65	1			
PLANNING, BUILDING AND CODE ENFORCEMENT							
33.	Have Code Enforcement use the AMANDA system.	Code Enforcement Deputy	69	2			X
BUILDING DIVISION							
Administration							
34.	Appoint a City Council Building Codes Appeal Board.	Building Official	79	3			X
35.	Establish an administrative fee for Building Code appeals.	Building Official	79	3			X
36.	Chief Building Official to meet with each working group.	Building Official	79	3	X		X
37.	Create and implement an expedited plan review process.	Building Official	80	2			X
38.	Consider using consultants for expedited plan checks.	Building Official	80	2			X
39.	Change Building Official job specification to require CBO Certification.	PBCE Director	81	3			X
40.	Hire professional electrical and mechanical engineer.	Building Official	81	2			X
41.	Identify issues and document processes for Planning and Building.	PBCE Director	83	2	X		
42.	Develop a matrix of Planning and Building responsibilities.	PBCE Director	83	2			
43.	Improve communication between Building and Planning.	PBCE Director	83	2			
Permit Center							
44.	Increase space to allow for co-location of Fire in the City Hall Permit Center.	City Council	85	1		X	
45.	Designate Permit Center Coordinator.	PBCE Director	85	1	X		
46.	Assign Permit Center staff to their professional groups.	PBCE & Fire	86	2	X		
47.	Permit Center Manager to have administrative authority.	PBCE Director	86	1	X		

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
48.	Provide Permit Center location for Haz-Mat.	Permit Center Manager	86	2	X		
49.	Staff Permit Center so no more than five customers are waiting.	Permit Center Manager	87	2	X		X
50.	Review resources needed for receptionist function.	Permit Center Manager	87	2	X		X
51.	Add counter space for receptionist.	Permit Center Manager	87	2	X		X
52.	Create a process handout for customers.	Permit Center Manager	88	2			
53.	Review, upgrade and relocate information bulletins.	Building Official	88	3			X
Plan Check							
54.	Develop and implement plan review checklists.	Plan Review Supervisor	88	3		X	X
55.	Refine the process for consultants to conduct plan checks.	Plan Check Supervisor	89	2		X	X
56.	Retain a team of qualified plan check consultants.	Building Official	89	2	X	X	X
57.	Collect time activity data on each plan check.	Plan Check Supervisor	90	2			X
58.	Set new Plan Check goals.	Building Official	90	2			X
59.	Review demands on Plan Check Engineers for reassignment.	Building Official	91	3	X	X	X
60.	Create a form for Plan Check Engineers to document special conditions.	Plan Check Supervisor	91	3	X	X	X
61.	Provide office space to conduct overflow Express Plan Checks.	Building Official	91	3			
62.	Create and maintain a centralized research library.	Plan Check Supervisor	92	3			X
Inspections							
63.	Consider reinstating the Chief Electrical Inspector position.	Building Official	93	2	X		X
64.	Expand the process for tool or equipment permit and inspection process.	Building Official	94	2		X	X
65.	Designate one Supervising Inspector as Training Coordinator.	Inspection Supervisor	95	3	X		X
66.	Install a Field Inspector's hand-held computer system.	PBCE Director	96	2		X	
67.	Install an Interactive Voice Mail System for inspection calls.	Building Official	96	1		X	X
68.	Add additional data to the Inspections Request Form.	Inspection Supervisor	97	3	X	X	X
69.	Program inspection data collection system.	IDTS Manager	97	2			
70.	Obtain digital levels for use by Inspectors.	Inspection Supervisor	98	3	X	X	X
71.	Planning and Building to coordinate condition compliance.	Planning and Building Managers	98	1		X	
Various Topics							
72.	Continue current Building staffing levels with current workload.	Building Official	101	1	X		X

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
73.	Architectural Engineering Division plan checkers and inspectors to participate in Building Division training.	Building Official and Architectural Engineer	104	3	X		
74.	Architectural Engineering Division to contract with Building Division.	Architectural Engineer and Building Official	104	3	X		
75.	Establish public building quality control program.	Architectural Engineer and Building Official	104	3			
PLANNING DIVISION							
Committees							
76.	Proofread documents presented to decision makers.	Project Managers and Senior Planners	124	3	X		X
77.	Provide more training to Planning Commissioners.	PBCE Director	124	3			X
78.	Planning Commission and staff to review year at annual retreat.	Planning Commissioners and Planning Staff	125	3	X		
79.	Brief the Planning Commission on consent items.	PBCE Director or Deputy Director	125	3	X		
80.	Provide early notice of EIR's to decision-making bodies.	Planning Deputy	125	2	X		X
81.	Outline key points for new Planning Commissioners.	Planning Deputy	125	3	X	X	
82.	Include project location maps in hearing packets.	Planning Deputy	125	3	X	X	X
83.	Verify funding for Historic Landmark Commissioner training.	PBCE Administrative Officer	129	3			X
84.	Planning and Historic Landmarks Commission to meet to discuss common concerns, goals and projects.	Planning Commission and Historic Landmarks Commission	129	3	X		
85.	Recognize the importance of Historic Preservation goals.	All City Departments and Agencies	130	2	X		
Staffing							
86.	Planning to use timekeeping system.	PBCE Director	133	1			X
87.	Use time estimates to budget Planners' time.	Deputy Director	133	2			X
88.	Fill vacant planning positions.	City Manager	134	1	X	X	
89.	Principal and Senior Planners to increase delegation.	Deputy Director	134	2	X	X	X
90.	Adopt annual planning work program.	PBCE Director	135	1		X	X
91.	Principal Planner to manage General Plan function.	Deputy Director	136	2	X		X
92.	Spread responsibility for process improvement.	PBCE Director	136	1	X	X	X
93.	Assure staff that this study is endorsed by management.	PBCE Director	138	2	X		X
94.	Discuss, clarify and reinforce the Mission Statement.	PBCE Director	140	2	X		X
95.	Planning Division managers to meet to discuss management and leadership issues.	Planning Division Managers and Supervisors	141	2	X		X
96.	Identify opportunities for delegating decisions downward.	Planning Division Managers and Supervisors	141	2		X	X

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
97.	Complete annual performance evaluations for every employee.	Planning Division Managers and Supervisors	142	3			X
98.	Seek assistance from Human Resources, if necessary regarding performance evaluations.	Planning Division Managers and Supervisors	142	3		X	
99.	Discuss goals and expectations with employees at least quarterly.	Planning Division Supervisors and Staff	142	2	X	X	X
100.	Develop a program for employee recognition.	Planning Division Managers	142	3			X
101.	Ensure that all employees are accountable for their work.	Planning Division Managers and Supervisors	143	2			X
102.	Project Managers and their supervisors to conduct basic Preliminary Reviews.	Project Managers, Senior Planners and Principal Planners	144	2	X	X	X
103.	Display project plans and maps for the project review process.	Project Managers	144	3	X	X	X
104.	Review Commission and Council agendas at staff meetings.	Principal Planners	145	3	X		X
105.	Include the input of relevant staff in all decisions.	PBCE Director, Deputy Directors and Principal Planners	146	2	X	X	X
106.	Discuss Planning inter-divisional issues.	Planning Managers	146	3	X		X
Training							
107.	Hold group training sessions on a monthly basis.	Planning Deputies	148	2	X	X	X
108.	Increase Planning training budget to 1% of payroll.	City Council	149	2			
109.	Provide a minimum of two hours of one-on-one technical training.	Planning Managers	152	1	X		X
110.	Reinstate a planning staff rotation system.	PBCE Director	153	2			X
111.	Implement the "Ladder of Experience" training system.	Planning Managers	156	1			X
Permit Process							
112.	Set customer response timelines for all permit submittals.	Planning Deputy	160	1	X		X
113.	Publish planning timelines.	Planning Deputy	161	1			X
114.	Separate applicant from City time in the AMANDA system.	IDTS Manager	161	2			
115.	Program AMANDA to track timelines and report exceptions.	IDTS Manager	161	1		X	
116.	Streamline planning permit review and processing functions.	Planning Managers	162	1		X	X
117.	Create and implement a universal application form.	Planning Deputy	162	2		X	X
118.	Standardize application packets.	Principal Planners	163	2		X	X
119.	Create one information sheet and/or brochure as a handout.	Principal Planners	164	2		X	X
120.	Separate approval criteria from the application form.	Principal Planners	164	3			X
121.	Put all of the applications and packets online.	PBCE Administrative Officer	164	2		X	X

# Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
122. Change confusing planning permit codes.	IDTS Manager	164	3			
123. Preliminary Review requests to Project Managers same day.	Principal Planners	165	1	X	X	X
124. Immediately begin review of Preliminary Review requests.	Project Managers	165	2	X	X	X
125. Require Preliminary Review for General Plan Amendments.	Principal Planners	166	2	X	X	X
126. Include Housing and Economic Development in Preliminary Review.	Planning Deputy	166	2	X		
127. Offer a Property Profile Report service.	Planning Deputy	166	3			X
128. New project files to Project Managers earlier.	Principal Planners	168	3	X		X
129. Planning Technicians need additional training on referrals.	Senior Planners and Project Managers	168	2	X	X	X
130. Flag every Special Handling file and send memos.	Planning Technicians and Project Managers	168	3	X		X
131. Require on-site posting on large or controversial projects.	Project Managers	169	3	X		X
132. Update Public Outreach Policy matrix for on-site posting.	City Council	169	3	X		
133. Application and hearing notice to neighborhood associations.	Planning Technicians and Project Managers	170	1			X
134. Complete the database of neighborhood associations.	Principal Planners	170	1			
135. Update Public Outreach Policy matrix for early meetings.	City Council	170	2	X		
136. Set level of public outreach during Preliminary Review.	Project Managers	171	2	X		X
137. Document compliance with public outreach requirements.	Planning Technicians and Project Managers	171	2	X		X
138. Have all comments ready at the Project Review Meeting.	All Departments and Divisions	171	1	X	X	
139. Establish a timeline for finalizing Public Works memos.	Planning Division and Public Works Managers	172	1	X	X	
140. Develop standards for thorough review by Fire Department.	Planning and Fire Managers	172	1	X	X	
141. Standardize comments and conditions by all reviewers.	All reviewers	172	1	X	X	
142. Improve staff's understanding of all development functions.	Planning Deputy	173	2			
143. Field time for Planners with Code and Building Inspectors.	Project Managers and Building and Code Inspectors	173	3			X
144. 95% of 30-Day Letters mailed within 30 days.	Project Managers	173	1			
145. Update Project Review dates on 30-Day Letter template.	Principal Planners	173	2	X		X
146. Include Project Manager's direct phone number and email address on 30-Day Letter.	Project Managers	174	2	X	X	X

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
147.	Explain to applicants that delays in providing material extend processing timelines.	Project Managers	174	2	X		X
148.	Copy property owners on 30-Day Letters.	Project Managers	174	3	X		X
149.	Set policy for proceeding if applicant does not respond.	Principal Planners	175	3	X		X
150.	Establish a process and train staff on Project Conformance.	Deputy Director	175	1			X
151.	Render planning projects "inactive" after idle six months.	Deputy Director	176	3			X
152.	Routinely terminate inactive project files.	Project Managers and Supervisors	176	3			X
153.	Program AMANDA to flag inactive files and generate letter.	IDTS Manager	176	3		X	
154.	Deny inactive applications administratively.	City Council/PBCE	176	3		X	
155.	Set a timeline to clear the backlog of inactive project files.	Planning Division Managers	177	3			X
156.	Amend Zoning Ordinance for withdrawn and inactive files.	City Council/PBCE	177	3			
157.	Administratively process dangerous tree removals.	City Arborist	179	2		X	
158.	Administratively decide Reasonable Accommodations.	City Council	180	2		X	X
159.	Review and process permits according to complexity.	Deputy Director	180	2		X	X
160.	Require Single-Family Permits only in specific neighborhoods.	City Council/PBCE	181	2		X	X
161.	Develop area-specific guidelines for Single-Family review.	City Council/PBCE	181	2		X	X
162.	Administrative or Director's decision on Single-Family Permits.	City Council/PBCE	181	2		X	X
163.	Use a consent agenda for the Director's Hearings.	Deputy Director	182	2	X	X	X
164.	Complete Annexation procedures and designate a specialist.	Deputy Director	182	2		X	X
165.	Team-process General Plan amendments and permits.	Deputy Directors	183	2	X		X
166.	Amend Zoning Ordinance to reduce need for PD Zonings.	Principal Planner	184	1		X	X
167.	Resume use of the City Council-initiated rezoning program.	Deputy Director	184	2			X
168.	Decide Wireless Facilities at Director's Hearing level.	Principal Planner	185	2		X	X
Environmental Review							
169.	Strengthen Planning's CEQA expertise.	Deputy Director	185	1		X	X
170.	Provide in-depth training for detailed environmental analysis.	Deputy Director	186	1		X	
171.	Train environmental staff to process within budget and scope.	Deputy Director	186	1		X	

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
172.	Proceed with adopting amendments to the CEQA Guidelines.	City Council	187	1	X	X	
173.	Proceed with elimination of Negative Declaration Protest.	City Council	187	2	X	X	
174.	Certify Senior Planners to review environmental documents.	Deputy Director	188	2		X	X
175.	Create guidelines for preparing environmental documents.	Deputy Director	188	2		X	X
Policies and Ordinances							
176.	Set a work program and timeline to update the General Plan.	Deputy Director	189	1			X
177.	Place Zoning Ordinance amendments on a work program.	Deputy Director	191	2			X
178.	Amend the Subdivision Ordinance for smart design standards.	Deputy Director	191	2			X
179.	Consolidate City Council and Planning Commission Policies.	Principal Planner	192	3			X
180.	Place Council and Commission Policies on review cycle.	Principal Planner	192	3			X
181.	Proceed with Residential Design Guidelines update.	Deputy Director	193	1			X
182.	Amend Historic Preservation Ordinance.	Principal Planner	193	2			X
183.	Add General Plan Conservation Areas and Preservation Goals.	Principal Planner	193	2			X
184.	Historic Preservation Design Guidelines for all Districts.	Principal Planner	193	3			X
Planning Counter							
185.	Open Public Information Counter from 9:00 to 5:00 every day.	Principal Planner	194	2	X		X
186.	Use signs to direct customers in the Public Information area.	Senior Planner	194	3	X		X
187.	Receptionists to provide reception coverage at all times.	Senior Planner	195	2	X		X
188.	Reception and backup training to be more focused.	Senior Planner	195	3		X	X
189.	Serve customers with appointments within five to ten minutes.	Senior Planner	196	2	X		X
190.	Serve customers without appointments within 15 minutes.	Senior Planner	197	2	X		X
191.	Assist 100% of customers within 15 minutes.	Senior Planner	197	2	X		X
192.	Answer calls on the main telephone line by the third ring.	Senior Planner	198	2	X		X
193.	Separate walk-in and telephone customer functions.	Senior Planner	198	2	X		X
194.	Rotate Senior Planners to the counter once each month.	Principal Planner	200	3	X		X
195.	Permanently assign one Senior Planner to the Counter.	Principal Planner	200	1	X		X
196.	Transition to more permanent counter assignments.	Deputy Director	203	1		X	X

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
197.	Planners need to set aside project work while on counter duty.	Project Planners	203	3	X		X
198.	Planners need access to Code Enforcement information.	Deputy Director	203	2			X
199.	Print out conditions for attachment to the permit and plan sets.	Senior Planners	204	2	X		X
200.	Process Counter Letters to completion within five working days.	Senior Planner	204	2			X
201.	Merge MS Access database with counter form letters.	IDTS Manager	205	1		X	
202.	Respond to all general inquiry emails the same day received.	Senior Planner	205	2	X		X
203.	Clear the backlog of emails and implement response policy.	Senior Planner	205	2			X
204.	Track the number of general inquiry emails received each day.	Counter Staff	205	2	X		X
205.	Use Interdepartmental Referral forms for customers.	All Staff	206	3	X		X
206.	Walk customers to the next department when time permits.	All staff	206	3	X		X
207.	Monitor performance standards to determine staffing levels.	Principal Planner	207	2			X
208.	Move customer brochures and handouts for better access.	Senior Planner	208	3	X		X
209.	Update brochures and handouts.	Principal Planner	208	2			X
210.	Create a Web site brochure.	Principal Planners	208	2		X	X
211.	Install a customer computer in the Public Information center.	Administrative Officer	209	3		X	X
212.	Purchase wireless phones and headsets.	Administrative Officer	209	2	X	X	X
Building Counter							
213.	Execute a letter of understanding for Permit Center Planners.	Building and Planning Managers	209	1	X	X	X
214.	Shift Planner positions to Planning Division organization chart.	Administrative Officer	210	3	X		X
215.	Permit Center Planners to report to Planning for content and Building for process.	PBCE Director	210	1	X		X
216.	Counter Planners to be suited for customer service.	Deputy Director	211	2			X
217.	Permit Center Planners to have needed authority.	Principal Planner	211	1		X	X
218.	Assign an experienced Planner to the Permit Center.	Principal Planner	211	2	X	X	X
219.	Clarify tasks to be performed by Permit Center Planners.	Principal Planner	212	2	X		X
220.	Rearrange meeting times to staff the Permit Center at 9:00 AM.	Deputy Director	212	2	X		X
221.	Have two Planners at the Permit Center during the lunch hour.	Principal Planner	212	2	X		X
Various Topics							
222.	Work toward serving customers from a team approach.	PBCE Director	213	2			X

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
223.	Prepare Council Memos first on mornings following meetings.	Project Managers	214	2	X	X	X
224.	Include clerical supervisors in meetings and seek their input.	Deputy Director	215	3	X		X
225.	Compile information to be stored in central databases.	Deputy Director	215	3		X	X
226.	Hold employees accountable for accurate data entry.	Deputy Director	216	1	X	X	X
227.	Assist in preparing files for imaging.	Project Managers	217	2	X	X	X
228.	Transfer supervision of the records management function.	Deputy Director	218	2	X		X
229.	Increase resources to clear the filing and imaging backlog.	Deputy Director	218	2			X
230.	Monitor employee responsibility for proper file management.	Principal and Senior Planners	219	2	X	X	X
231.	Find a suitable area in which to consolidate library materials.	Deputy Director	219	3			X
232.	Include space for a Planning Division library in City Hall.	Public Works	219	3			
233.	Acquire reliable and high-volume copiers.	Administrative Officer and General Services	220	2		X	
234.	Train staff in proper e-mail usage and etiquette.	Planning Supervisors	220	3	X	X	X
235.	Consider a system that converts voice mails to e-mails.	Administrative Officer	220	3		X	
236.	Provide staff with ergonomic equipment.	Administrative Officer	221	3			
237.	Provide headsets for those who frequently use telephones.	Administrative Officer	221	3	X	X	
238.	Equip all telephones with basic features.	Administrative Officer	222	3		X	
239.	Record useful information for customers on hold.	Administrative Officer	222	3	X		
240.	Stop screening calls and put all calls directly through.	Receptionists	222	2	X	X	X
241.	Answer the telephone and return messages by day-end.	Planning Staff	223	2	X	X	X
242.	Enforce telephone policies and hold staff accountable.	Planning Supervisors	223	2	X		X
243.	Block out "office hours" for concentrated project work.	Project Managers and Supervisors	224	2	X	X	X
244.	Assign one person as the designated web coordinator.	Deputy Director	224	3	X		X
245.	Make Ordinances and Plan searchable on the Web site.	Administrative Officer	224	2		X	X
246.	Make all documents and publications available on the Web site.	Administrative Officer	224	2		X	X
FIRE PREVENTION							
247.	Change the Hazardous Materials Disclosure form.	Senior Haz Mat	233	2	X	X	X
248.	Assign an administrative position for the CUP program.	Battalion Chief	234	3	X		X

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
249.	Resolve relations between non-uniform staff and Fire Department management.	Fire Marshal	234	2	X		X
250.	Create a separate fire inspection section for combined inspections.	Fire Marshal	235	1			X
251.	Accelerate Fire cross-training.	Battalion Chief	235	1		X	X
252.	Maintain the Haz Mat unit as a separate operating function.	Fire Marshal	238	1	X		X
253.	Accelerate training of Fire Protection Engineers and Inspectors and implement a combined section.	Fire Marshal	238	1			X
PUBLIC WORKS - DEVELOPMENT SERVICES							
Organization							
254.	DSD to meet to address customer concerns regarding content of reviews.	Coaches and Team Leaders	247	1	X		X
255.	Review employee concerns and increase empowerment.	Development Services Managers	248	2	X		X
256.	Examine the pros and cons of geographic organization.	Development Services Managers	248	3			X
257.	Public Works to give more priority to permitting and development activities.	Public Works Director	249	1	X		X
Process							
258.	Set deadlines for Public Works comments.	DSD and PBCE Management	250	1	X	X	
259.	List mandatory items for a complete submittal.	DSD Staff	252	1	X	X	X
260.	DSD and developer to agree to a total review time needed for each project.	DSD Management and Developers	252	1	X		
261.	Direct project assignments to appropriate level of staff.	DSD Management and Coaches	252	2	X		X
262.	Meet review and permit times used in Planning and Building.	Project Engineers	252	2	X		
263.	Fill vacant positions.	DSD Manager	253	1	X	X	
264.	Develop a system to monitor first check completeness.	Coaches	253	1		X	X
265.	Architectural Division Landscape person to attend weekly team meetings with DSD coaches and staff.	Public Works Architectural Design Staff	253	1	X	X	
266.	Architectural Services to meet plan check turnaround times.	Public Works Architectural Staff	253	1	X	X	
267.	Develop a system for payment of in-lieu landscape fees.	Architectural Services and DSD	254	2			X
268.	DOT staff to attend DSD team meeting to agree on priorities and timelines.	DOT Staff	255	2	X		
269.	DOT to maintain the committed review schedule set for each project.	DOT Staff	255	1	X		X
270.	Expedite review to clear geometric design review backlog.	DOT Staff	255	1	X		X
271.	Produce timely reviews of traffic signal plans.	DPW Construction Services Division	255	1	X		X

#	Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
272.	If measurable improvements are not seen, reassign DOT staff.	City Manager	255	2			
Administration							
273.	Expand phone systems to include all DSD team members.	DSD Analyst	256	2	X	X	
274.	Expand DSD e-mail space for large Cad files or photos.	DSD Analyst	256	2	X	X	
275.	Provide cordless phones and/or headsets at the front counter.	DSD Analyst	256	2	X	X	
276.	Issue minor encroachment and other permits electronically.	DSD IDTS	256	2		X	X
277.	Provide inspection staff with field computers and training.	Division Managers	256	2		X	X
278.	Improve DSD's voice mail access and timing.	DSD Analyst	256	2	X	X	
279.	Program phones to allow transfers to any City extension.	DSD Analyst	256	2		X	
280.	Open DSD's customer counter at 9:00 AM.	Coach	257	3	X	X	X
281.	Discuss attendance and format of monthly industry meetings.	Division Manager	257	3	X		X
282.	Expedite the availability of records to the public.	Coaches	257	3			X
283.	Develop a program to enforce a file out-card system.	Coaches	257	3	X	X	X
284.	DSD to use dedicated counter staff.	Coaches	258	2	X	X	X
285.	Implement quality control program.	Division Manager	259	1			X
286.	Use a partnering approach to resolve department issues.	Division Manager	259	2			
Training							
287.	Increase staff training to a minimum of three hours per week per employee.	Coaches	262	1	X		X
288.	Initiate training to increase the skills of new employees.	Coaches	262	1	X		X
289.	Establish weekly training for professional and technical staff.	Coaches	262	1	X		X
290.	Assign training presentations to each staff engineer.	Coaches	262	2	X		X
291.	Plan and distribute quarterly training schedules to staff.	Coaches	262	2	X		X
292.	Use the "ladder of experience" approach for training engineers.	Coaches	263	1	X		X
Various Topics							
293.	Move the front counter further out into the waiting area.	Division Manager	263	3	X		X
294.	Provide large layout plan review tables for use by DSD teams.	Division Managers	263	3			X
295.	Establish training for grading Engineers and Inspectors.	Coach	264	1			X
296.	Coordinate grading review responsibilities.	DSD Manager and Building Official	265	1			
297.	Determine who monitors parking lot construction and drainage.	DSD Manager and Building Official	265	2			

# Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
298. Establish a grading plan check cover sheet.	Coach	265	2	X		X
299. Review federal storm water containment procedures and design criteria.	DSD Managers and Building and Safety Inspection Staff	265	2			
300. Continue the current organization of grading plan review and inspection functions but change later.	DSD Manager	266	3	X		X
301. Review workload assignments for each Inspector.	DSD Manager and Principal Construction Inspector	266	2	X		X
302. Two Senior Inspectors to serve as lead Inspectors.	Principal Construction Inspector	266	2	X		X
303. Integrate inspection staff into the DSD review process.	DSD Manager	266	2	X		X
304. Require engineering staff to work in the field with inspection.	DSD Manager	267	2	X		X
REDEVELOPMENT AGENCY						
305. Recognize the importance of redevelopment projects.	City Staff	277	2			
306. The Lead Agency for CEQA to remain with Planning.	PBCE Director	280	2	X		
307. Decrease processing timelines for CEQA documents and increase consultation and coordination with RDA.	Planning Deputy	280	1			X
308. Reinforce for Public Works the END CSA policy for thorough, complete and consistent review in the first cycle.	Public Works Division	280	1	X		
309. Prepare a memorandum of understanding concerning historic preservation issues.	Redevelopment Agency, Planning Division, and Historic Landmarks Commission	281	2			
310. Building and Fire to review the approach to requirements for historic buildings.	Building and Fire Divisions	281	2			
311. Determine how to flag planning projects for redevelopment review.	Redevelopment Agency and Planning Division	282	2	X		X
312. Arrive at a formal agreement on the timing and responsibilities of streetscape and façade improvements.	Redevelopment Agency and Planning Division	282	2			
313. Review RdA's permitting activities.	Executive Director, RdA	282	2			
314. Add permitting features to the Redevelopment Agency Web site.	RdA	283	3			
315. Conduct a Redevelopment/City "team building" effort.	END CSA	283	2			
ECONOMIC DEVELOPMENT						
316. Develop a General Plan strategy and policies related to economic development and housing issues.	Planning Division, Economic Development and Housing, CSA and City Council	286	2			
317. Conduct private sector seminars for City staff.	END CSA	287	3			

# Recommendation	Responsibility	Page	Priority	Quick Fixes	Time Savers	Internal
318. Review how best to locate Economic Development staff in the new City Hall.	Economic Development	287	3			
TRANSPORTATION						
319. Coordinate concurrent review and provision of conditions to Planning.	DOT, DSD and Planning Division	289	1			
320. Develop a traffic impact fee program.	DOT, Planning Division, and DSD, City Council	290	2			

Before the City begins implementing this audit, we suggest that it take the following action.

1. Recommendation: The City Manager, END CSA and relevant Department heads should review this study and agree on an implementation plan, which should include:

- ✍ **An agreed upon timetable and work program**
- ✍ **Costs estimates and method of funding**
- ✍ **Confirmation by the Mayor and City Council**

The Departments already have many important tasks they are undertaking and may find the 320 recommendations in this report overwhelming. However, as improvements take place and staff becomes empowered to change, the City may be surprised at how fast implementation can occur.

The further help the City and departments in implementation, we have also coded all the recommendations as “Quick Fixes”, “Time Savers” and recommendations that are “Internal” to a department.

There are 160 Quick Fix recommendations. Some of these are given priority 1, 2 or 3. However, that does not mean that only the priority 1 recommendations should be addressed. Since by definition these recommendations should all be easy to implement, the City may wish to simply have a quick one-month implementation schedule.

There are 105 Time Saver recommendations. Since many of the departments and functions feel they are understaffed, the departments may wish to look closely at these recommendations for early implementation.

There are 209 Internal recommendations. Since these can be implemented internally by each department or function, the relevant departments or functions should develop their own specific implementation plan.

While the above ideas should help the City with its implementation plan, it's essential not to overload the system and initially focus on a few major points. We suggest six key priority areas as discussed below. These priority areas should become the focus for END CSA discussion.

KEY PRIORITY AREAS

1. Strategy (Performance Measures – Fees – Staffing)

Findings

The City's strategy for development and permitting is based on extensive and impressive work by the END CSA. In theory, the system starts with performance measures based on four interrelated criteria of Quality, Cost, Cycle Time and Customer Satisfaction. The achievement of the performance measures is highly dependent on the quantity and quality of staff and supporting budgets. These costs, in turn, establish the fees, which, by City policy, are to be 100% full cost recovery. The FY 02/03 City budget was based on balancing staffing to fees to achieve full cost recovery, in some cases over a two or three year time period. Permit activity was generally estimated to match the FY 01/02 numbers and meet the adopted performance measures. This is an excellent approach and the City should be commended on the effort. We understand that this is the first year of the integrated performance-based approach, so it is bound to need some refinement. However, without some changes, the current system is not likely to:

- ✍ Meet performance goals,
- ✍ Meet customer expectations, or
- ✍ Meet performance levels that we believe should be achieved.

In a sense, we are saying that the system may have unintentionally over-promised, which can lead to frustrations not only to customers, but also to staff. Our basis for this conclusion is as follows:

- ✍ Although the stated performance measures are excellent, many do not go to a detailed enough level to satisfy the customers or our suggestions.
- ✍ Measurement systems for many of the measures are not yet refined or in place.
- ✍ The percentage targets set for some of the measures are too low and, therefore, will assure a certain level of customer dissatisfaction, i.e. a self-fulfilling prophecy.
- ✍ Performance for some of the targets that are being measured is currently substantially below the suggested targets. This is particularly true in Planning and Development Services.

- ✍ Budgets and staffing levels were, in theory, set to meet performance standards at a given level of permit activity. However, there are numerous vacancies in some key functions as well as employees on medical leave. For example, four positions are vacant or on leave in Planning, one in Building and 6.5 in the Development Services Division of Public Works. The hiring freeze, if kept in place, is likely to result in the failure to meet performance levels.

Recommendations

This report includes numerous recommendations designed to both alleviate the short-term performance problems as well as set a better approach to next year's END CSA performance budget and approach. These include:

- ✍ Filling all vacant positions in the permitting staffs, Recommendations 31, 88 and 263.
- ✍ Adding to and revising performance measures, Recommendation 30.
- ✍ Analyzing fees on an annual basis to keep up with cost of living, Recommendation 9.
- ✍ Carefully monitoring permit activity so that staff can be added when permit activity picks up, Recommendations 8 and 32.
- ✍ Developing a staff timekeeping system where time is recorded against each project, Recommendations 57, 68 and 86.
- ✍ Continue to segment fees for permitting activities, Recommendation 6.
- ✍ Use reserve account for year-end carry-over projects and downturns in permit activity, Recommendation 7.
- ✍ Undertaking a new fee study for full cost recovery and in concert with State guidelines, Recommendation 5.
- ✍ Various process improvements spread throughout the report, many designed to save staff time.

2. Engineering Functions

Findings

San Jose made substantial improvements in the engineering aspects of permitting and development when the Development Services Division (DSD) was created and the Division undertook a re-engineering effort. This resulted in merging some engineering specialties, creating a single point of contact system, and the use of teams and coaches. This all worked well when there was an experienced staff. Through the years, though, the experience level of staff has been reduced through turnover. The focus group of engineers who met for this study was extremely critical of the

engineering reviews of their projects. Additionally, the performance target levels for Development Services have been set too low. Plan check turnaround times are projected to be met only 75% of the time. Furthermore, recent performance measures indicate that service levels are actually being met at even a lower target, on the average 22 to 61% of the time.

In addition to any performance problems that may exist within Development Services, DSD must rely on other units within the Public Works Department as well as the Department of Transportation in order to complete their work. Within Public Works they must rely on other divisions for landscape review and for traffic signal design. They must rely on DOT for traffic signal review as well as other advice on transportation policy issues. None of these functions are performing in a timely manner, which further accentuates DSD's performance issues. San Jose's situation is similar to what we find in many communities. Review and permitting of private development is a relatively small part of the departments of Public Works and Transportation. As such, the function has difficulty in receiving adequate attention and priority, even though it is fee supported.

Recommendations

This report includes numerous recommendations to correct engineering review issues, including:

- ✍ Setting clear performance expectations for the non-DSD engineering reviews being conducted by DOT and other divisions within Public Works, Recommendations 258, 266, 268, 269, 270 and 271.
- ✍ Filling all DSD vacant positions, Recommendation 263.
- ✍ Developing an extensive DSD training program, Recommendations 287, 288, 289, 290, 291, 292 and 295.
- ✍ Provide more priority for permitting and development activities within Public Works, Recommendation 257.
- ✍ Creating a quality control program, Recommendations 254 and 285.
- ✍ Establish minimum plan submittal requirements, Recommendation 10.
- ✍ Creating clear performance standards and review times, Recommendations 258, 260 and 262.

3. Redevelopment Agency (RdA)

Findings

San Jose has a large, active and generally effective redevelopment function that operates as a separate staff reporting directly to the Redevelopment Agency (City

Council). Although separate, there are numerous interaction and coordination functions with many City Departments. Examples include coordination with:

- ✍ Planning for General Plan issues, processing of permits outside the downtown and Julian project areas, and as lead agency for environmental review.
- ✍ Building for building permits and inspection.
- ✍ Public Works for advice and review on public infrastructure,
- ✍ City Attorney for legal counsel, etc.

As redevelopment functions change and expand, the interrelation needs are likely to increase rather than decrease. For example, this expanded need is easy to see in the Strong Neighborhoods Initiative. The relations between RdA and the rest of City government were memorialized in a 1990 agreement.

There have been a variety of strained relations between RdA and other City functions. RdA tends to feel that other City functions are not always sensitive to redevelopment needs. City staff often sees RdA as just another developer. While we are told that relations have improved over recent times, further improvement is needed. It should be recognized that Redevelopment is not just another developer. The City has made a special effort to establish it as a focused function that is carrying out a variety of public mandates. A specific request by RdA has been to shift the lead agency role for environmental review from Planning to RdA. However, we were surprised to find that many employees within RdA feel the lead agency role should remain in Planning.

Recommendations

The report includes a variety of recommendations designed to smooth out relations between RdA and the rest of the City, including:

- ✍ City functions should recognize that RdA is not just another developer, Recommendation 305.
- ✍ Keep the City as the lead agency for RdA CEQA review, but substantially improve Planning's handling of the environmental issues, Recommendations 80, 169, 170, 171, 172, 173, 174, 175, 306 and 307.
- ✍ Conduct a Redevelopment/City "team building" effort, Recommendation 315.

4. Technology

Findings

Technology is a central part of any contemporary permitting system. San Jose has made good strides through an 8.3 million dollar investment in the IDTS system, which includes work on GIS, a permitting system (AMANDA) and an integrated document management system (File Net). The City also has a better than average

Web site that includes some email permits. In spite of these exemplary efforts, much remains to be done. The customers always remind us that San Jose is the capital of the Silicon Valley and thus, in relation to technology, more is expected. Issues of concern include:

- ✍ The City's GIS system needs major improvements and is substantially behind that found in many communities, both large and small.
- ✍ Additional funding for the IDTS system can enhance meeting customers performance goals.
- ✍ Inspectors are not using field computers.
- ✍ Adequate telephone service and email are not available to all relevant staff.
- ✍ There is no automated inspection request service, which is often a standard feature in comparable organizations.

Recommendations

Technology improvements will require:

- ✍ Completion of the IDTS original scope of services, Recommendation 18.
- ✍ Additional funding of IDTS, Recommendations 19, 114, 115, 153 and 199.
- ✍ Reinforcement of the importance of IDTS, Recommendations 20 and 21.
- ✍ Completion of the GIS strategy study and implementation of its findings, Recommendation 22.
- ✍ Implementing a field computer system, Recommendations 66 and 277.
- ✍ Integrating Code Enforcement into permitting system, Recommendation 33.
- ✍ Installing an Interactive Voice Mail Response System to handle calls for inspections, Recommendation 67.
- ✍ Installing up-to-date telephone and voice mail systems, Recommendations 192, 212, 235, 237, 238, 239, 273, 274, 275, 278 and 279.
- ✍ Expanding the City Web site, Recommendations 121, 210, 245, 246 and 276.

5. Integrated Permitting

Findings

San Jose has made substantial progress in creating an integrated permitting system. Key features include:

- ✍ Keeping Planning, Building and Code Enforcement in one Department.
- ✍ Having a few Planners in the Building Permit Center.

- ✍ Creating integrated engineering teams in Development Services.
- ✍ Creating the END CSA and implementing a unified approach to performance standards and the budget.
- ✍ Creating a standardized permitting system, IDTS.
- ✍ Moving part of the Fire function to City Hall.
- ✍ Working on a unified Permit Center for the new City Hall with all permitting functions co-located.

Additional areas for integration are possible. While customers must visit three floors within City Hall, some customers also must go downtown for Fire permits and across the street from City Hall for the Green Building payments. Planning's services within the Building Permit Center are limited and Planning staff has inadequate authority for decision-making. Field inspection units are spread in four separate locations and it may be that, for some projects, seven separate inspectors will be on site.

Recommendations

The further integration of the permitting functions will evolve over time and with the new City Hall. We decided not to make any major organizational change recommendations at this time, as we think major organizational change could take away from the need for more day-to-day changes. Additionally, new managers are in place in Planning, Building and Code Enforcement, Public Works, Transportation and Economic Development. These managers can benefit from additional time to get the lay of the land. Nevertheless, a number of changes can strengthen integration today, including:

- ✍ Move the remaining Fire plan check and permitting functions to City Hall and integrate them in the City Hall Permit Center, Recommendations 44 and 48.
- ✍ Co-locate all inspection functions, Recommendation 11.
- ✍ Create an inspection coordinating team, Recommendation 12.
- ✍ Strengthen Planning's representation in the Permit Center, Recommendations 213 to 219.
- ✍ Complete the IDTS implementation, Recommendation 18.
- ✍ Update and expand GIS, Recommendation 22.
- ✍ Complete RdA recommendations, see Key Priority Area 3 above.
- ✍ Smooth out relations between the Public Works Development Services Division, the Department of Transportation and other parts of Public Works, Recommendations 73, 74 and 75.
- ✍ Designate a permit executive coordinator to assure operational cross-departmental integration, Recommendation 26.

- ✍ Carefully design new City Hall permit center, Recommendation 24.
- ✍ Create an inter-departmental group of operational employees to supplement the work of the END CSA, Recommendation 29.
- ✍ Have all permit counters open the same hours, Recommendations 185 and 280.
- ✍ Review uniformity across all permitting functions, Recommendations 14, 140 and 141.
- ✍ Create a customer comment form for all functions, Recommendation 15.
- ✍ Clarify staff roles in Permit Center, Recommendation 26.
- ✍ Further coordinate Building and Planning functions, Recommendations 41, 42, and 43.
- ✍ Designate a Permit Center Coordinator, Recommendations 45, 46, and 47.
- ✍ Clarify project conformance responsibilities, Recommendations 71 and 150.

6. Planning

Findings

San Jose has a sophisticated, and in many respects one of the better planning functions we have reviewed. However, the function has suffered in a number of ways. During the time of high permit activity the function was obviously understaffed. During this same time period the department lost a number of experienced senior people and also experienced high turnover at the operational planning levels. As a result, the reviews by customers have been mixed and were quite negative in the customer survey conducted for this study. The planning function is of major concern because it is at the fulcrum of so much of the City's development activity.

We see a number of problems, including:

- ✍ Planning has historically not embraced developing clear performance standards and measurement systems.
- ✍ The published 30-day review standard is not being met often enough.
- ✍ The environmental function does not include the level of expertise that we would expect in a city like San Jose.
- ✍ The non-permitting planning functions are extensive, but lack a clear focus and a detailed work program or priority system.
- ✍ Contact with citizens is modest compared to what many communities are doing.
- ✍ Checking for conformance to planning conditions, until recently, has been minimal. Even today, Planning is not a party to the Certificate of Occupancy.

- ✍ 70% of the Planning staff and 82% of the Planning Project Managers have been with the Division fewer than three years.

Recommendations

- ✍ Create an extensive “Ladder of Experience” training program for Planners, Recommendation 111.
- ✍ Expand the use of permit timelines and measurement systems, Recommendations 112, 113, 138, 139 and 140.
- ✍ Complete the experiment on conformance review, Recommendation 150.
- ✍ Strengthen Planning’s role in the Building Permit Center, Recommendations 213 and 215 to 222.
- ✍ Create a detailed work program for non-permit activities, Recommendation 90.
- ✍ Increase training and the training budget, Recommendations 107, 108 and 109.
- ✍ Resolve intra-divisional issues, Recommendation 106.
- ✍ Improve 30-Day Letter process, Recommendations 144 to 148.